MY SISTERS' PLACE
Providing Hope
Achieving Justice
Changing Lives

BOARD OF DIRECTORS
Board Meeting Agenda
September 23, 2026
In Person @ 3 Barker Avenue, 5th flr, White Plains
6:00 pm Dinner
6:30 pm - 8:00 pm Meeting

AGENDA

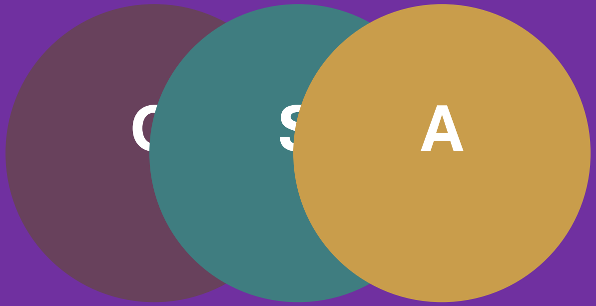
- Welcome and Call to Order – Suzanne/Lisa
- Introductions - All
- Role of a Board Member – Joy/Christine
- Board Committee Structure & Assignments – Suzanne/Lisa
- Finance Report – Pete, Navy and Jide
    - Approval of Revised Budget
- Development Report – Angela
    - MSP October 28th Breakfast
- Year- End Report – Denise

2026-2027 BOARD MEETING SCHEDULE

- Wednesday, November 18, 2026 in person
- Wednesday, January 27, 2027 (zoom)
- Wednesday, March 24, 2027 in person
- Wednesday, May 19, 2027 in person
- Wednesday, June 23, 2027 in person

MY SISTERS' PLACE

The Role of a Board Member



A practical guide to board service

Govern • Steward • Advocate • Lead

Today’s Goals

What every board member should leave understanding

1 **UNDERSTAND**

The board’s purpose, authority, and relationship with staff

2 **CONTRIBUTE**

How to prepare, participate, ask questions, and make decisions

3 **PROTECT**

Fiduciary, ethical, legal, and confidentiality responsibilities

4 **ADVANCE**

Mission, community impact, visibility, and resource development

Board vs. Staff: Who Does What?

Strong governance depends on clear roles and respectful partnership

B

THE BOARD

- Sets direction and approves major policies
- Oversees finances, risk, and performance
- Hires/evaluates the chief executive
- Acts collectively—not as individual supervisors
- Serves as ambassador and advocate

S

STAFF / MANAGEMENT

- Runs day-to-day operations
- Implements strategy and programs
- Manages employees and workflows
- Brings recommendations and information to the board
- Executes within board-approved policies and resources

KEY PRINCIPLE

Governance ≠ management

Your Fiduciary Responsibilities

C **DUTY OF CARE**

Be informed, prepared, attentive, and thoughtful in board decisions.

L **DUTY OF LOYALTY**

Put the organization's interests first; disclose and manage conflicts of interest.

O **DUTY OF OBEDIENCE**

Follow the mission, governing documents, applicable laws, and board-approved policies.

Before a vote: Do I understand the issue? • Do I have a conflict? • Is this consistent with mission and policy?

What Is Expected of a Board Member?

Prepare

Read board materials and arrive ready to participate.

Participate

Attend meetings, serve on committees, and contribute expertise.

Question

Ask constructive questions and seek the information needed to govern well.

Support

Respect board decisions and maintain confidentiality.

Advocate

Help build awareness, relationships, and support for the mission.

Give

Participate meaningfully in fundraising and resource development.

How to Be Effective in Board Meetings

1 **BEFORE**

Review agenda, minutes, reports, and motions. Note questions in advance.

2 **DURING**

Listen actively, stay on topic, challenge ideas—not people, and vote when appropriate.

3 **AFTER**

Follow through on commitments, support decisions, and communicate through proper channels.

Good board culture: curious • candid • respectful • mission-focused

Board Committees: Where Much of the Work Happens

Executive

Leadership, urgent matters, board coordination

Finance

Budget, financial reporting, stewardship and oversight

Audit

Independent oversight of financial reporting, controls and audit process

Nominating / Governance

Board composition, recruitment, onboarding and governance practices

Communications / Branding

Public presence, messaging, visibility and brand stewardship

Development / Fundraising

Fundraising strategy, donor cultivation and resource development

Fundraising & Resource Development

Every board member can open doors—even if fundraising is not your specialty

C

CONNECT

Introduce staff and leadership to people, companies, foundations, and community partners who may care about the mission.

E

ENGAGE

Attend events, share stories appropriately, thank supporters, and help build long-term relationships.

I

INVEST

Make a personally meaningful contribution and help create a culture where board participation in giving is expected.

Fundraising is relationship-building—not simply asking for money.

Ethics, Conflicts & Confidentiality

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- Disclose actual, potential, or perceived conflicts of interest promptly.
- Follow the organization's conflict-of-interest and confidentiality policies.
- Protect confidential information about clients, employees, donors, finances, and board deliberations.
- Use board access and influence for the organization's benefit—not personal advantage.
- When in doubt, pause and ask the Board Chair or chief executive before acting.

TRUST

Your conduct is part of the organization's reputation.

Be an Ambassador for the Mission

Know the story

Be able to explain who MSP serves, why the work matters, and what impact looks like.

Tell it responsibly

Use approved messaging and protect privacy; never share confidential client information.

Build relationships

Bring potential partners, volunteers, donors, and community connections to staff.

Represent well

Be professional and aligned with board-approved positions when speaking on behalf of MSP.

New Board Member's First 90 Days

0–30 DAYS

1 Learn

Mission • programs • finances • policies • board structure

→

31–60 DAYS

2 Engage

Join a committee • meet key leaders • ask questions • identify your strengths

→

61–90 DAYS

3 Contribute

Take ownership of a board responsibility • make connections • support a priority

Ask: "Where can my skills, relationships, and perspective add the most value?"

Board Member Scenario: What Would You Do?

A board member receives a question from a community contact about an operational issue. The contact asks the board member to “take care of it” directly with staff.

DISCUSS 1

What is the governance issue?

DISCUSS 2

What should the board member do next?

DISCUSS 3

When should the matter come to the full board?

YOUR BOARD SERVICE MATTERS

A strong board member shows up, speaks up, steps up—and follows through.

My commitment as a Board Member:

GOVERN

STEWARD

ADVOCATE

Thank you for your leadership.

MY SISTERS' PLACE
Board of Directors
(a/o 9/17/26)

Elected Officers/Board Executive Committee

Suzanne Seiden: Co-Chair
Lisa Olney: Co-Chair
Joy Hunter Chaillou: Vice Chair
Rob Gheewalla: Treasurer
Christine Ford: Secretary

Class of 2027
Linda Purvis
Tanya Guzman
Kicki Storm
Evan Cohen
* Christine Ford

Class of 2028
* Rob Gheewalla
Dorothy Botsoe
* Joy Hunter Chaillou
* Suzanne Seiden
Elise Flangos

Class of 2029
Rebecca Avrutin
Dr. Micheala Jones
Kristen Larkin
Iris Lherrison
* Lisa Olney
Emily Rentas
John Tuller

* Executive Committee Members

Committee Chairs
Finance: Rob Gheewalla
Audit: Linda Purvis
Nominating: Joy Hunter Chaillou & Christine Ford
Development: Elise Flangos & Kristen Larkin
Communications/Branding: Kicki Storm

MSP FY 26/27 Board Committee List

Executive Committee	Finance	Development/ Fundraising	Nominating/ Governance	Audit	Communications/ Branding
Suzanne Co-Chair	Suzanne	Elise Co-Chair	Joy Co-Chair	Linda Chair	Kicki Chair
Lisa Co-Chair	Lisa	Kristen Co-Chair	Christine Co- Chair	Micheala	Iris
Joy Vice Chair	Joy	Iris	Suzanne	Rebecca	John
Rob Treasurer	Rob	Emily	Lisa		
Christine Secretary	Christine	Tanya	Dorothy		
	Linda	Rebecca	Evan		
	Evan				
	Kristen				

MY SISTERS PLACE INC
FY27 BUDGET

	FY26 Approved Budget	PROJECTED YTD Actual June 30, 2026	FYE 2026 Budget v. Actual Draft Results	REVISED FY 27 Draft Budget	FY 27 Approved Budget	2027 Budget v. 2026 PROJECTED Actual	2027 Budget to 2026 Budget Variance	2027 budget v. 2026 budget % increase/ (decrease)
Revenue								
Shelter Per Diem Revenue	$ 919,800	$ 792,866	$ (126,934)	$ 901,149	840,960	$ 108,283	$ (18,651)	-2.03%
Government Contract Revenue	5,697,238	5,604,180	(93,058)	5,348,706	5,594,914	(255,474)	(348,532)	-6.12%
Private Fundraising								
Private Grants	265,000	352,918	87,918	370,000	370,000	17,082	105,000	39.62%
Donations	450,000	366,157	(83,843)	420,000	420,000	53,843	(30,000)	-6.67%
Fundraising Events	1,025,000	1,034,060	9,060	725,000	725,000	(309,060)	(300,000)	-29.27%
Total Private Fundraising	1,740,000	1,753,135	13,135	1,515,000	1,515,000	(238,135)	(225,000)	-12.93%
Total Revenue	$ 8,357,038	$ 8,150,181	$ (206,857)	$ 7,764,855	7,950,874	$ (385,326)	$ (592,183)	-7.09%
Expense								
Personnel Services								
Payroll	$ 4,766,734	$ 4,579,280	$ 187,454	$ 4,325,903	4,551,573	$ (253,377)	$ (440,831)	-9.25%
Payroll Taxes and Benefits	1,671,322	1,789,290	(117,968)	1,606,370	1,611,257	(182,920)	(64,952)	-3.89%
Consultants & Temporary Help	258,804	384,606	(125,802)	323,660	253,060	(60,946)	64,856	25.06%
Staff Recruitment	11,000	6,000	5,000	3,600	3,600	(2,400)	(7,400)	-67.27%
Staff Development & Training	18,000	6,000	12,000	8,000	8,000	2,000	(10,000)	-55.56%
Staff Appreciation	20,000	15,489	4,511	19,000	19,000	3,511	(1,000)	-5.00%
Total Personnel Services	$ 6,745,860	$ 6,780,665	$ (34,805)	$ 6,286,532	6,446,490	$ (494,133)	$ (459,328)	-6.81%
Other Than Personnel Services (OTPS)								
Office Rent, Utilities & Parking	$ 420,373	$ 377,821	$ 42,552	$ 300,310	323,181	$ (77,511)	$ (120,063)	-28.56%
Client Assistance	99,852	148,991	(49,139)	86,400	86,400	(62,591)	(13,452)	-13.47%
Fundraising Event Costs	115,000	115,459	(459)	119,000	119,000	3,541	4,000	3.48%
Telephone & Technology	294,227	290,430	3,797	299,235	299,235	8,805	5,008	1.70%
Shelter Maintenance & Utilities	148,600	144,398	4,202	141,700	160,700	(2,698)	(6,900)	-4.64%
Insurance	88,713	88,800	(87)	93,280	93,280	4,480	4,567	5.15%
Equipment Rental & Purchases	43,000	45,503	(2,503)	43,000	43,000	(2,503)	-	0.00%
Staff Travel & Meetings	49,200	46,064	3,136	45,867	45,867	(197)	(3,333)	-6.78%
Office Supplies & Postage	38,400	40,306	(1,906)	32,400	32,400	(7,906)	(6,000)	-15.63%
Audit & Attorney Fees	52,685	49,800	2,885	49,116	49,116	(684)	(3,569)	-6.78%
Repairs & Maintenance	209,700	108,436	101,264	211,500	211,500	103,064	1,800	0.86%
External Affairs / Public Relations	9,600	7,520	2,080	9,000	9,000	1,480	(600)	-6.25%
Printing	9,600	5,501	4,099	4,000	4,000	(1,501)	(5,600)	-58.33%
Memberships & Subscriptions	13,800	20,992	(7,192)	12,000	12,000	(8,992)	(1,800)	-13.04%
Interest Expense	-	27,693	(27,693)	-	-	-	-	0.00%
Subcontractor Costs	-	35,504	(35,504)	-	-	-	-	0.00%
Bank & Credit Card Fees	7,920	11,693	(3,773)	10,000	10,000	(108,103)	2,080	26.26%
Total OTPS	$ 1,600,670	$ 1,564,911	$ 35,759	$ 1,456,808	1,498,678	$ (151,317)	$ (143,862)	-8.99%
Total Expense	$ 8,346,530	$ 8,345,576	$ 954	$ 7,743,340	7,945,168	$ (602,236)	$ (603,190)	-7.23%
Surplus (Deficit) from Operations	$ 10,508	$ (195,395)	$ (205,903)	$ 21,515	5,706	$ 216,910	$ 11,007	104.75%
Other Revenue and (Expense)								
Investment Income, net	-	97,761	(97,761)	-	-	(97,761)	-	
Other Income	-	-	-	-	-	-	-	
Depreciation & Amortization	(175,000)	(128,580)	(46,420)	(125,000)	(125,000)	3,580	50,000	-28.57%
Total Surplus (Deficit)	$ (164,492)	$ (226,214)	$ (61,722)	$ (103,485)	$ (119,294)	$ 122,729	$ 61,007	-37.09%

DRAFT AS OF 9/3/26

MY SISTERS' PLACE
REVISED FY 27
Budget

MY SISTERS' PLACE
FY 27 Budget Assumptions

My Sisters' Place REVISED FY27 Budget Narrative

For FY27, My Sisters' Place projects an operating surplus of $22,000, excluding non-cash items such as depreciation and lease amortization. Including these items, the total net deficit is projected at $103,000.

Compared to FY26, total revenue has decreased by $349K, personnel costs have declined by $459K, and Other Than Personnel Services (OTPS) has decreased by $144K.

Key Highlights of the FY27 budget:

- **Shelter Per Diem Revenue:**
    - Decreased by $19K from FY26 budget. This is due to shelter utilization only being budgeted at 85%, where in FY26 we budgeted utilization at 90%.

- **Government Contract Revenue:**
    - Projected revenues from contracts have decreased by $592K compared to FY26. This is due to a combination of non-renew contracts. Most notable are listed below-

        - New contracts funding –
            - Office of Victims of Crime $237K

        - Non-renew contracts – Funding expired
            - VAWA – [$151K]
            - FVPSA – Impact Program [$137K]

        - Current Contracts with increased/decreased funding –
        - Justice Court of Legal Services-$60K
            - Office for Women –($51K)
            - Office of Victim Services-($307K)

- **Fundraising and Donations:**
    - Private grants increased by $105K from FY26 budget due to the following –
        - New Private Grants -
            - St Faiths $15K
            - Field Hall $15K
            - Phelps-$50K
            - Other grants $25K

    - Fundraising events and donations:

        - Decreased by $300K based on removing the Year End campaign proceeds and moving it into the donations category.
    - Donations:

        - Given the private donation trends and funding climate, private donations are estimated at $420K.

- **<u>Payroll, Payroll Taxes and Benefits:</u>**
    - Payroll costs have decreased by $441K compared to FY26 budget, due to –
        - Reduced staff due to non renewal of contracts – (FVPSA Impact & VAWA, OVS)
    - In addition, of assuming full capacity for FY27, which includes filling vacant positions, we have incorporated a 3% vacancy provision which computed to $134K
    - Computed taxes and benefits are at 37% for FY27. Due to the increase in health insurance costs.
- **<u>Consultants & Temporary Help:</u>**
    - Consultants budgeted include but not limited to – Elevate Data, Citrin Cooperman, Sign Language, Robert Half Associates & Cimi Consulting. A 65K increase from the FY26 budget.
- **<u>Staff Training, Recruitment, & Appreciation:</u>**
    - Decreased by $18K compared to FY26 budget.
- **<u>Office Rent, Utilities & Parking:</u>**
    - Based on existing lease agreements for office spaces in White Plains & the new Yonkers office, plus parking fees and utilities.
- **<u>Client Assistance:</u>**
    - Based on FY27 budgeted government contract costs & budgeted amounts needed for the Shelter.
- **<u>Fundraising Event Costs:</u>**
    - Based on estimated FY27 budget expectations per Development department.
- **<u>Telephone & Technology:</u>**
    - Based on current projections for the following vendors:
        - Delcor, Social Solutions, Bloomerang, Spectrum, Verizon, Employees cell phone reimbursements, BILL and QBO.
- **<u>Shelter Maintenance & Utilities:</u>**
    - This includes Westhab services for the shelter and Con Edison. This is a $7K decrease from FY26 budget.
- **<u>Insurance:</u>**
    - Based on an annual increase of 6% per speaking to our insurance broker. This is consistent with previous years increases.
- **<u>Equipment Rental & Purchases:</u>**
    - Projected amounts per contract for DEC Copiers, Dell Financial Services, Access Storage Services and Quadient (Postage machines).
- **<u>Staff Travel & Meetings:</u>**
    - Projected based on FY27 government contractual costs & administrative travel costs.
- **<u>Office Supplies & Postage:</u>**
    - Based on amounts that were provided by Operations, which is a $6K decrease from FY26 budget.
- **<u>Audit & Attorney Fees:</u>**

- Based on contracted audit services provided by Watson Rice. Reflecting a 3% increase from FY26 audit costs.

- **<u>Repairs & Maintenance:</u>**
  - Based on projections provided by the COO.
  - Includes cost of installing the new HVAC system in the Shelter. ($112K) this amount is included as well in the Government Contract Revenue line.

- **<u>External Affairs / Public Relations:</u>**
  - Based on projections provided by Development department for FY27.
- **<u>Printing:</u>**
  - Based on annualized projections as of Feb 26 and reduction of printing costs for FY27
- **<u>Memberships & Subscriptions:</u>**
  - Based on reduction of membership and subscription usage for FY27.
- **<u>Bank & Credit Card Fees:</u>**
  - Based on annual projections as of Feb 26.
- **<u>Depreciation:</u>**
  - Based on annual Fixed Assets amortization.

My Sisters' Place
Fall Fundraiser: Breakfast for Change

<u>EVENT OVERVIEW</u>

Wednesday, October 28, 2026 at 8:30 a.m.
Brae Burn Country Club, Purchase
Theme: *Open Doors, Open Futures*

Focus: MSP's Safe Harbor Shelter Program and the critical role emergency shelter plays in creating safety, stability, and new possibilities for survivors and their children.

Fundraising Goal: $225,000
Attendance Goal: 225–250 guests

Community Partner Awardees:

- **Briarcliff High School Girl Up Club:** Over the past several years, the club has consistently supported MSP by organizing in-kind drives. It is also a wonderful community engagement experience as the students come to the office to drop off the items, meet with staff and ask questions to learn more about our work.
- **Target White Plains:** For the past several years, Target White Plains has supported MSP clients during the holiday season by donating gift cards and adopting families to whom they donate wrapped gifts.
- **Yonkers Women in Law Enforcement:** A local group that has selected MSP several times as the beneficiary of their fundraising events. They have also included us in community conversations and engagement opportunities.

<u>PROGRAM HIGHLIGHTS</u>

The program will center on *Open Doors, Open Futures* and provide attendees with a meaningful look at MSP's shelter program and the comprehensive services available to survivors and their children.

- **Moderator:** Tara Rosenblum, News 12 Senior Investigative Reporter and MSP Honorary Board Member
- **Spoken Word Performance:** Phylisha Villanueva, Westchester County Poet Laureate and former MSP client
- **Panel Discussion:** MSP staff will share insight into the shelter experience and the critical support survivors receive
- **Welcome Home Initiative:** We are exploring a shelter-focused opportunity for guests to help provide essential items to survivors as they transition into new homes.

BUILDING ON LAST YEAR'S SUCCESS

The 2025 shift from a luncheon to a breakfast was successful, generating **$210,924 in gross revenue and $184,924 net**, which is a **$35,324 increase in net revenue over 2024**. Expenses also decreased by $10,600.

We will continue the raffle format introduced last year, which generated strong participation and created an engaging experience for guests while differentiating the Breakfast from MSP's Spring Gala.

2026 SPONSORSHIP

Confirmed Corporate Sponsors:

- **New York Giants:** $60,000 — increased from $40,000
- **White Plains Hospital:** $5,000 — renewed
- **Brown Rudnick:** $5,000 — new

As MSP celebrates its 50th anniversary, the Breakfast is an important opportunity to deepen support for our work and introduce new supporters to MSP.

NEXT STEPS AND HOW THE BOARD CAN SUPPORT OUR FUNDRAISING EFFORTS:

The success of the Breakfast depends on the active engagement of our Board and Planning Committee. Over the coming weeks, we ask each Board member to:

- **Invite:** Personally invite colleagues, friends, family members, and community contacts to attend and support MSP.
- **Connect:** Introduce MSP to companies, businesses, and individuals who may be interested in sponsorship or making a gift.

- **Fill the room:** Encourage guests to attend and bring others who may want to learn more about MSP's work.
- **Share:** Amplify MSP's Breakfast posts and event information through social media and personal networks.
- **Solicit:** Help identify and secure raffle items and experiences.

Carly will follow up with the electronic invitation, social media toolkit and sponsorship packet.