

## LETTER FROM SISTER PAULETTE

Dear Colleagues and Friends,

I am pleased to share with you a summary of our 2013-2016 Strategic Plan, which serves as a blueprint for how we will proceed with our work over the next four years. The plan is the culmination of a comprehensive, five-month strategic planning process, which included an environmental scan of key internal and external stakeholders, staff focus groups, and a diagnostic survey, as well as satisfaction surveys which were distributed to all GSS staff and to program participants respectively. The planning process allowed us to reflect on our current work and organizational strategy, the needs of our program participants and the communities in which we work and the challenges and opportunities facing the agency as whole.

Parallel to our strategic planning, we recommitted ourselves as a strength-based youth and family development agency and resolved to keep this philosophy and practice front and center as we roll out our plan. Our deep commitment to positive youth and family development stems from the principles handed down by our founders, the Sisters of the Good Shepherd, more than 150 years ago. It has driven our work from the very beginning and will provide a strong foundation from which to respond to the challenges and opportunities ahead.

The strategic plan also underscores our commitment to utilizing evidence-based practices across our programs to ensure that our work with youth and families is informed by the most current thinking and research.

We hope that this brochure will give you an understanding of how the agency will work to achieve our collective goals as well as the important role that you can play to bring this strategic plan to fruition. I look forward to working with you!

Sincerely,



Sr. Paulette LoMonaco  
Executive Director

## OUR MISSION

Good Shepherd Services goes where children, youth, and families face the greatest challenges and builds on their strengths to help them gain skills for success. We provide quality, effective services that deepen connections between family members, within schools, and among neighbors. We work closely with community leaders to advocate, both locally and nationally, on behalf of our participants to make New York City a better place to live and work.

Good Shepherd Services leads in the development of innovative programs that make a difference in the lives of children, youth and families today.

## OUR CORE VALUES

### Compassion

The services we provide surround children, youth, and families with kindness and care, build on their strengths, and embrace unique talents, interests, and accomplishments.

### Commitment

Our support for children, youth, and families is unwavering, especially in New York neighborhoods that have the fewest resources.

### Bold leadership

We face deeply rooted poverty and inequality, and confront these challenges head on through strong leadership, innovative programs, and advocacy for positive change.

### Learning

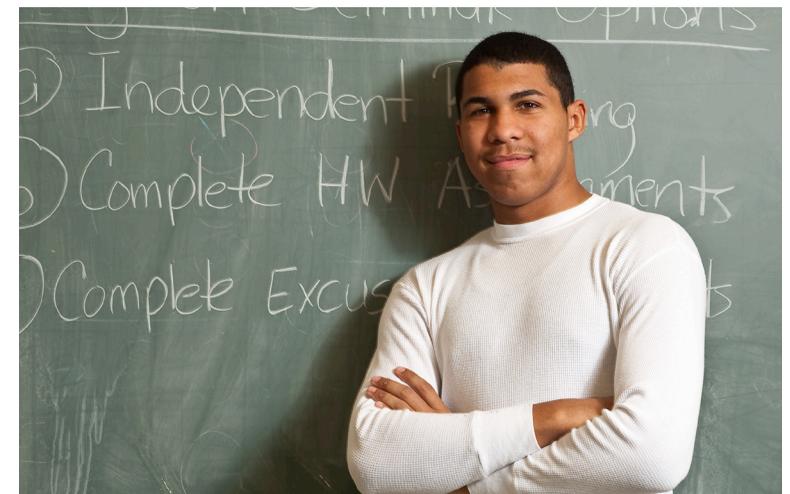
We prioritize ongoing education for both ourselves and our participants. We constantly seek out new ways to be effective and use evidence and data to help us be successful.

### Optimism

We know we can make a real difference with a positive approach that builds upon the inherent strengths that children, youth, and families have to transform themselves.

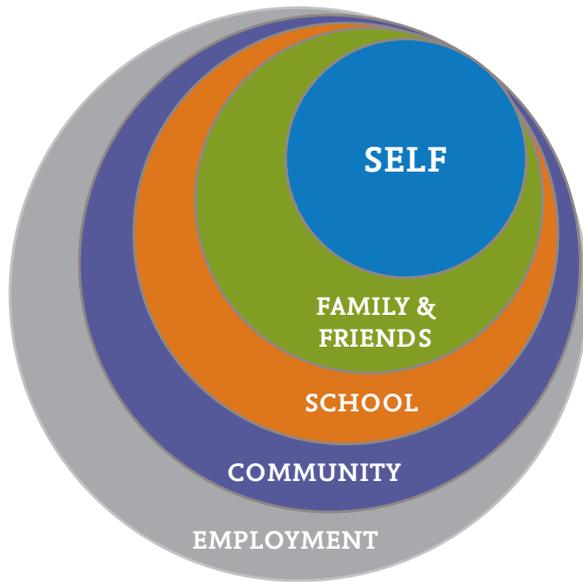
### Responsiveness

We listen deeply to and respect the children, youth, and families with whom we work. In New York City neighborhoods with few resources, we do what it takes to respond, and have built the ability to adapt into our approach.



## ORGANIZATIONAL STRATEGY

Good Shepherd Services provides a continuum of care in response to the diverse challenges facing young people and families in New York City. We help individuals strengthen and rebuild their lives, working in communities to support them. Employing both preventive and recuperative strategies, we bring our signature youth and family development interventions to address the needs of youth in foster care, families that need support, and young people who have become disconnected from school, involved with the juvenile justice system, or who are homeless. We work with at-risk youth in a variety of settings to prevent them from becoming disengaged from family, school and community, clustering programs, where possible, in neighborhoods of high need to achieve maximum impact.



## AGENCY-WIDE GOALS FROM OUR THEORY OF CHANGE

At all of our programs we are committed to utilizing evidence-based practices, where appropriate, and we promote the following:

**Safety:** Keeping youth and families out of harm's way

**Belonging:** Helping youth build strong connections to family, nurturing adults, supportive peers, school and the broader community

**Skill-Building:** Helping program participants build a wide range of developmentally appropriate competencies

## WE KNOW YOUTH AND FAMILIES HAVE WHAT IT TAKES TO SUCCEED.



## OUR 2013-2016 STRATEGIC PLAN

Through our strategic planning process and our assessment of the challenges and opportunities ahead, we recognized the need to prioritize internal operations, after a period of significant growth, and to focus attention and resources on programs, evaluation and infrastructure. We also saw the need to increase our brand recognition among key validators and audiences. By fully implementing the eight strategic directions outlined below, we will ensure that GSS remains at the forefront of innovative practices. More importantly, we will deepen our commitment to our program participants and support their successful transitions to self-sufficiency.

### 1. Enhance Internal Operations and Infrastructure

We will enhance our leadership structure, strengthening and streamlining functions based on geography and similar program areas; increase internal communication and collaboration; ensure our philosophy of care and strength-based youth and family development approach is optimized and engage in the reaccreditation process with the national Council on Accreditation (COA).

### 2. Deepen Services in Targeted Communities including, Central Bronx, Red Hook, East New York and Bedford-Stuyvesant, Brooklyn

We will identify opportunities to deepen our roots, address the needs and cluster additional services in the central Bronx, and in the Brooklyn communities of Red Hook, East New York and Bedford-Stuyvesant. We will work to integrate our family foster and residential care with our community-based programs, while strengthening the ties between our programs.

### 3. Enhance Program Evaluation and Planning Capacity

We will work to sustain and enhance our role as a leader in delivering programs that are informed by the field's most current thinking and research

on effective practices. Specifically, we will increase the implementation of evidence-based practices throughout our programs and conduct additional third party evaluations as opportunities arise. We will also ensure that the Program Evaluation and Planning Department has adequate staffing and technology to implement these enhanced activities.

### 4. Strengthen Organizational Advocacy

We will strengthen our advocacy with city and state governments by positioning the agency as a problem solver with solutions to the intractable challenges confronting at-risk, New York City youth and families as they transition to self-sufficiency.

### 5. Improve and Increase Branding and Marketing

We will work to improve our brand and name recognition with key audiences by more visibly promoting the impact of our programs and the successful outcomes of our participants.

### 6. Increase Opportunities for Leadership Development

We will promote leadership development and succession planning for staff throughout the organization and create new and increased opportunities for GSS staff to engage with colleagues as well as external stakeholders.

### 7. Identify New Sources of Private Funding

We will raise additional private funds to support quality programming, strengthen our continuum of care and the use of evidence-based and evidence-supported practices. We will strengthen the capacity of the External Relations Department and ensure that Board members maximize their resources and connections.

### 8. Promote Board Diversity

We will enhance our Board to reflect the diverse populations we serve and ensure that it draws from a broad section of fields and professions.