

# Annual Report 2017



**GOOD  
SHEPHERD  
SERVICES**

We see what can be.

In our work,  
we are  
constantly  
evaluating  
the impact  
and  
effectiveness  
of our  
programs  
and our reach  
within the  
community.



Dear Friends,

In 2018 we are launching a new strategic plan, which was created through a highly participatory process involving our staff, board members and program participants. It charts a powerful yet grounded strategic course to advance our mission, vision, and values over the next five years. Together the strategic directions reflect a commitment to addressing inequity within and beyond our organizational borders, reinforcing Good Shepherd Services' programmatic approach, staying true to core values, aligning our work, building leadership, and broadening our engagement with the communities we serve.

We are excited about where this plan will take us. As we look towards the future, we also want to look back at the accomplishments of our last plan which ended in 2017. Because of your support and generosity we have been able to achieve much of what we set out to do including deepening our work in East New York, enhancing our targeted advocacy efforts, and strengthening our evaluation and planning capacity. On behalf of our board of directors, our 1,200+ staff and over 30,000 participants, we graciously thank you.

Sincerely,

John Adams  
Board Chair

Paulette LoMonaco  
Executive Director

We build trust within communities when we can align services with their needs and our mission.



## A Look Back with a Vision *Forward*

In 2017, Good Shepherd Services completed a strategic plan and launched a new one this year. The eight strategic directions of the previous plan has guided every area of our work since embarking on it in 2013 – from how we create impactful programs that truly meet the needs of the communities we serve to how we raise funds. We will take a look back at the accomplishments and forward momentum that was made with a snapshot of how we've grown, adapted, and strengthened our work to achieve our mission.

# 1. Aligning People, Programs & Systems

## Strong Internal Operations and Infrastructure

An enhancement to leadership structure, with emphasis on strengthening and streamlining functions based on geography and program areas, and on internal operations capacity, improves efficiency and strengthens our foundation. Service coordination through a community-based structure allows us to move towards innovation in a more targeted way.

### Accomplishments:

- Consolidated Family Foster Care, Juvenile Justice, and Supportive Housing Division.
- Consolidated Finance, Facilities, Technology and Human Resources under the Chief Financial & Administrative Officer.
- Launched new IT asset management & workflow, learning management, and HR management systems.
- Developed and rolled out new curricula for mandatory foundational workshops on Mission Effectiveness, Youth & Family Development (YFD), and Values in Action.
- Consolidated our comprehensive range of community-based programs in East New York, Red Hook, Bedford-Stuyvesant, and the Central Bronx.

# 2. Communities Blossom When Opportunities Exist

## Deepened Services in Targeted Communities

In our work, we are constantly evaluating the impact and effectiveness of our programs and our reach within the community. We know that in order to wholly support youth and families, we need to offer the right combination of wraparound services that address their various and unique needs.

### Accomplishments:

- Launched five Community Schools: Boys and Girls High School, Bushwick Leaders High School, Essence School, and PS 297 in Brooklyn and DeWitt Clinton High School in the Bronx.
- Opened two Cure Violence sites in the Bronx through our Bronx Rises Against Gun Violence (B.R.A.G.) program.
- Broke ground for the Prince Joshua Avitto Community Center in East NY, Brooklyn.

The Prince Joshua Avitto Community Center, named after a young boy who was killed in his apartment building located across from the center, will serve several housing complexes. This state-of-the-art, 19,500 square foot community center is scheduled to open in early 2018. The community center will serve approximately 2,000 youth and families annually through a range of activities with the goal of contributing to the social capital, strength, and vibrancy of East New York residents. We will share the space with ManUp! Inc., a local non-profit organization whose mission is to serve urban neighborhoods as a multi-cultural, social service agency for neighborhood.



# 3. An Informed Approach Inspires Success

## Enhanced Program Evaluation & Planning Capacity

A critical component of creating and delivering high-quality programs is using data to improve program design and demonstrate impact. We build trust within communities when we can align services with their needs and our mission. By expanding program evaluation and planning, we can continue to provide high-quality programs with the confidence that we are connecting people to the right resources.

### Accomplishments:

- Expanded implementation of evidence-based models.
- Completed third-party evaluations for Transfer Schools and The Chelsea Foyer at The Christopher.
- Established research-practice partnership with New York University and Student Success Network.

Our commitment to evidence-based practice ensures that the most current thinking and research on effective practices guide our work with youth and families, while maintaining mission-driven coherence across our services and programs. For all Good Shepherd programs, positive impact is assessed by focusing on three core outcome areas: safety, belonging, and skill building. Our focus on these areas is grounded in the large body of research indicating that these strength-based outcomes are fundamental building blocks toward achieving self-sufficiency. (Durlak, Weissberg, & Pachan, 2010; Gambone, Klem, & Connell, 2002; McLaughlin, 2000).

# 4. What We Stand For

## Strengthened Organizational Advocacy

We respect the dignity and worth of every person and reject intolerance, inequity and injustice in whatever form it may take. As an organization with deep roots in New York City since 1857, we work aggressively to find solutions to chronic systemic challenges facing many New Yorkers.

### Accomplishments:

- Engaged in coalition work to influence the funding and design of public programs in areas that directly support the children, young people, and families with whom we work across all divisions at Good Shepherd Services.
- Successfully impacted expansion and financing of programs for homeless youth, middle school after schools, and Community Schools.

Good Shepherd Services plays an active role on many **coalitions** and **advocacy groups** including:

- Human Services Council
- Council of Family and Child Caring Agencies (COFCCA)
- Campaign for Children
- Children's Collaborative
- Coalition for Community Schools Excellence
- Mayor's Supportive Housing Taskforce
- Catholic Charities
- Neighborhood Family Services Roundtable

# 5. A Fresh New Look, a Renewed Mission

## Clearer Communications

Our mission has always been rooted in a strength-based, trauma-informed approach because we believe talent, creativity, and untapped brilliance already exist within our program communities. However, it was necessary to update our logo, mission statement, vision, and values to better reflect who we are in the new millennium.

## Accomplishments:

- Rebranded our visual identity, website, logo, tagline, as well as mission, vision, and values statements to clearly communicate the broad range of work we do in New York City with children, youth, and families, and why our work is so needed and important.
- Introduced Good Shepherd to new audiences as an organization with high commitment to evidence-based practice and program evaluation including two peer-reviewed journal articles, webinars, blogs, and conference presentations.

The most significant change to our visual identity was the redesign of our logo. Our new logo features a compass, which is a fitting symbol because each of our programs seeks to give participants the tools to chart a course forward at home, at school and in the community. Our new tagline —“We see what can be”—truly captures the spirit of Good Shepherd Services and the sense of hope and optimism with which we approach our mission.

# 6. Future Bold Leaders in Human Services

## Leadership Building

There is a fierce ambitious drive within professionals in the workplace today that is creating a demand for skill growth and leadership development. We have placed more focus on recognizing the talent within our organization.

## Accomplishments:

- Assessed our leadership development structure with Bridgespan resulting in enhancements to Good Shepherd Services performance and development process.
- Participated in both Columbia University School of Management and the American Express Executive Leadership Programs, enrolling senior staff in their Senior Leadership and Developing Leadership programs.

Our Learning and Development department launched the Good Shepherd Services Supervisory Certificate Program. The Certificate Program focuses on assisting supervisors in enhancing their leadership skills to be outstanding in their supervisory practice. It also provides the opportunity for attendees to use blended learning opportunities, with access to some self-paced online courses, articles, books, and additional resources. Our first cohort, which had their final session in December, included 57 supervisors.

## 7. Greater Investment in New York

### Diversified Funding

Good Shepherd Services, like many nonprofit organizations, depends heavily on government grants and contracts to keep programs running, but there remains a financial gap that needs to be filled. An increase in private funding serves as a lifeline that enables us to cover indirect costs so we can be financially sustainable in the long term.

### Accomplishments:

- Secured new avenues of funding from corporations and foundations.
- Increased our annual private fundraising.
- Our “Midnight Madness” scavenger hunt fundraising event was re-envisioned through sponsorship by Pine River Capital Management. The redesigned event was renamed COMPASS and it took place in September 2017 with a broader audience.

COMPASS, formerly Midnight Madness, is an urban puzzle-solving competition that combines creativity and ingenuity in a unique fundraiser. This biennial event brings over 100 of the brightest minds in finance and other industries to compete in an elaborate scavenger hunt, which in the past has required knowledge of everything from astronomy, circuit wiring, '80s songs and video games, to iconic New York locations. Participants make haste as they traverse city blocks to solve intricate riddles and puzzles.

## 8. An Inclusive Culture for a Sustainable Future

### Promoted Board Diversity

Our board's impact on how we plan for the future and cultivate opportunity means it should be in touch with the needs of the communities we serve. A high-caliber board that is diverse in culture, experience, expertise, and perspective creates a dynamic within the group that fosters stronger governance. Over the last few years, we have made great strides to enhance the collective voice of our board.

### Accomplishments:

- Four new board members joined Good Shepherd Services from diverse cultural and professional backgrounds.
- We launched SpringBoard, a young professionals committee, in 2016.

As a young woman, board member **Debra Vizzi** was a participant in one of our residences after experiencing years of abuse at home. With great courage and support, Debra went on to complete her education earning a Master's Degree in Social Work from Rutgers University. Today, Debra is President and CEO at Community FoodBank of New Jersey, the largest anti-hunger program in the state, where she is working to ensure that children and families have access to food in a dignified supermarket-type setting.



We created a plan that charts a powerful and grounded strategic course to advance our mission, vision and values over the next five years.



2018-2022

We are looking *forward* to the future with optimism and a renewed commitment to deepening our impact and extending it to reach more children, youth, and families in New York City.

Our 2018-2022 Strategic Plan was developed using a participatory and multi-method design that was led by a team of 20 staff from across all programs and two board members.

Over 300 staff members and program participants took part in developing our plan.

Over the next five years, our focus will be to reinforce our programmatic approach, stay true to our core values, align our work, build leadership, broaden engagement with the communities we serve, and address inequity within and beyond our organizational borders.

## We See What Can Be: 2018-2022

### Equity & Inclusion

- We engage in purposeful efforts to identify and break down organizational and systemic inequality and unjust structures.

### Alignment & Collaboration

- We evolve as a networked organization accessing our collective wisdom and shared foundational approaches to advance our work.

### Building Leadership

- We recognize and promote the development of emerging leaders among our staff, participants and communities. We grow and support our staff and participants in developing leadership skills and progressively taking on new leadership responsibilities and roles.

### Technology

- We use cutting edge technologies to communicate internally and externally, streamline our work, foster creativity, and optimize our results.

### Community Engagement & Advocacy

- We support the natural web of relationships and connections among neighborhood stakeholders to unlock strengths, identify priorities, address barriers and advocate for resources that impact the well-being of youth, families and communities.

### Funding & Resources

- We seek new and innovative platforms to raise funds and generate social capital.
- We work in balanced partnership with our public and private funders.

## Financials: Revenues

Revenues:	June 30, 2017		June 30, 2016		% Change from 16 to 17
Government Grants	46,062,997	51.1%	46,207,718	50.9%	-0.3%
NYC Care and Maintenance	22,220,545	24.6%	20,567,307	22.7%	8.0%
Medicaid	6,033,057	6.7%	5,716,904	6.3%	5.5%
Private Grants/Contributions *	13,755,438	15.2%	14,238,266	15.7%	-3.4%
Investment Income	735,452	0.8%	749,771	0.8%	-1.9%
Miscellaneous	1,411,722	1.6%	3,262,655	3.6%	-56.7%
<b>Total</b>	<b>90,219,211</b>	<b>100.0%</b>	<b>90,742,621</b>	<b>100.0%</b>	<b>-0.6%</b>

\* Includes pledges

## Financials: Expenses

Expenses:	June 30, 2017		June 30, 2016		% Change from 16 to 17
Neighborhood Family Services	42,581,146	47.0%	42,735,081	48.0%	-0.4%
Professional Training	424,877	0.5%	522,549	0.6%	-18.7%
Group and Foster Care Adoption	31,905,042	35.2%	30,565,868	34.3%	4.4%
Management and General	11,509,302	12.7%	10,817,903	12.2%	6.4%
Fundraising	1,325,401	1.5%	1,239,878	1.4%	6.9%
Depreciation and Amortization	2,557,057	2.8%	2,913,934	3.3%	-12.2%
Interest Expense	220,373	0.2%	229,304	0.3%	-3.9%
<b>Total</b>	<b>90,523,198</b>	<b>100.0%</b>	<b>89,024,517</b>	<b>100.0%</b>	<b>1.7%</b>

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Corcoran

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Think Outside the Cell Foundation

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Tondern Capital

Colin Teichholtz

Marco Valla  
Barclays

Debra Vizzi  
Community FoodBank  
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Joy Goldsmith  
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Programs

Miranda Yates  
Assistant Executive Director for  
Strategy, Evaluation and Learning

Greghan Fischer  
Chief Administrative  
Officer and CFO

Anne Waldfogel  
Assistant Executive  
Director for Bronx  
Community-Based  
Programs



As an organization with deep roots in New York City since 1857, we work aggressively to find solutions to chronic systemic challenges facing many New Yorkers.



## Our Vision

We envision a New York City where children grow up in thriving neighborhoods, and all individuals and families can build on their strengths to realize their fullest potential.

## 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 Values

These core values inspire our staff and participants and drive everything we do – including our approach to the work, the decisions we make, and the way we collaborate.

Compassion • Commitment • Bold leadership • Learning • Optimism • Responsiveness



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