

# Strategic Plan 2018 - 2022

## 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

[goodshepherds.org](http://goodshepherds.org)



## Good Shepherd Services

First established in New York City in 1857, and incorporated in 1947, Good Shepherd Services is a large multi-service organization that reaches over 30,000 children, youth and families annually through 80 programs in Brooklyn, Bronx, and Manhattan. Applying an integrated youth and family development and trauma-informed approach, Good Shepherd operates a network of group homes for adolescents, supportive housing for young adults, and foster care and adoption services, as well as, community-based youth development, education, and family service programs. Good Shepherd seeks to address structural disparities and expand the geography of opportunity by providing coordinated services that promote well-being, learning, growth and change.

## Strategic Plan

Good Shepherd Services developed its strategic plan for 2018-22 using a participatory and multi-method design. Its efforts were led by a team of 20 staff from across all programs and two board members. The team engaged 355 staff and board members, as well as 121 participants and alumni, through a combination of guided interviews, focus groups and surveys. Insights from this data and a comprehensive environmental scan were the focus of a Strategic Plan Summit held in spring 2017, resulting in the articulation of six strategic directions.

Together, the strategic directions reflect a commitment to reinforcing Good Shepherds' programmatic approach, staying true to core values, aligning our work, building leadership, broadening our engagement with the communities we serve, and addressing inequity within and beyond our organizational borders. The plan charts a powerful and 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.”

– Sr. Paulette LoMonaco  
Executive Director

# Strategic Plan

## 2018 - 2022

Embodying our vision, mission and values + the spirit of our founder, we are deeply rooted, interconnected + community-centered. We attract funding + resources needed to design + sustain transformational programming.

### Goals

We are a networked organization that harnesses our collective wisdom and shares foundational approaches.

We develop emerging leaders and promote them into leadership roles.

We support the natural web of relationships and connections among neighborhood stakeholders and advocate for resources to ensure the well-being of youth and families, and their communities.

We work to identify and remove unequal structures and inequitable systems at organizational and systemic levels.

We raise funds and generate social capital using new and innovative platforms. We work in balanced partnership with public and private funders.

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

### Strategic Directions

**Alignment + Collaboration**



**Building Leaders**



**Community Engagement + Advocacy**



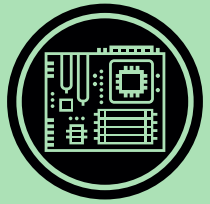
**Equity + Inclusion**



**Funding + Resources**



**Technology**



### Activities

- Strengthen coordination across programs
- Enhance onboarding process
- Intensify agency-wide implementation + evaluation of developmental and trauma-informed approaches
- Promote use of work spaces that encourage collaboration + innovation
- Explore diverse internal communication strategies keeping our brand + our work front and center

- Implement developmental approach in leadership coaching + training
- Create transparency in succession planning, promotions + opportunities for staff to advance within GSS
- Support pathways for participants to become leaders within + outside GSS

- Expand use of participatory methods to include participants, staff + community stakeholders in organizational planning + assessment
- Identify + explore community development approaches + practices
- Engage participants, families + community members in local advisory councils to address community needs
- Designate resources for annual Youth Summi

- Bring racial equity + inclusion to forefront in decision-making, planning + policy development
- Support development + work of Leadership, Equity, Accountability and Diversity (LEAD) council
- Expedite diversification of leadership so that it reflects communities we serve

- Explore alternative methods to raise our profile, funds + other resources to enable us to design + run effective + innovative programs
- With opening of Prince Joshua Avitto Community Center + other new programs in ENY, serve additional 10,000 participants over next 5 years
- Promote values of partnership, balance + inclusion in relationship with funders

- Create forums for staff to engage in dialogue + share effective practices
- Bring together staff (virtually + literally) for inspired action, networking + crowdsourcing
- Access, integrate and analyze data more easily.
- Create seamless user experience for staff to promote efficiency + reduce redundancies