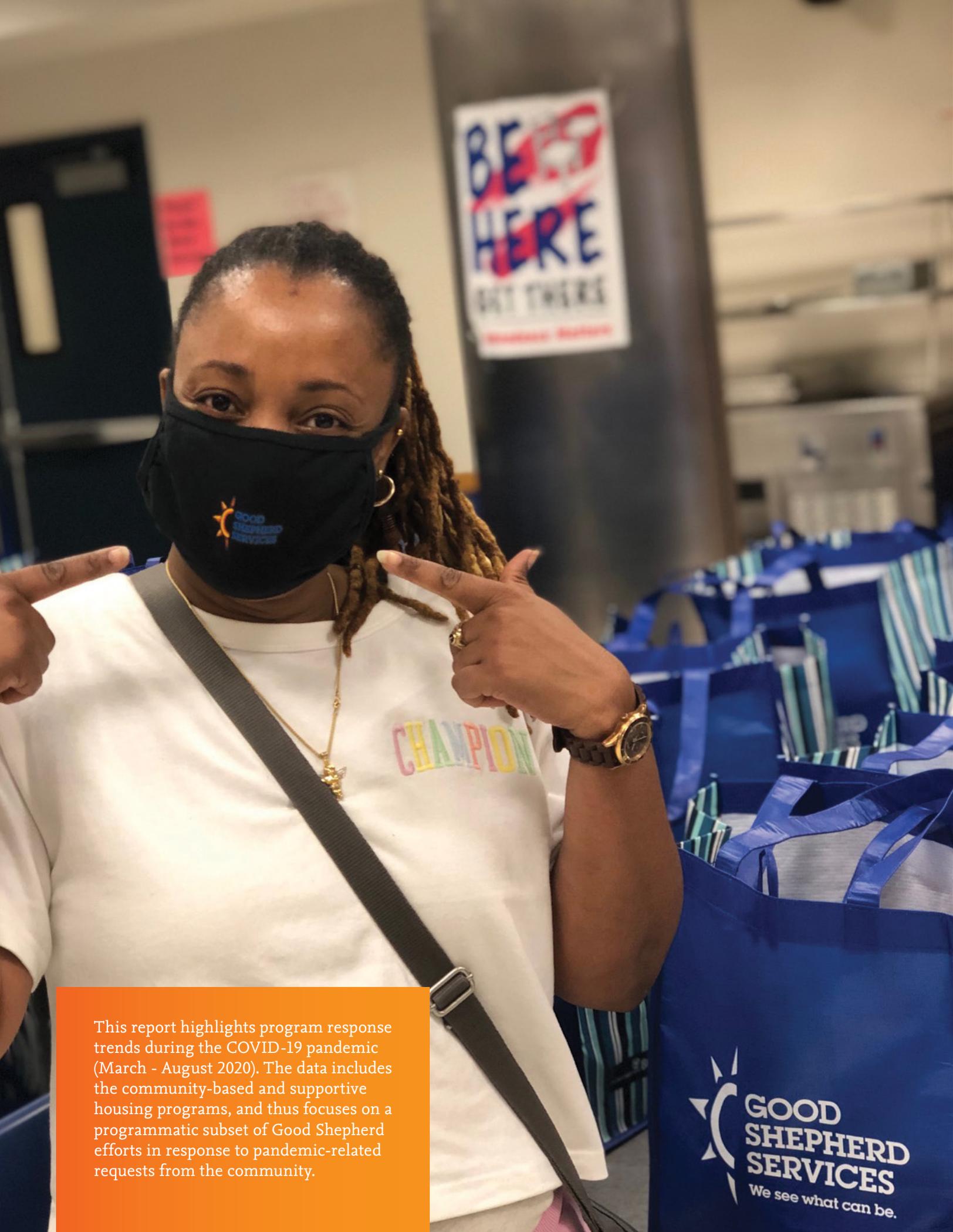




2020 2021 Annual Reports





This report highlights program response trends during the COVID-19 pandemic (March - August 2020). The data includes the community-based and supportive housing programs, and thus focuses on a programmatic subset of Good Shepherd efforts in response to pandemic-related requests from the community.

 **GOOD SHEPHERD SERVICES**
We see what can be.

Thank You.



Respond. Pivot. Adapt. These verbs have defined what has been a year (and counting) of unprecedented challenges — which we know all too well! — but also of unprecedented opportunities. Opportunities to live more deeply in our mission, be flexible in the face of constantly shifting circumstances, learn how strong and resilient we really are, and provide what is needed when it's needed most. The COVID-19 pandemic has pushed and tested us in ways we could never have imagined – and we have responded in ways we may not previously have believed we could.

If ever there has been a team effort, this has been it. Colleagues working day in and day out on the “frontline” in program and the community; Leaders across the organization monitoring changing conditions, triaging crises, developing policies, and creating protocols with lightning speed; Partners fielding requests and responding in the moment to emerging needs, both great and small. Then, just when we thought the light at the end of the tunnel was in view, we were dealt a new variant and a new set of challenges to confront. And we keep at it.

As I write this, the pandemic is still very much with us, and there is no end in sight. But we are more optimistic than ever that we will get through this together and be stronger for it. Thank you for joining your efforts to ours. We could not do it without you.

Michelle Yanche
Michelle Yanche
Executive Director



How Our Programs Have Responded During the COVID-19 Pandemic

Good Shepherd Services partnered with New York City's most impacted communities.

Good Shepherd partners with historically disinvested neighborhoods and builds on community assets. During the COVID-19 pandemic, Good Shepherd staff mobilized as first responders to our communities' emergent and shifting needs. These included requests for cash and food assistance, technology, and employment opportunities.



89,000

Total # of contacts with youth & families to identify needs and provide emotional support.



19,000+

Total # youth & families receiving meals or other essential support.

Despite intensified systemic challenges, participants achieved substantive accomplishments.

Shifts in youth and family requests from March to August 2020 Good Shepherd programs continued to support participants through internships and employment placements, educational enrollments and graduation, and certification completion. Good Shepherd served 3,236 active participants* during the COVID-19 pandemic, and 62% (n=2,019) were able to persevere and work towards a life advancement outcome, 940 graduated from High School, and 673 had a secure income through employment or internships.

1,264

Enrolled in school, persisted in school, or graduated between Mar. – Aug. 2020.

673

Remained employed, obtained employment, or obtained an internship.

*Denominator: Youth Justice and Workforce (n=470), Supportive Housing (n=103), Education Programs: YABC, Transfer Schools, Lifelink (n=2,663)

Essential

A Defining Moment for Us All

The safety and well-being of the 30,000 people who depend on our services each year became a primary concern from the start of the health crisis. Relying on information from city and government agencies, we worked around the clock to be responsive. Every moment required a collaborative action and a massive mobilization to understand and respond to the community's needs when schools closed, and the city shut down.

The ability to cover basic necessities such as groceries and rent became challenging for many families that we serve in the Bronx, Brooklyn, and Manhattan. For young people in our programs who were accustomed to daily socialization, the abrupt switch to physical isolation from their peers added to the mounting pressure. We consistently reached out to participants through countless phone calls, texts, emails, and home visits to check on their well-being and keep them connected to our staff.

We had to reimagine almost every facet of our work, making daily micro-decisions on how to continue providing high-quality services while meeting basic needs. We provided safe childcare for New York City's essential workers. We found creative ways to engage young people in their new virtual learning environment. We distributed gift cards so households could stay afloat as they faced economic instability. We found what was essential and made it the center of our response.



As we kept going through COVID, we found that many of our participants had family members in their immediate households who tested positive. They were becoming the primary breadwinner or the head of the household. So, our youth had even more on their plates than they did pre-COVID.

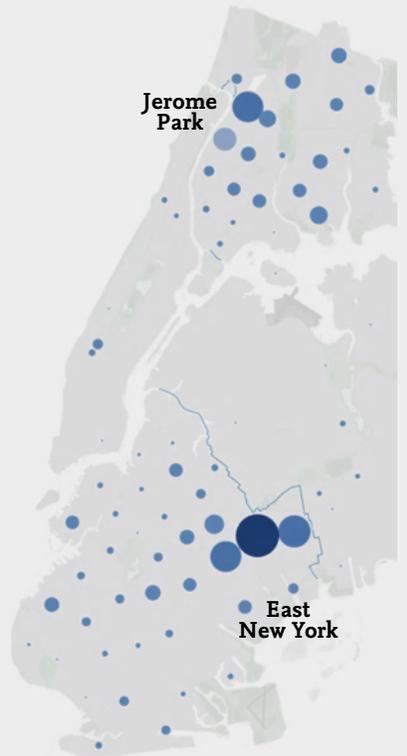
— **Alyssa Garcia**, Division Director for Brooklyn YABCs, Rebound and Rebound Assist programs



How Our Programs Have Responded During the COVID-19 Pandemic (March - August 2020)

Good Shepherd Geographic Response to Need Requests

We responded to 1,300 requests from families living in East New York and 642 requests from families in Jerome Park and its surrounding areas (see map).



Jerome Park

East New York

Legend

- Low Requests
- Moderate
- High Requests



Youth Justice

Participants were supported to remain on track and avoid justice involvement despite shifts in their routines and decreased protective factors (e.g., basic needs, school, work). **65% of all Youth Justice participants received support with technology.**

AIM, Arches, Next Steps (n=99)



Exited Youth
avoided justice involvement
for 3+ months



Received
food resources
(e.g., groceries)

Bronx Rises Against Gun Violence (B.R.A.G.) (n=128)

In addition to their CURE Violence work, B.R.A.G. has supported community COVID-19 prevention & education efforts.

4,714

PPE Units
Distributed

459

Hours
Canvassed

405

Social Service
Referrals

Access

Digital Divide

Without access to digital learning devices or wifi at home, schoolwork was impossible for nearly 300,000 students in New York City's public-school system who had to shift to virtual or hybrid learning. For hundreds of students enrolled in our academic programs, the threat of missing out on schoolwork became real. The slow pace at which the city dispersed laptops contributed to learning loss, which impacted a disproportionate number of students of color.

As they waited for the city to deliver on its commitment, the possibility of derailed academic plans spurred us to action. We understood that the slightest hold-up in receiving devices could snowball into a significant setback for participants. That's when generous friends and partners stepped in to help our staff make education possible for those students.



When the city moved to remote learning, they were supposed to provide students with access to technology for their online classes. When that was drastically delayed, we ordered Chromebooks for students at my school. I delivered them one by one to each of the families. We knew how important it was, and people couldn't wait for the resources that were coming from the city.

— David Gray, Director, Research and Service High School



Food Security

Food security is among the most basic of our human needs and critical to our overall development. Far too many families are unable to stretch their income to afford adequate nutritious meals. It's a disturbing reality that only worsened during the health crisis. Our already existing food pantries could not meet the surging demand for food, so we knew we had to do more.

From East New York, Brooklyn, to the Tremont section of the Bronx, we coordinated food distribution stations between partner organizations and restaurants that provided hot food, fresh produce, and non-perishable items on a recurring basis.



It's a rewarding feeling, giving back as an essential worker. When people come to pick up their food, they are thankful and say that they can't wait to see us the next week. They ask us how we're doing and how our families are doing. It makes me feel colorful on the inside at a time when it's gloomy. Being a part of a community gives you a sense of belonging.

— **Imani Ali**, Activity Instructor, Prince Joshua Avitto Community Center



Workforce Development

Participants were encouraged to continue their career pursuits through virtual career coaching and employment-focused assistance. **89% of all participants received help with virtual career coaching and/or job readiness workshops.**

Rebound (n=86) and Good Work (n=16)



of active participants successfully completed the program

Academic and Career Enrichment (ACE) (n=60)

ACE served **60 participants** and responded to **over 400 need requests**. Education and Technology support were the most prominent responses.



62%

received Ed. or Tech. response



29%

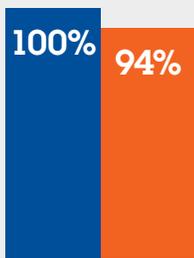
received basic need response



Supportive Housing

Chelsea Foyer (n=54) and McLaughlin East Harlem Residence (MEHR) (n= 50 adults; 23 children) responded to social, emotional, technology, and financial challenges. **88% of residents engaged in goal setting, and 77% received mental health support from Good Shepherd Staff (e.g., social worker).**

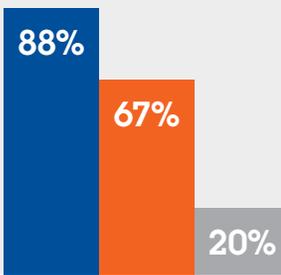
The Foyer offered rent forgiveness and supported stable housing attainment for all residents



% Participants Achieved

- Rent Forgiveness
- Housing Assistance

MEHR leveraged partnerships to provide technology assistance to support residents' education and connect to loved ones.



% Participants Connected To

- Supportive Network
- Child Ed
- Adult Ed

"The program is inclusive and nonjudgmental. Staff are approachable, personable and engaging. They also seem to genuinely care for the residents."
— Resident

Advocacy

Call to Action

Advocacy has always been central to our work. We have a small, but mighty team working in our partner communities, listening intently to what they say they need to thrive. At the same time, we build relationships with local and state governments, pressing for a greater investment in programs that provide opportunities to young people and families within their neighborhoods.

In the early months of the pandemic, our crucial programs that provide both educational support and opportunities to earn income through internships experienced drastic budget cuts. We initiated a series of actions to keep young people employed and supported academically over the summer. These actions included calls to action, public hearing testimonies, and coalition building. However, virtual zoom rallies proved to be one of our most powerful tools for championing financial support from the city. Parents, educators, students, staff, government officials, and concerned allies pushed forward a movement that made a difference, and we saw funding eventually restored.



The Learning to Work programs last fall got cut by 25%. I want to make something very clear. Today's rally is a fight. It's a fight for young people and for the money that goes into our programs.

— Fernando Tinio, Division Director, Bronx



Community-Based Program Highlights



Domestic Violence

Safe Homes (SH) focused on meeting basic needs and financial independence of residents while supporting non-resident growth. **92% had a counseling session, and 77% of participants worked on a plan for their mental and physical safety.**

Residents in Shelter (n=22 Adults; 26 Children)



100%
received
food resources



95%
received financial
resources (e.g., cash)



I did not feel like I had a family before, now I do."
— SH Participant



Non-residential Participants (n=64 adults)

Non-Res offered 48 self-sufficiency, parenting, and support groups virtually.

% Participant Attended



1 Grp. 11-20 Grps.
2-10 Grps. 20+ Grps.



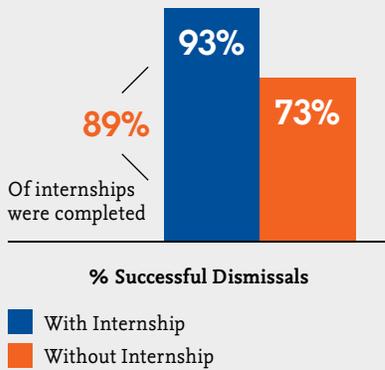
Good Shepard Services has been playing an integral role in my mental health and wellbeing. It was also very helpful to receive a Target Gift Card to assist with my son's needs."
— SH Participant

Education

School-Based Programs
(n=5,722)

In the YABC (n=1,747) & Transfer School (n=806), **students with internships were more likely to have positive program exits** than those without internships. To promote retention, graduation, and positive exits (e.g., employment), Good Shepherd staff in these programs and the Community Schools (n=3,169) provided continuous support to address the challenges that arose with the shift to remote learning.

YABC & Transfer School Students with Internships were more likely to graduate or have a positive dismissal reason



School-based programs supported students and kept them informed



Participants received **Academic Support** (e.g., homework assistance)



Participants received **Informational Outreach** (e.g., schedule updates, food distributions)

Together

We're inspired by the courage and responsiveness of our staff, many of whom were in the frontlines from the very beginning. We leaned on each other with extraordinary compassion through a shared experience that will forever bond us. The lessons we learned over the last year will shape the future of our work. We look forward with optimism knowing that the best is in front of us.



Community-Based Program Highlights

Education

LifeLink College Access & Success (n=1,084)

LifeLink provided **financial and technical assistance** for their participants transitioning from High School to College to support college enrollment and retention.



Over

127

Laptops & Chromebooks



\$30,000

Helping Hands Grant



Over

\$24,000

in gift card & checks

Financials

— Fiscal Year 2021 —

Revenues:	June 30, 2021		June 30, 2020		% Change from 20 to 21
Government Grants	43,239,905	41.7%	49,287,115	43.7%	-12.3%
NYC Care and Maintenance	29,040,813	28.0%	27,043,025	24.0%	7.4%
Medicaid	10,286,480	9.9%	9,709,422	8.6%	5.9%
Private Grants / Contributions *	18,388,032	17.8%	24,306,998	21.5%	-24.4%
Investment Income	1,332,551	1.3%	1,337,374	1.2%	-0.4%
Miscellaneous	1,299,176	1.3%	1,165,384	1.0%	11.5%
Total	103,586,957	100.0%	112,849,318	100.0%	-8.2%

* Includes pledges

Expenses:	June 30, 2021		June 30, 2020		% Change from 20 to 21
Neighborhood Family Services	38,526,423	37.2%	42,265,220	40.5%	-8.8%
Professional Training	761,732	0.7%	670,907	0.6%	13.5%
Group and Foster Care Adoption	42,555,281	41.1%	41,345,618	39.6%	2.9%
Management and General	16,500,995	15.9%	14,872,084	14.2%	11.0%
Fundraising	1,571,097	1.5%	1,412,201	1.4%	11.3%
Depreciation and Amortization	3,359,895	3.2%	3,643,347	3.5%	-7.8%
Interest Expense	215,335	0.2%	239,991	0.2%	-10.3%
Total	103,490,758	100.0%	104,449,368	100.0%	-0.9%

Financials

— Fiscal Year 2020 —

Revenues:	June 30, 2020		June 30, 2019		% Change from 19 to 20
Government Grants	49,287,115	43.7%	53,659,208	48.8%	-8.1%
NYC Care and Maintenance	27,043,025	24.0%	23,635,925	21.5%	14.4%
Medicaid	9,709,422	8.6%	9,926,022	9.0%	-2.2%
Private Grants / Contributions *	24,306,998	21.5%	19,006,867	17.3%	27.9%
Investment Income	1,337,374	1.2%	1,132,521	1.0%	18.1%
Miscellaneous	1,165,384	1.0%	2,689,044	2.4%	-56.7%
Total	112,849,318	100.0%	110,049,587	100.0%	2.5%

* Includes pledges

Expenses:	June 30, 2020		June 30, 2019		% Change from 19 to 20
Neighborhood Family Services	42,265,220	40.5%	45,724,433	43.8%	-7.6%
Professional Training	670,907	0.6%	770,453	0.7%	-12.9%
Group and Foster Care Adoption	41,345,618	39.6%	39,437,389	37.8%	4.8%
Management and General	14,872,084	14.2%	13,977,912	13.4%	6.4%
Fundraising	1,412,201	1.4%	1,242,753	1.2%	13.6%
Depreciation and Amortization	3,643,347	3.5%	3,049,005	2.9%	19.5%
Interest Expense	239,991	0.2%	246,411	0.2%	-2.6%
Total	104,449,368	100.0%	104,448,356	100.0%	0.0%

How Our Programs Have Responded During the COVID-19 Pandemic

Good Shepherd programs adapted to meet changing community needs.

As the pandemic has persisted, basic need requests have grown, education support reached a high towards the end of the school year and early summer, and employment support requests have decreased.

Basic Need Response



Basic need requests significantly increased from 25% in March to 59% in August. **A total of 2,051 responses were made for basic needs.** In the summer, 66% of all individuals with a food injustice request were provided with an immediate food response such as a pantry bags, gift cards, or grocery and takeout deliveries.

Education or Tech Response



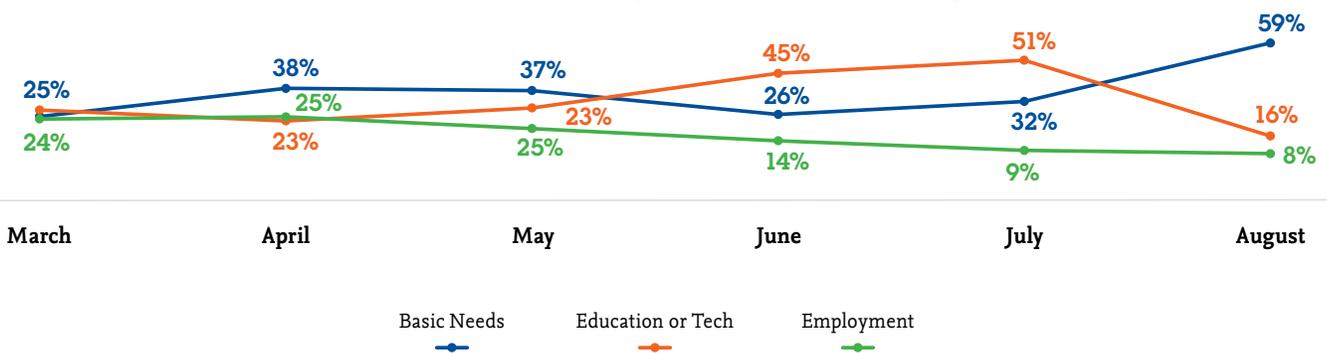
One-quarter of all requests were to address Education and Technology challenges. **A total of 2,630 responses were made for education needs and 1,263 for technology needs.** On average, 35% of all tech responses assisted students navigating online platforms or assisted with homework or class assignments.

Employment Response



Employment requests were consistent at the start of the pandemic and decreased in the summer. As we know, unemployment remains at a record high, and the decrease may reflect participants having been connected to resources. **A total of 346 connections to internships and 218 connections to essential work opportunities were made.** In March, 44% of support consisted of career coaching, and after May, 58% of support connected people to internship and work opportunities.

Shifts in youth and family requests from March to August 2020



Staff

Executive Director

Michelle Yanche
Chief Executive Officer

Executive Team

Alexandra Cheriyan
Chief of Staff

Greghan Fischer
Chief Administrative Officer
and CFO

Elizabeth Garcia
Chief Program Officer for
Community-Based Programs

Joy Gerber
Director Human Resources Officer

Denise Hinds
Chief Program Officer for Youth
and Family Well-Being

Diana Noriega
Chief Anti-Racism and Equity Officer

Victor Olds
Chief Legal Officer

Theory Thompson
Chief Program Officer for
Education and Vocation Programs

Board of Directors

Chair

Anthony Malloy, New York Life Insurance Company

Secretary

Sheila Rule, Think Outside the Cell Foundation

Treasurer

David A. Barr, Bessemer Securities

Brooke Barrett
Denihan Hospitality Group

Keith Little
SCO Family of Services

Dr. Lilliam Barrios-Paoli
Hunter College

Sr. Maureen McGowan
Sisters of the Good Shepherd

Timothy Bradley
Signal Equity Partners

Daniel Miller
Capra Ibx Advisors

Guy-Max Delphin
Delphin Investments

Ryan Munson
Ernst & Young

Damian Didden
Wachtell, Lipton, Rosen & Katz

Melissa Naple
Deloitte & Touche

Sr. Deborah Drago, LCSW
Collier Youth Services

Spencer Robertson
PAVE Schools

Benjamin Hoffstein
Private Investment Firm

Talbott Simonds
Tondern Capital

Lydie Hudson
Credit Suisse

Colin Teichholtz
Element Capital

Raymond J. Iwanowski
SECOR Asset Management

Marco Valla
Barclays

Jim Keenan
BlackRock

Debra Vizzi
Student Sponsor Partners

Ji-Yeun Lee
PJT Partners



GOOD SHEPHERD SERVICES

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

Guided by social and racial justice, Good Shepherd Services partners and grows with communities so that all NYC children, youth, and families succeed and thrive.

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

We see what can be.