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

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.
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. (Durak, Weissberg, & Pachan, 2010; Gambone, Klem, & Connell, 2002; McLaughlin, 2000).

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
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 program’s 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.

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.
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.

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.

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.

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.

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

<table>
<thead>
<tr>
<th>Revenues:</th>
<th>June 30, 2017</th>
<th>June 30, 2016</th>
<th>% Change from 16 to 17</th>
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</thead>
<tbody>
<tr>
<td>Government Grants</td>
<td>46,662,997</td>
<td>46,207,718</td>
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<tr>
<td>NYC Care and Maintenance</td>
<td>22,220,545</td>
<td>20,567,307</td>
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<td>Medicaid</td>
<td>6,033,057</td>
<td>5,716,904</td>
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<td>Private Grants/Contributions *</td>
<td>13,755,438</td>
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<td>Investment Income</td>
<td>735,452</td>
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<td>Miscellaneous</td>
<td>1,411,722</td>
<td>3,262,655</td>
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<tr>
<td>Total</td>
<td>90,219,211</td>
<td>90,742,621</td>
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* Includes pledges

# Financials: Expenses

<table>
<thead>
<tr>
<th>Expenses:</th>
<th>June 30, 2017</th>
<th>June 30, 2016</th>
<th>% Change from 16 to 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Family Services</td>
<td>42,581,146</td>
<td>42,735,081</td>
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<tr>
<td>Professional Training</td>
<td>424,877</td>
<td>522,549</td>
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<tr>
<td>Group and Foster Care Adoption</td>
<td>31,905,042</td>
<td>30,565,868</td>
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<tr>
<td>Management and General</td>
<td>11,509,302</td>
<td>10,817,903</td>
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<td>Fundraising</td>
<td>1,325,401</td>
<td>1,239,878</td>
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<td>Depreciation and Amortization</td>
<td>2,557,057</td>
<td>2,913,934</td>
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<tr>
<td>Interest Expense</td>
<td>220,373</td>
<td>229,304</td>
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</tr>
<tr>
<td>Total</td>
<td>90,523,198</td>
<td>89,024,517</td>
<td>1.7%</td>
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</tbody>
</table>
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