



# *Accelerating* Recovery

Annual Report 2022



I am grateful,  
hopeful, and  
more inspired  
than ever.



# Letter from Michelle

What an  
incredible year  
it has been! One  
word immediately  
comes to mind as  
I reflect on our  
recent work:  
***momentum.***

We kept moving forward even during the most challenging times these last few years. From the start of the pandemic to where we are now, we adapted to new situations, adjusted to unique circumstances, and created innovative solutions with extraordinary agility.

We successfully rallied our community of staff, volunteers, friends, and supporters and began a journey of discovery and innovation and prepared for the next stage of our work and to ask ourselves, “What’s next?”. Through it all, we have lived deeply in our mission, which helped us to weather the storms and emerge stronger than we were before.

I know that this next chapter in our organization’s history will be our best yet. There’s a shared sense of excitement for what lies ahead... community wellness and well-being, academic recovery and achievement, economic mobility, and so much more. We will continue to build momentum and help shape the thriving future we envision for our city.

We’re incredibly grateful for the kindness and generosity of partners like you. Together, we can achieve our mission to partner and grow with communities so that all New York City children, youth, and families succeed and thrive. Thank you for being a part of our journey!

*Michelle Yanche*  
**Michelle Yanche**  
Chief Executive Officer





# Community *Vitality*

**Good Shepherd Services has always focused its work on under-resourced communities.**



During the pandemic, this became more important than ever, and we were well-positioned to respond precisely to some of the communities most severely affected. We immediately saw how communities with fewer resources experienced more serious economic, academic, and health setbacks than communities with greater resources. Community well-being took on an added urgency for us – and we pivoted immediately to provide emergency aid and address urgent emerging needs: food insecurity, housing instability, job loss, disrupted learning, and devastating health and mental health impacts.

As we entered the third pandemic year in 2022, we began to shift

from crisis response to fueling recovery. With dedication and creativity, we began to imagine a new chapter of work – one forged and informed by the challenges and triumphs of our pandemic experience. Guided by our core organizational value of Bold Leadership, we created a space for innovation and launched new programs, developed new strategies, and created new opportunities – all focused on academic recovery, well-being, and economic mobility. We see more clearly than ever before that the focus of our work with those we serve must shift from just surviving to beautifully thriving. We accomplished a great deal over the past year and know that so much more work lies ahead.

## Fresh Start in a New Country

Yocasta arrived in the U.S. from the Dominican Republic with her three sons. As a professional in the education system, she lived comfortably back home. But she knew her children, especially her son with a developmental and learning disability, would find greater opportunity in NYC.

Our Community Benefits Access program helped Yocasta find a permanent place to live. She also accessed services like help with cash assistance applications and COVID unemployment claims. We connected Yocasta to educational services like ESL classes and college registration for her eldest son. Through her own hard work and with access to our programs, Yocasta is on her way to building long-term stability for her family.

## The Right Hook to End Gun Violence

Gun violence is killing too many teens and young adults in the Bronx and around New York City. Our Bronx Rises Against Gun Violence program responds to gun violence and helps young people find productive ways to blow off steam, resolve conflicts peacefully, and learn employable skills.

From boxing and music production to mental health therapy and job training, we're rebuilding neighborhood safety in the Bronx.





# Academic Acceleration

**Good Shepherd Services provides education and academic support from kindergarten through college.**



We have always believed that every student deserves the chance to get the best possible education. When the pandemic forced schools to be virtual, we sprinted to action to ensure students had what they needed to continue their learning. Staff collaborated to deliver laptops, hot spots, and mobile devices, increase wellness calls and visits, and revise lesson plans and activities. We got creative and offered new activities to keep young people engaged.

When students finally returned to the classroom full-time, our attention shifted from filling gaps in online education to redefining the learning experience. We

developed our next steps by reflecting on the lessons learned when we were in crisis mode and listening to what youth said they needed to achieve their goals. We introduced new forums for youth leadership development, social growth, and mental health. We provided even more support for participants interested in pursuing college, career, or vocation opportunities after high school.

Moving forward, we will build on what has worked well in the past and continue to innovate. And our approach to education will continue to evolve to expand access for our next-generation leaders.

## Reaching Higher for Education

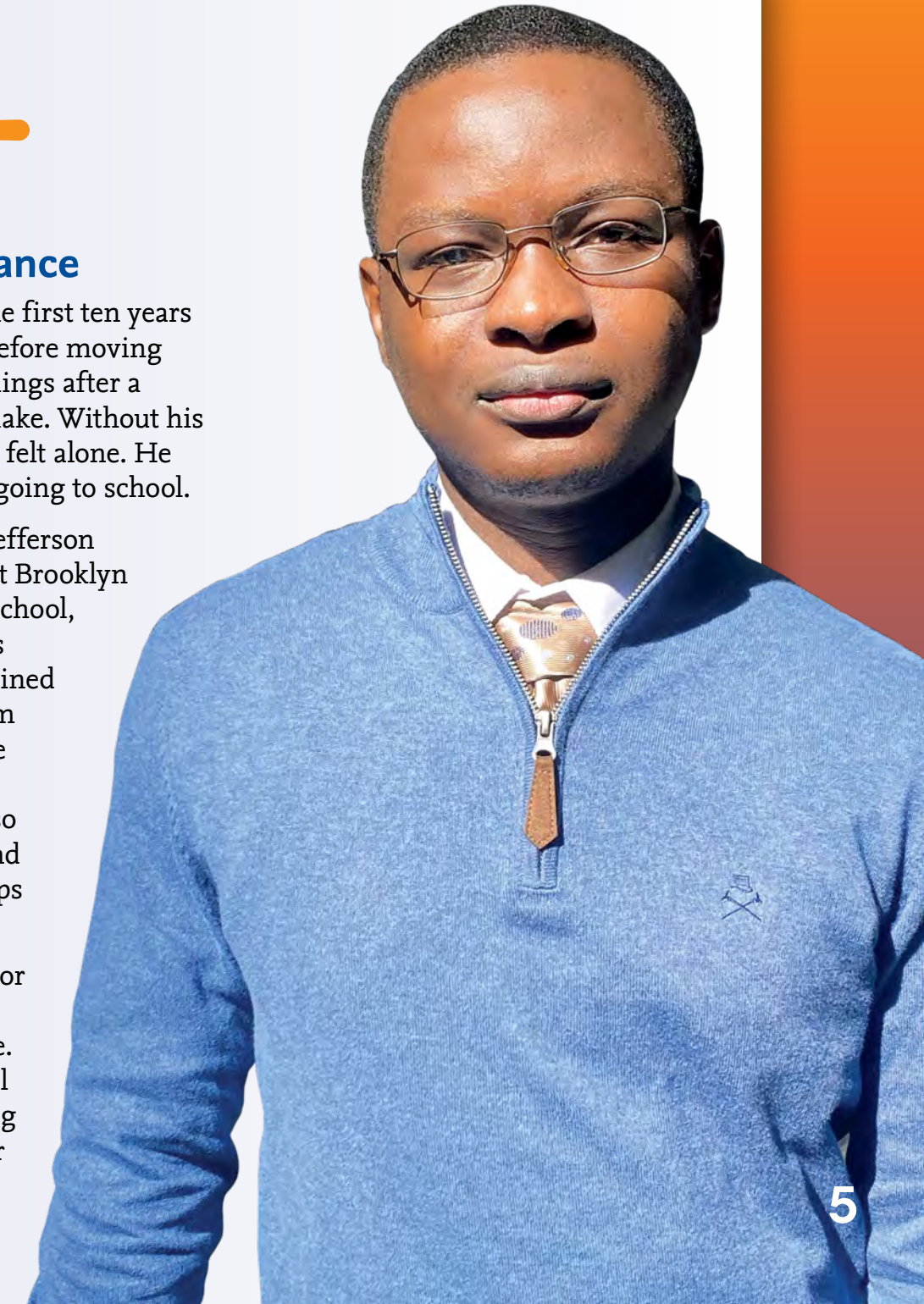
When schools transitioned to remote learning, it was difficult for Kyras to stay engaged during virtual classes. She stopped attending them and ended that year having earned zero credits. Kyras received the push she needed to return to school when her friend recommended South Brooklyn Community High School. Our staff immediately helped Kyras catch up on credits, find a paid internship, and graduate. Kyras plans to attend SUNY Broome Community College to major in business and marketing.

## Future in Finance

D'Jefferson spent the first ten years of his life in Haiti before moving to NYC with his siblings after a devastating earthquake. Without his parents, D'Jefferson felt alone. He eventually stopped going to school.

After two years, D'Jefferson enrolled in our West Brooklyn Community High School, where he earned his diploma. He then joined our Lifelink program for help with college applications and financial aid. He also received tutoring and access to scholarships and internships.

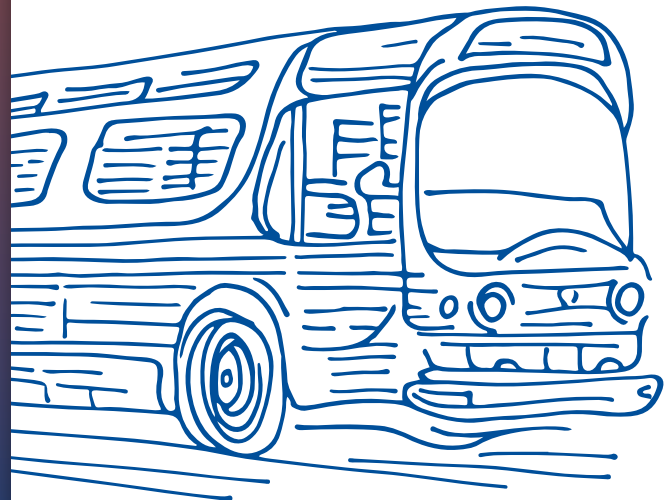
D'Jefferson is a senior at Baruch College, majoring in Finance. As an intern on Wall Street, he's preparing for his dream career as an investment banker.





# Economic *Mobility*

**Good Shepherd Services invests in the economic power of our communities.**



We know that people prosper when they have stable jobs and can meet their basic and aspirational needs. During the pandemic, we saw how difficult it was for many families when jobs were lost unexpectedly. We stepped up our support to help them cover things like food, rent, and utilities.

We knew that we needed to do more to help people in the long term. So, we partnered with other organizations to offer more job training, career coaching, and mentorship programs, to give people the skills, knowledge, and professional momentum they need to build careers and a lifetime of financial security.

To make sure we're doing everything in our power to support economic mobility, we brought together a new team to focus on advancing this work. Our Economic Mobility team is developing fresh ideas and innovative ways for people to align their aspirations with opportunities for growth. Building on our accomplishments in work readiness and career preparation, we're hopeful about all the changes this will bring. The potential within every participant to advance their and their family's socio-economic position, inspires a responsibility for us to do everything we can to add our energy to theirs.

## The Most Precious Resource

At our community school at PS 246 in the Bronx, strengthening family engagement became even more critical to recovery as students readjusted to full-time in-person learning. Our staff recognized trends in requests from parents and caregivers seeking ways to increase their income, manage stress, build stronger family bonds, and find free local resources. In response, we created a program called PEARLS — Promoting Education, Achievement, Responsiveness, Leadership, and Service. Our eight-week program covered financial literacy, self-care, mental wellness, parenting skills, community service, and resume building. As a result of the program, one parent decided to pursue her GED, while another started a charcuterie board business.

## Next Gen Social Justice Warriors

Our new paid internship program, Coffee Talk, offers youth a chance to learn about social justice issues and participate in civic engagement efforts. In Coffee Talk, participants discuss social and racial justice topics that matter to them. They also choose learning opportunities outside the classroom. Over the summer, 16 participants and staff went

on a first-ever multi-city journey of this magnitude and historical significance. Traveling through Atlanta, Mississippi, and Alabama, they retraced the steps of the Freedom Riders with Carol Ruth Silver - a civil rights activist and Freedom Rider. They also visited Historically Black Colleges and Universities and civil rights landmarks.



Freedom Riders  
National Monument  
with Carol Ruth Silver







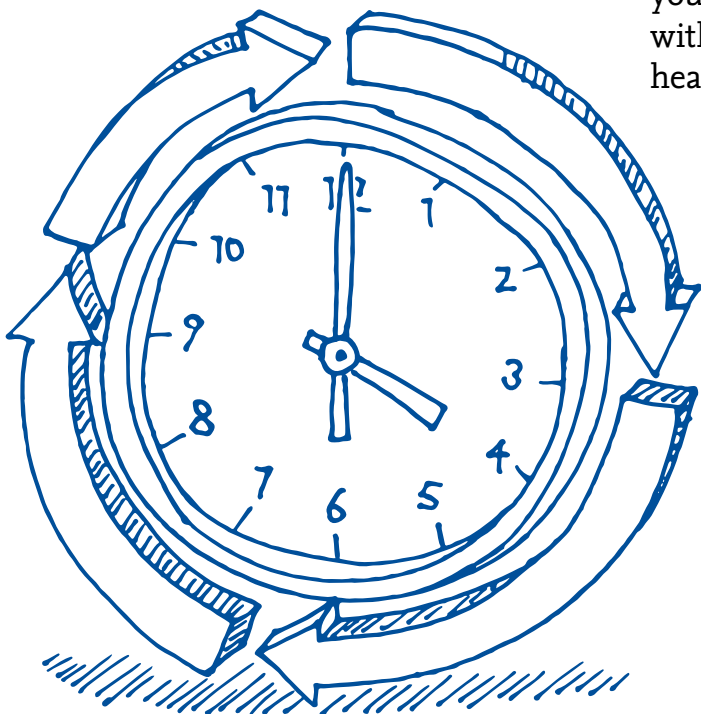
# Mission Momentum

**We're excited about what's ahead for Good Shepherd Services.**

Even while being fully engaged in the citywide pandemic response effort, we moved ahead with agency restructuring and launched a new strategic planning process. Our recent organizational restructuring propels our purpose and positions us to better serve the more than 30,000 children, youth, and families we work with each year. They are our heart and soul.

With a focus on strategic planning for the next five years, we're eager to capture the spirit of energy, optimism, and momentum to inspire a new chapter of life-changing work at Good Shepherd Services.

With bold leadership and a deep commitment to our mission, we have pivoted from deeply impactful crisis response to accelerating recovery and renewal for our participants and communities. We're so excited for you to be part of it. Working together, we know that everything is possible.



# Program Impact

All Good Shepherd programs integrate evidence-informed youth and family development strategies and trauma-informed practices. Our holistic, strength-based approach is designed to increase safety, promote belonging, and build individual skills and community assets.



# Financials

## Revenues:

	June 30, 2022		June 30, 2021		% Change from 21 to 22
Government Grants	51,598,166	47.8%	43,239,905	41.7%	19.3%
NYC Care and Maintenance	27,563,525	25.5%	29,040,813	28.0%	-5.1%
Medicaid	9,887,539	9.2%	10,286,480	9.9%	-3.9%
Private Grants / Contributions *	15,638,419	14.5%	18,388,032	17.8%	-14.9%
Investment Income	1,624,394	1.5%	1,332,551	1.3%	21.9%
Miscellaneous	1,589,525	1.5%	1,299,176	1.3%	22.3%
<b>Total</b>	<b>107,901,568</b>	<b>100.0%</b>	<b>103,586,957</b>	<b>100.0%</b>	<b>4.2%</b>

\* Includes pledges

## Expenses:

	June 30, 2022		June 30, 2021		% Change from 21 to 22
Community-Based Programs	44,634,600	41.1%	38,526,423	37.2%	15.9%
Professional Training	564,054	0.5%	761,732	0.7%	25.9%
Foster Care and Residential Services	42,806,506	39.5%	42,555,281	41.1%	0.6%
Management and General	15,515,969	14.3%	16,500,995	15.9%	-5.96%
Fundraising	1,223,939	1.1%	1,571,097	1.5%	-22.1%
Depreciation and Amortization	3,431,957	3.2%	3,359,895	3.2%	2.1%
Interest Expense	316,386	0.3%	215,335	0.2%	46.9%
<b>Total</b>	<b>108,493,411</b>	<b>100.0%</b>	<b>103,490,758</b>	<b>100.0%</b>	<b>4.8%</b>

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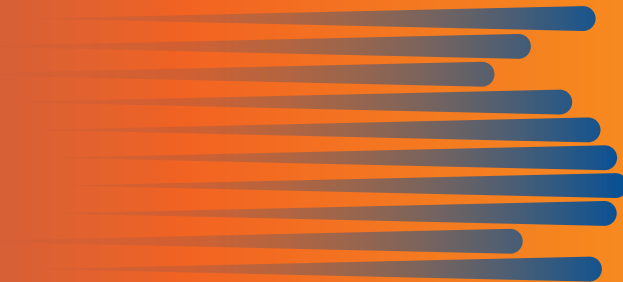


**Theory Thompson**  
Chief Program Officer for Education and Vocation Programs



**Lazar Treschan**  
Chief Impact and Strategy Officer





## **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

**[goodshepherds.org](https://goodshepherds.org)**

**We see what can be.**