FISCAL YEAR 2025-2026

YEAR-END IMPACT REPORT

Fifty years of providing hope, achieving justice, and changing lives.

A DIGITAL MILESTONE REPORT

Inside This Report

A milestone year of measurable impact, organizational strengthening, and strategic preparation for the future.

OUR MISSION

To strive to end domestic violence and human trafficking through comprehensive services, advocacy, and community education.

This digital edition reorganizes the year-end report into a concise, visual format while preserving the report’s core results, accomplishments, challenges, and lessons learned.

A Milestone Year

FY 2025-2026 combined anniversary momentum with disciplined work to strengthen services, systems, staff, and governance.

This was a milestone year for My Sisters' Place as we began celebrating our 50th anniversary and honoring five decades of service, courage, and advocacy.

We entered the year with ambitious goals: strengthening accountability across client services, operations, staff, and the Board; improving organizational infrastructure; and laying a stronger foundation for the future.

50 YEARS

of hope, justice, and life-changing impact

Throughout the year, MSP remained firmly committed to its mission and delivered critical shelter, legal, counseling, prevention, anti-trafficking, advocacy, and community education services.

The year was also defined by thoughtful transition. Staffing changes, program restructuring, capital projects, data improvements, and financial process enhancements required the organization to balance immediate service delivery with long-term sustainability.

The result: strong measurable impact, stronger operational systems, renewed leadership, and a clear pathway into FY 2026-2027.

YEAR-IN-REVIEW PRIORITIES

Service quality

Crisis response

Staff capacity Technology

Financial discipline

Community partnership

> “Meaningful organizational growth depends not only on expanding services, but also on investing in strong leadership, qualified staff, effective partnerships, and sound operational systems.”

PROGRAMS MANAGED BY LAURENA MORA, CHIEF PROGRAM OFFICER

Programs & Survivor Services

The year strengthened the infrastructure, staffing, partnerships, and operational systems that support survivors and their families - while maintaining high-quality service through significant organizational transition.

Impact at a Glance

A year of direct service, crisis response, counseling, education, prevention, and housing stabilization.

3,851
safety plans facilitated

5,960
nights of safe shelter

2,701
hotline calls answered

744
high-risk LAP referrals

533
survivors received advocacy

703
children and adults counseled

874
youth reached through prevention

757
participants in professional training

$30,444
emergency assistance grants

114 children and adults were served in shelter

36 households received housing stabilization services

97 survivors participated in support group sessions

124 people were reached through 11 community education events

Stronger Shelter & Crisis Response

Goal 1: Improve shelter service delivery and crisis response through more consistent screening, intake, triage, and coordination.

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Strengthened hotline screening, intake, and triage so survivors receive timely, consistent, high-quality crisis intervention - especially in high-risk cases referred by law enforcement and Westchester Medical Center.

Progress & Accomplishments

- Evaluated staffing needs, training priorities, and operational practices supporting shelter and hotline response.
- Initiated a comprehensive review of the hotline screening tool to improve information gathering, risk assessment, and referrals.
- Developed plans for dedicated telephone lines for LAP referrals, the 24-hour hotline, and general office calls.
- Created an implementation pathway for staff retraining and an enhanced call-triage system in the first quarter of FY 2026-2027.

Why It Matters

Separating incoming call pathways will help staff distinguish urgent referrals, prioritize high-risk cases, improve triage, and reduce response times.

Lesson Learned

Strong crisis response requires both adequate staffing and well-designed systems. Consistent screening tools, standardized intake procedures, and clear call-management protocols are essential to timely, appropriate service.

Flexible Housing, Stronger Family

Goals 2 & 3 focused on emergency housing capacity and wraparound services for children exposed to domestic violence.

GOAL 2

Expand Shelter Capacity & Housing Options

MSP explored strategies to increase emergency housing capacity, reduce barriers to shelter access, and continue hotel placements when traditional shelter space was limited.

Strategic Decision
After consultation with the licensing authority and contract funder, expansion beyond current licensed capacity was deemed unnecessary at this time. The initiative was paused so resources could remain focused on strengthening existing operations and maintaining service quality.

Lesson Learned
A diversified housing strategy provides flexibility while balancing survivor needs, operational capacity, funding requirements, and regulatory expectations.

GOAL 3

Strengthen Services for Children

MSP successfully created and filled a Children's Case Manager position to work alongside Children's Counselors and expand wraparound support for children and caregivers in shelter.

- **Expanded Capacity**
- Case management and advocacy
- Service coordination
- Family stabilization support

Integration with Shelter and Children's Services teams

Lesson Learned
Specialized trauma-informed roles require targeted recruitment, realistic hiring timelines, and comprehensive onboarding.

Prevention Education

Goals 4 & 5 advanced curriculum quality, internal training alignment, and culturally responsive work with Deaf and hard-of-hearing communities.

GOAL 4

Enhance Education & Prevention Programming

After three of four Education and Prevention staff members resigned, MSP began rebuilding and restructuring the department. Adriane Grant was hired as Senior Director of Education and Prevention and will oversee both community education and internal staff training.

- Healthy Relationships curricula and related educational programs are being reviewed for age appropriateness, trauma sensitivity, cultural relevance, and effectiveness.
- The restructuring created an opportunity to align curriculum development, staff training, and program delivery under a unified strategic vision.

Lesson Learned: Organizational transition can create space for thoughtful program improvement and stronger alignment.

GOAL 5

Strengthen the New York School for the Deaf Partnership

Regular monthly meetings deepened communication and collaboration. Planning focused on joint programming, family engagement, advocacy, and domestic violence prevention education tailored to Deaf and hard-of-hearing communities.

Accessibility in Practice
The partnership reinforced the importance of using a Certified Deaf Interpreter (CDI). Incorporating a CDI improved communication, participant engagement, understanding, and culturally and linguistically responsive delivery.

Program Reflection

The reporting period was defined by strategic transition, organizational strengthening, and careful planning for long-term sustainability.

> "Growth remained intentional, sustainable, and aligned with community needs and available resources."

❖ **Maintain quality through transition**

MSP continued high-quality services while rebuilding critical program areas, hiring key staff, and managing operational shifts.

❖ **Pause when strategy requires it**

Implementation timelines were adjusted based on licensing guidance, funder requirements, staffing realities, and capacity.

❖ **Invest in the foundation**

Leadership, qualified staff, partnerships, training, and operational systems are prerequisites for durable service expansion.

MSP enters FY 2026-2027 with stronger infrastructure, renewed leadership, and a clearer pathway for improving outcomes for survivors and their families.

KAREN CHEEKS-LOMAX CENTER FOR LEGAL SERVICES
MANAGED BY SILVIA LEDERMAN, MANAGING DIRECTOR

Center for Legal Services

Legal and anti-trafficking teams expanded capacity, strengthened compliance, deepened pro bono partnerships, and helped clients move from crisis toward safety, stability, and justice.

Legal Services at a Glance

A year of high-volume legal support, anti-trafficking case management, community education, and expanding pro bono capacity.

865
legal clients served

364
consultations

2,860
referrals

1,082
cases closed

75
pro bono assignments

60
anti-trafficking clients

EXTERNAL PARTNERSHIP HIGHLIGHTS

- Clifford Chance grant renewed; 49 law students from New York, Washington, D.C., and Houston scheduled for the summer program.
- Brown Rudnick launched an inaugural summer pro bono program with seven law students supporting Naturalization Applications.
- Community education included Know Your Rights, family safety planning, removal defense, trauma-informed lawyering, and pro bono attorney/law student training.
- Anti-trafficking outreach included hospitals, law enforcement, youth-serving organizations, and the Westchester County Anti-Trafficking Taskforce.

Compliance, Data Quality & Anti-Trafficking Capacity

Goals 1 & 2 - focused on strengthening grant accountability, Apricot reporting, staffing, external partnerships, and mental health-focused support.

GOAL 1

Grant Compliance & Operational Standards

- All CLS staff completed Apricot USD training with emphasis on OVS deliverables and timely, accurate data entry.
- Agency-wide OVS data quality improved through training, oversight, and staff accountability.
- Apricot OVS reports became more efficient and quarterly PMT reports improved.

Lesson Learned: Submission deadlines leave limited time for review and validation. Continued monitoring, standardized policies, and consistent productivity data entry are essential.

GOAL 2

Expand Anti-Trafficking Capabilities

- Hired Emily Camacho-Catano as bilingual ATP Case Manager, freeing program leadership to focus on partnerships, the Survivor Advisory Board, and mental health assessments.
- Developed an ATP strategic plan and Employee Manual defining roles, responsibilities, and expectations.
- Redesigned ATP sections in Apricot with the database consultant, improving documentation and reporting.
- ATP Director Amanda completed the NPW Emerging Leaders Program.

Volunteerism, Pro Bono & Funding Readiness

The legal team expanded volunteer coordination, strengthened law-firm partnerships, and prepared for critical government grant renewals.

GOAL 3

Sisters in Law Volunteer Program

- Clarified the SIL Coordinator role and reduced overlap in volunteer engagement responsibilities.
- Hired Elizabeth Stier as Pro Bono Volunteer Coordinator.
- Expanded onboarding and strengthened volunteer readiness and pro bono partnership support.

GOAL 4

Strengthen the Pro Bono Program

- Sarah Khan assumed leadership of the Clifford Chance Summer Associate Program for 49 participants.
- Sarah also established and coordinated the new Brown Rudnick Summer Associate Program through Board Member Rebecca Foley.

GOAL 5

Strengthen & Expand Legal Services

- Engaged Eleanor Cotter as Government Grant Writer and submitted key funding proposals.
- Submitted OVC anti-trafficking and OTDA 240 proposals; prepared for OVW LAV and JCLS renewals.
- Hired Jolie Choi as Associate Immigration Attorney; Amy Marques joined the NPW Emerging Leaders Program.

Navigating Fear, Securing Justice

Heightened immigration enforcement anxiety and staffing challenges required intensive preparation, reassurance, safety planning, and strategic advocacy.

Key Challenges

- Fear of enforcement near federal facilities caused some clients to consider abandoning USCIS interviews or Family Court petitions.
- Processing delays, including work permits, affected client stability and required advocacy with elected officials.
- Recruitment for a Mount Vernon family law attorney remained difficult; existing staff maintained required coverage.

CASE HIGHLIGHT

Immigration: VAWA Removal Defense

A client in removal proceedings had a pending Violence Against Women Act application but continued to face prosecution by DHS. MSP advocated for prosecutorial discretion and administrative closure. The Immigration Court ruled in the client's favor, closing the removal case and allowing her humanitarian relief application to proceed without the immediate threat of deportation.

CASE HIGHLIGHT

Family Law: Safety, Custody & Support

After more than a year of litigation, MSP helped a survivor secure sole physical and legal custody, supervised access for the respondent, a two-year Order of Protection, and child support. The team also addressed practical needs by connecting the family with clothing and other MSP resources -reflecting a holistic approach to legal, emotional, and day-to-day stability.

OPERATIONS, INFORMATION TECHNOLOGY & HUMAN RESOURCES

MANAGED BY JODI CLARKE, CHIEF OPERATING OFFICER

Operations, IT & HR

Operational efficiency, infrastructure, technology modernization, cybersecurity, and cost optimization formed the backbone of a more scalable and resilient organization.

Despite workforce reductions and a competitive labor market, MSP maintained uninterrupted service, filled mission-critical positions, and invested in training, compliance, and professional development.

Modernizing the Organization

Process automation, facility improvements, office consolidation, cloud migration, and cybersecurity training advanced operational stability.

OPERATIONS

Key Goals

- Improve efficiency and reduce costs.
- Standardize workflows and strengthen vendor management.
- Maintain infrastructure and execute capital projects.

Achievements & Progress

- Automated manual workflows and implemented standardized SOPs across departments.
- Reduced costs through vendor renegotiation and process optimization.
- Advanced shelter HVAC planning and design; permitting delays shifted installation to late summer/ early fall.
- Completed shelter kitchen rehabilitation in-house, producing significant savings.
- Developed a phased plan for exterior structural repairs.
- Closed the 30 Broadway Yonkers office, relocated staff with minimal disruption, and secured a smaller lower-cost Yonkers location for September 2026.

INFORMATION TECHNOLOGY

Results

- Zero major security breaches.
- Key systems moved to the cloud.

Challenges

- Legacy-system integration.
- Resource constraints during transformation.
- User adoption and training required more time than expected.

The People Behind the Mission

A workforce dashboard showing staffing composition, hiring activity, turnover, and sustained investment in learning and development.

64	60	9	13
total employees	active workforce	new hires	separations

Full-time employees 52 | 81%

Part-time & per diem 12 | 19%

Progress & Achievements

- Maintained uninterrupted service despite a 6% net workforce reduction.
- Recruited and onboarded staff in legal services, advocacy, and residential services.
- Reduced time-to-fill for key positions and used a mission-critical hiring strategy.
- Delivered 20 annual training sessions, including leadership, DV best practices, ASL, Mandated Reporting, and Know Your Rights.
- More than 45 staff completed training, supporting compliance and continuous learning.

Challenges & Lessons

- Turnover remained approximately 20%, driven by competition,turnout, workload pressure, and salary limitations tied government contracts.
- Enhanced employee engagement and wellness initiatives remain/essential.
- Ongoing training supports retention and performance.
- Proactive workforce and succession planning are critical.
- A branded welcome packet and cultural-event acknowledgment support belonging and onboarding.

FINANCE MANAGED BY CITRIN COOPERMAN

FINANCE

Despite funding reductions and ongoing fiscal pressures, MSP maintained sound financial oversight, managed resources strategically, and strengthened budgeting, compliance, and financial planning and long-term organizational stability.

Financial Discipline & Stronger Reporting

Finance focused on timely close, standardized billing, cash management, compliance, and better data for leadership decision-making.

Core Goals

- Complete month-end close within four weeks, including reconciliations, statements, and variance analysis.
- Standardize billing timelines and increase automation.

0

line-of-credit balance since April 9, 2026

2025

unqualified audit completed

2× / month

non-payroll check runs improved cash on hand

Measurable Results

- Improved close-cycle timing, billing consistency, and reporting accuracy.
- Filed Form 990 and CHAR500.
- Established monthly profit-and-loss reviews with Executive Cabinet members.
- Used Extensis reporting to standardize and automate billing workflows.

Challenges & Path Forward

- Close and billing delays have immediate cash-flow consequences.
- Billing inefficiencies delay reimbursements.
- Continue automation, strengthen review procedures, add controls, and monitor process gaps.

More timely, accurate financial information strengthens leadership decisions and positions MSP to manage resources with greater confidence.

MANAGED BY ANGELA CIMINELLO, INTERIM CDO

Development & Community Impact

A milestone anniversary year expanded revenue, strengthened donor relationships, deepened corporate and board engagement, and built the systems required for sustainable fundraising growth.

Fiscal Year at a Glance

Building momentum. Expanding community. Strengthening the future.

$1.64M
reported total giving in FY 2025-2026

+$421K
increase over the prior fiscal year

1,341
total donors engaged

600+
new donors engaged

$923
average gift, up 12%

~$300K
new money raised

What drove the year

- Record-setting performance from the Spring Gala and stronger net revenue from the redesigned Fall Breakfast.
- Corporate giving increased by more than $270,000, reflecting deeper sponsorship and partnership activity.
- A broader donor base, increased average gift size, stronger board engagement, and new development systems positioned MSP for continued growth.

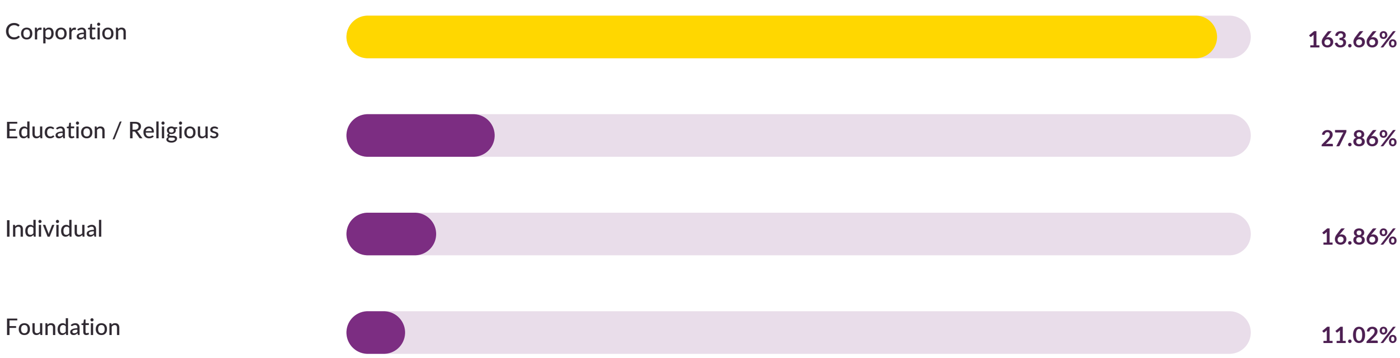
Key takeaway: MSP expanded both the breadth and depth of its donor community while investing in the infrastructure needed to sustain growth beyond the anniversary year.

Revenue Growth by Funding Source

Every major contributed-revenue category increased year over year, led by significant corporate growth.

Funding source	FY 2025-2026	FY 2024-2025	Increase	% Increase
Individual	$711,042	$608,480	$102,561	16.86%
Foundation	$457,429	$412,016	$45,413	11.02%
Education / Religious	$30,866	$24,140	$6,726	27.86%
Corporation	$435,338	$165,116	$270,222	163.66%

Year-over-year growth rate



Corporate giving was the year's strongest growth engine. Expanded sponsorships and renewed corporate investment added more than $270,000 compared with the prior fiscal year.

Grant Growth & Funding Pipeline

A disciplined grant strategy increased new awards while building a substantial pipeline for the next fiscal year.

32
grants received during the fiscal year

20
new grants awarded

$242K
new grant revenue secured to date

9
applications awaiting decisions

~$500K
value of pending requests

10
new applications planned for July-August 2026

Pipeline highlights

- Pending requests include a $350,000 government funding request submitted to Majority Leader Andrea Stewart-Cousins.
- The July-August 2026 submission calendar doubles the number of new applications typically submitted in a full year.
- Development, program, and finance coordination strengthened application quality, deadline management, and readiness for post-award implementation.

Key takeaway: MSP entered the new fiscal year with stronger grant discipline, a larger prospect pipeline, and increased capacity to pursue diversified funding.

Fall Breakfast: A Strategic Redesign

Changing the event format reduced costs, preserved attendance, and produced stronger gross and net revenue.

$210,924

gross revenue, up 13.28%

$184,924

net revenue, up 23.61%

$26,000

expenses, down 28.96%

Category	Current Year	Prior Year	Variance
Corporate sponsors	$87,660	$68,400	+28.16%
Individual sponsors	$85,564	$84,100	+1.74%
Donations	$17,401	$15,055	+15.58%
Tickets	$13,650	$12,600	+8.33%
Event activity	$7,770	$6,040	+28.64%
Attendees	200	200	No change

Why the model worked

- The breakfast format created a more efficient cost structure while maintaining 200 attendees.
- The shift from a silent auction to an accessible raffle was well received and generated $5,920.
- The next Fall Breakfast is scheduled for October 28, 2026, at Brae Burn Country Club, with a proposed focus on youth education and prevention programming.

50th Anniversary Gala

Aligned board leadership, anniversary storytelling, corporate engagement, and disciplined execution produced a record-setting event.

$707,542
gross revenue, up 44%

$630K+
net revenue, up 53%

320
checked-in guests, up 56%

Growth highlights

$219,251
Corporate sponsorships
+102%

$41,109
Donations
+125%

$337,172
Individual sponsorships
+22%

$67,385
Paddle Raise
+41%

580
total gifts received, up 59%

$257K+
Board-generated support

100%
Board participation

Strategic investment: Approximately $15,000 was invested in professional anniversary video assets that will continue supporting fundraising, marketing, cultivation, and community engagement. Even with this one-time investment, total event expenses remained slightly below the prior year.

Year-End Appeal

A coordinated direct mail, email, and social strategy generated more gifts and broader donor participation.

Metric	2025	2024	Variance
Total raised	$200,872	$192,045	+4.60%
Number of gifts	373	336	+11.01%
Average gift	$539	$572	-5.77%
Gifts of $500 or above	86	77	+11.69%
Gifts of $500 or below	287	259	+10.81%
Gifts of $10,000 or above	3	4	-25.00%

+$8,827

additional campaign revenue

+37

additional gifts received

11%

growth in gift volume

Key takeaway

The campaign outperformed the prior year despite a lower average gift and one fewer gift of $10,000 or more. Growth came from broader participation and a larger number of gifts across the donor base.

Volunteer & Community Impact

A more structured volunteer program and expanded community partnerships converted visibility into measurable support.

Volunteer program

44
applications

21
general/program volunteers trained

4
Sisters in Law volunteers trained

9
volunteers approved to date

Community reach

- 56 in-kind donation drives
- 20 new donors engaged through community activity
- 20+ civic, corporate, faith-based, wellness, and volunteer events
- More than 500 winter coats donated by Subaru
- Hundreds of backpacks packed by the New York Giants

Selected outcomes

- A connection made through Regeneron's International Women's Day event developed into a governance-level relationship and a new Board appointment.
- Stop & Shop selected MSP three times for the Community Bag Program, generating $1,668.
- A 500-letter community mailing generated new partners and expanded awareness.
- One committed in-kind donor transitioned into a summer Development intern role.
- Development and Finance formalized gift-card tracking; $18,275 in gift cards was recorded in FY25.

Key takeaway: Community visibility increasingly translated into donor cultivation, volunteer engagement, in-kind support, board pipeline development, and new fundraising opportunities.

Systems, Communications & Sustainable Growth

New technology and stronger digital visibility created a more data-driven, connected, and scalable fundraising operation.

Bloomerang implementation

- Centralized donor, event, communication, peer-to-peer, text-to-donate, and volunteer management.
- Improved audience segmentation, reporting, stewardship planning, and donor behavior insights.
- Journey automations support recurring-gift conversion, donor anniversaries, at-risk donor outreach, and lapsed donor recapture.
- Integrated event tools reduced reliance on external registration and auction vendors.

Digital visibility

50,379	283,621	25,506	72,806
Facebook content views	Instagram content views	LinkedIn content views	website visitors

Moving forward

- Use new systems to strengthen donor retention, recurring giving, stewardship, and pipeline management.
- Convert anniversary visibility and event participation into long-term donor and corporate relationships.
- Continue integrating communications, volunteer engagement, community partnerships, and fundraising strategy.
- Build toward the October 28, 2026 Fall Breakfast and the anticipated May 2027 Spring Gala.

LOOKING AHEAD

STRONGER SYSTEMS. EXPANDED COMMUNITY. A CLEAR PATH FORWARD.

FY 2025-2026 demonstrated that MSP can maintain critical services while navigating change, strengthening infrastructure, and planning for sustainable growth.

The organization enters the next fiscal year with improved data practices, expanded legal and anti-trafficking capacity, more resilient operations, strategic workforce priorities, stronger financial workflows, and a more diversified development program.

Record event performance, expanded corporate and board engagement, a broader donor community, and strengthened fundraising systems provide a strong platform for the future.

Fifty years is an extraordinary legacy. The work completed this year helps ensure that legacy continues with greater capacity to provide hope, achieve justice, and change lives.

PROVIDING HOPE • ACHIEVING JUSTICE • CHANGING LIVES