GOOD SHEPHERD SERVICES
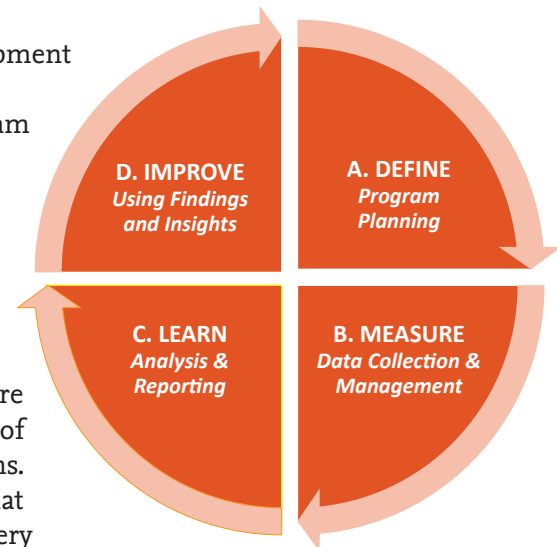
PROGRAM EVALUATION AND PLANNING DEPARTMENT

Good Shepherd Services is a leading multi-service youth and family development organization with a deep footprint in New York City neighborhoods that are the most under-resourced. Our goal is to expand the geography of opportunity to these communities, ensuring that children, youth, and families have opportunities to fulfill their potential in school, at home, and in life. We offer a wide range of programs from enriching afterschool services to specialized supports for youth and families in crisis. Our high-quality services are informed by the latest research and supported by a strong organizational infrastructure and best-in-class management practices.

All Good Shepherd programs are designed using our Youth and Family Development Approach and incorporating evidence-based models and practices. To promote data-informed decision making, Good Shepherd maintains a centralized Program Evaluation and Planning (PEP) department that uses a tripartite strategy:

1. Provide Tailored Performance Management

PEP partners with each Good Shepherd program to develop a plan for performance management and continuous learning. Each program has a logic model that presents a clear map, specifying the program's target population, intended impact, resource investment, inputs, activities, and outcomes. To ensure the collection of the highest quality data, Good Shepherd implements a variety of standardized assessments and employs program-tailored data collection systems. We use findings from regular data analysis to identify and replicate practices that are working well, while also identifying potential modifications in service delivery when practices are not meeting our standards.
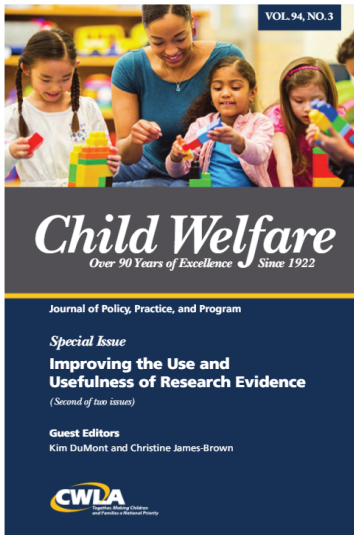
D. IMPROVE *Using Findings and Insights*

A. DEFINE *Program Planning*

C. LEARN *Analysis & Reporting*

B. MEASURE *Data Collection & Management*

Performance Management Lifecycle

2. Implement Evidence-Based Models

An essential piece of our work entails determining and supporting interventions to strengthen services. Oftentimes, this results in the incorporation of evidence-based models into our program designs. Our child welfare, supportive housing, and youth justice programs implement trauma-informed Sanctuary Model, Solution-Based Casework, and the Parenting Journey. Our Family Foster Care program was a pioneer implementer of ChildSuccessNYC, and our afterschool programs use evidence-based curricula, such as KidzLit, Classroom Inc., Robotics, and Afterschool Science Plus. In collaboration with programs, PEP builds organizational knowledge of the key drivers of successful implementation; assisting, for example, in coordinating leadership teams, setting up systems to monitor fidelity, and providing coaching on model components.

3. Build Evidence through Research Partnerships and Leveraging Multisource Data

As part of Good Shepherd's strategy to develop and implement effective programs, we have formed several research partnerships which enable us to evaluate our programs with scientific rigor and to integrate internal program data with information from a variety of funder and public administrative sources. The impact evaluation of our Chelsea Foyer supportive housing program conducted by the Center for Innovation through Data Intelligence (CIDI), integrated internal data with data from several NYC health and human services departments and allowed us to test the long-term impact of participation in the program. Good Shepherd also has an ongoing research-practice partnership agreement with New York University focused on our education programs, and recently signed a data sharing agreement with John Jay College which will help gauge impact of our Bronx Rises Against Gun Violence (B.R.A.G) and youth justice programs.
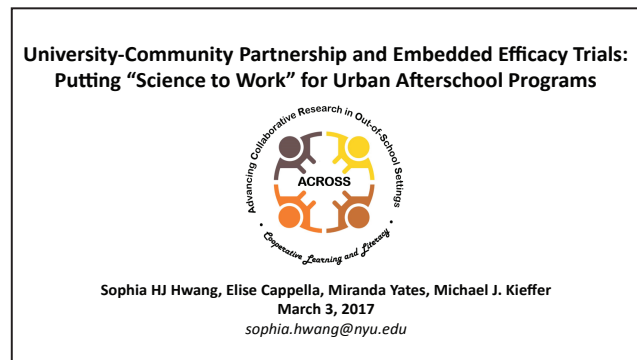
We see what can be.

Strongly Positioned to Advance Research Utilization

Good Shepherd has become a go-to leader in the human services sector for tackling the challenge of sustained use of research and evidence-based decision making. City agencies, private foundations and peer organizations frequently call upon us to share internal evaluation expertise. Good Shepherd has produced articles, reports, conference presentations, and blogs to articulate our perspective and what we have learned. We recently published two peer-reviewed journal articles in *Child Welfare*. The first describes the CIDI impact study mentioned above with an emphasis on the value of public/private partnerships and leveraging multisource data. The second recounts our agency-wide effort to integrate evidence-based practice into the culture of our organization.

Over the past decade, the resources and systems established in PEP have become an integral part of how Good Shepherd develops and executes its programs and its overall organizational strategy. Having first built its capacity to provide rigorous performance management for individual programs, PEP's current efforts are increasingly holistic and aimed at using data and research to tackle complex challenges for service providers. We are focused on:

- Ensuring our work is responsive to the most pressing needs of the communities we serve by using participatory methods that engage stakeholders at each phase of our work

- Codifying and building evidence for our most innovative models, including our LifeLink college access and retention program

- Establishing shared outcome measurement

- Advocating to access and integrate administrative data sources that inform long-term outcomes

Research to Practice and Back Again:
Examples of University, Community and Policy Partnerships in Urban Communities

Society for Research on Educational Effectiveness
March 2017, Washington, DC.

University-Community Partnership and Embedded Efficacy Trials:
Putting "Science to Work" for Urban Afterschool Programs

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March 3, 2017
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To Learn More

To learn more about Good Shepherd's commitment to program evaluation and planning, please contact Miranda Yates, Ph.D., Assistant Executive Director for Strategy, Evaluation, and Learning at miranda_yates@goodshepherds.org or visit our website: www.goodshepherds.org.

We see what can be.