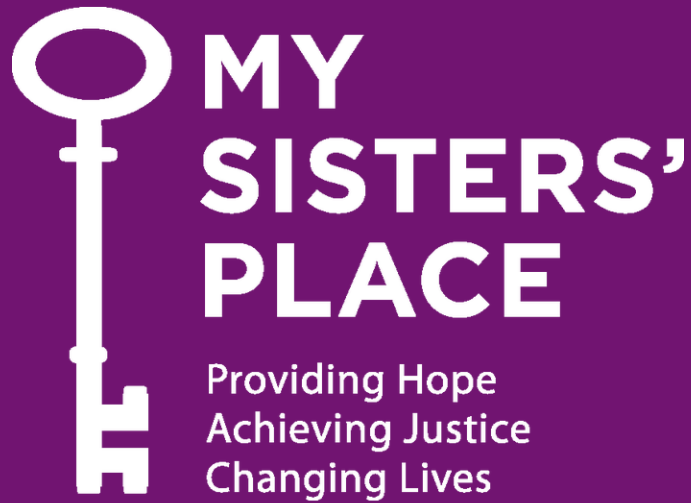




My Sisters' Place Board Orientation Booklet

September 2026

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Mission & Values

Mission

My Sisters' Place offers hope, safety, and opportunity to individuals and families affected by domestic and gender-based violence, human trafficking, and related crimes through comprehensive services, education, and advocacy. We work to achieve social change through community engagement, policy development, and leadership.

Values



Survivor-Centered

We believe and support survivors. We honor their voices, choices, and resilience.



Equity and Justice

We are committed to advancing equity and challenging the systems that perpetuate violence and oppression.



Compassion

We lead with empathy, respect, and kindness in all that we do.



Collaboration

We strengthen our impact through partnerships, community engagement, and shared purpose.



Empowerment

We create opportunities for individuals and communities to build safer, healthier, and more hopeful futures.

My Sisters' Place

ABOUT US:

My Sisters' Place works to end violence in intimate relationships and combat the effects of domestic violence (DV) and human trafficking (HT) on adults and children. As a community-based nonprofit organization located in Westchester County, NY, MSP's mission is to create a world in which every individual has the basic human right to be free from gender-based violence and to engage in relationships that embrace the principles of respect, equality, and safety.

Since our founding in 1976, MSP has taken a holistic approach to addressing the complex intersection of issues encircling DV to effectively respond to the changing needs of families and individuals in crisis, providing a path towards safety and healing, and creating options for rebuilding lives.

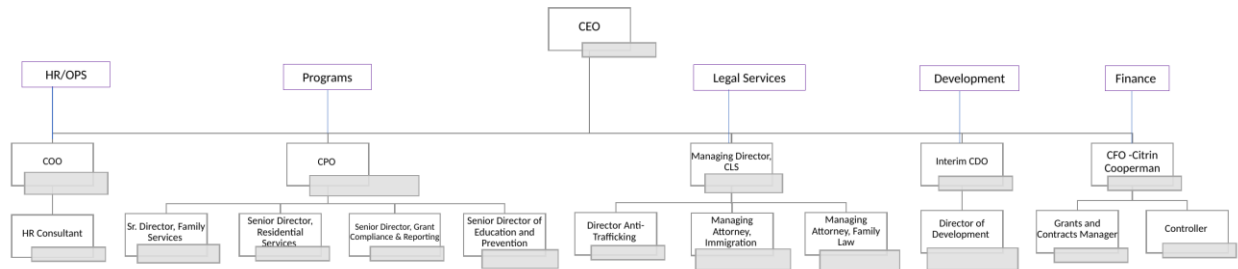
MSP's direct services help thousands of individuals each year as they move past the myriad of challenges arising from the experience of DV or HT. Serving clients of all socioeconomic, cultural, and religious backgrounds with multi-lingual and culturally sensitive services to meet their varied needs, MSP provides an accessible, high-quality holistic range of services, designed to address the practical, physical, mental, and social effects of abuse.

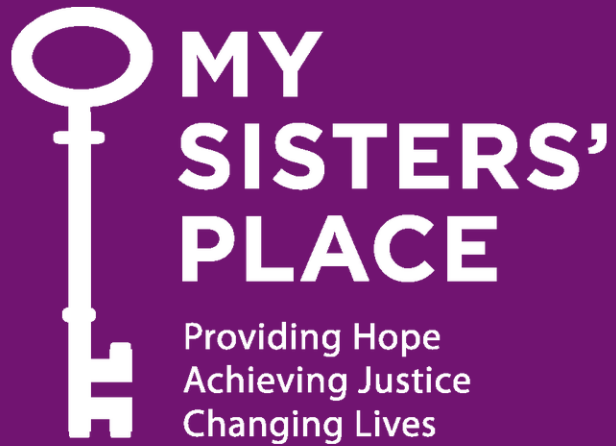
OUR SERVICES INCLUDE:

- ✓ A 24-hour crisis hotline for advice and referrals, provided via voice and text/chat
- ✓ An emergency residential shelter and connections to supportive transitional and permanent housing options
- ✓ Individualized case management
- ✓ Comprehensive advocacy to assist families as they navigate the healthcare, child welfare, housing, and justice systems
- ✓ Short-term clinical counseling for families experiencing the psychological and emotional effects of trauma
- ✓ A Center for Legal Services, providing free legal advice and representation in immigration and family law matters
- ✓ Specialized referrals to a network of trusted community partners
- ✓ Support groups for survivors in English and Spanish, that create a space for healing
- ✓ Prevention education and community training programs, which aim to strengthen the overall response to gender-based violence, through schools-based educational workshops for teens, and training for law enforcement, healthcare providers, clergy, and other community members



MSP Officers/Directors
Updated: June 2026





Residential, Transitional, Family Services and Education & Prevention

Program Information

Program Name: Residential & Transitional, Family Services and Education & Prevention

Department: Programs

Name of Executive Committee Member: Laurena Mora

Contact: lmora@mspny.org, (917) 797-9469

Program Purpose

The Programs department at My Sisters' Place delivers services through three core areas: Residential & Transitional, Family Services, & Education and Prevention. Together these programs create a comprehensive continuum of services that allows us to support survivors at every stage, from addressing immediate crisis and safety needs to promoting longer-term stability and healing, while also investing in prevention, education, and community engagement to strengthen awareness and help prevent domestic violence.

The Residential & Transitional program provides emergency housing, safety planning, advocacy, and comprehensive support for survivors and their children who are fleeing domestic violence. Family Services provides community-based counseling, advocacy, case management, and support for adults and children impacted by domestic violence. Education & Prevention strengthens MSP's prevention efforts through school-based programming, professional training, community education, and outreach designed to promote healthy relationships and improve the community's response to domestic violence.

Collectively, these three program areas are central to the Programs department's role within MSP and the organization's ability to provide a comprehensive response to domestic violence. They enable MSP to address immediate safety, support long-term stability and healing, and reduce future violence through education and prevention, directly advancing the organization's overall mission.

Services Provided

- **Advocacy:** Supports survivors in identifying needs, understanding options, accessing resources, and navigating complex service systems.
- **Crisis Intervention:** Provides immediate support, assessment, safety planning, and connection to appropriate services during times of crisis.
- **Emergency Shelter:** Provides safe, confidential temporary housing and supportive services for survivors and their children fleeing domestic violence.
- **Hotline:** Provides immediate crisis support, information, safety planning, referrals, and access to MSP services.
- **Client Intake:** Assesses each survivor's needs, immediate safety concerns, eligibility, and appropriate services and referrals.
- **Counseling:** Provides trauma-informed individual and group support to help survivors and their children process their experiences and promote healing.

- **Case Management:** Coordinates services and assists survivors in developing and achieving individualized goals related to safety, stability, and independence.
- **Court Accompaniment:** Provides support, information, and advocacy to survivors as they navigate court proceedings and the legal system.
- **Children's Services:** Provides age-appropriate, trauma-informed support and activities for children impacted by domestic violence.
- **Prevention Education:** Provides school and community-based education focused on healthy relationships, recognizing abuse, and preventing domestic and dating violence.
- **Housing Advocacy:** Assists survivors with identifying and securing safe, stable housing and navigating housing resources and systems.
- **Community Outreach:** Builds awareness of domestic violence and MSP services while strengthening connections with community members, organizations, and referral partners.

Who We Serve

- Target population
 1. Survivors of domestic violence, intimate partner violence, dating violence, and their children, including individuals experiencing immediate safety concerns or needing ongoing support.
- Geographic area served
 - Westchester County and the surrounding New York metropolitan area.
- Referral sources
 - Self-referrals, law enforcement, courts, Department of Social Services, hospitals and healthcare providers, schools, community-based organizations, and other victim service providers.
- Languages available
 - Services are available in English and Spanish, with interpretation and language access services available to support clients who speak other languages, including American Sign Language (ASL).

Program Impact

July 2025 - June 2026

Number of adults served who received Advocacy & Counseling: 587

Number of children who received Counseling: 91

Number of individuals who received shelter or transitional services: 169

Number of hotline calls: 2,732

Number of educational presentations: 152

Outcomes

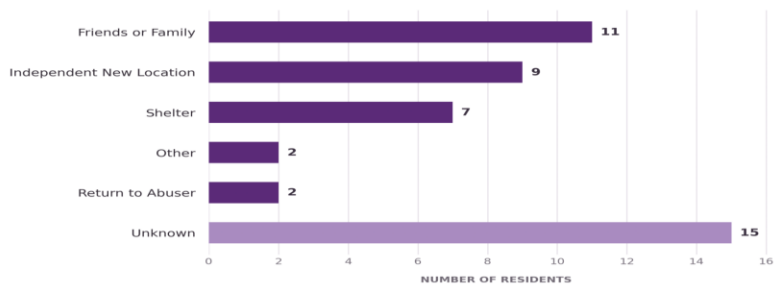
- Survivors Obtaining Safe Housing

Survivors Obtaining Safe Housing

Shelter resident outcomes following departure from MSP



Where residents went after leaving shelter



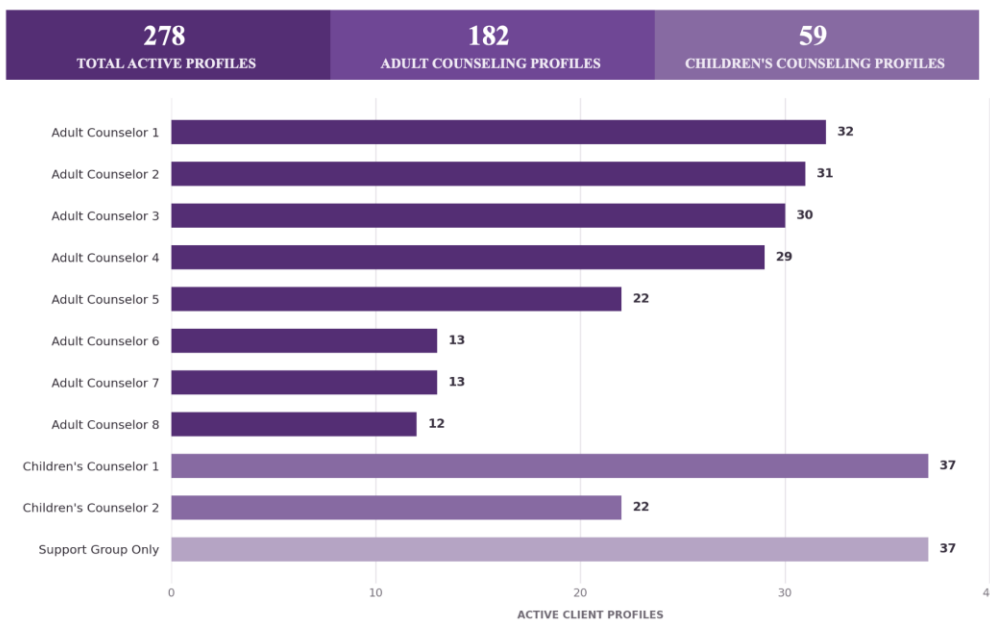
KEY OUTCOME 27 of 31 residents with known outcomes transitioned to friends or family, an independent location, or another shelter.

Source: Information retrieved from resident exit interviews.

Family Services Counseling Report

Counselor Caseload Report

Active client profiles by anonymized counselor, service area, and status

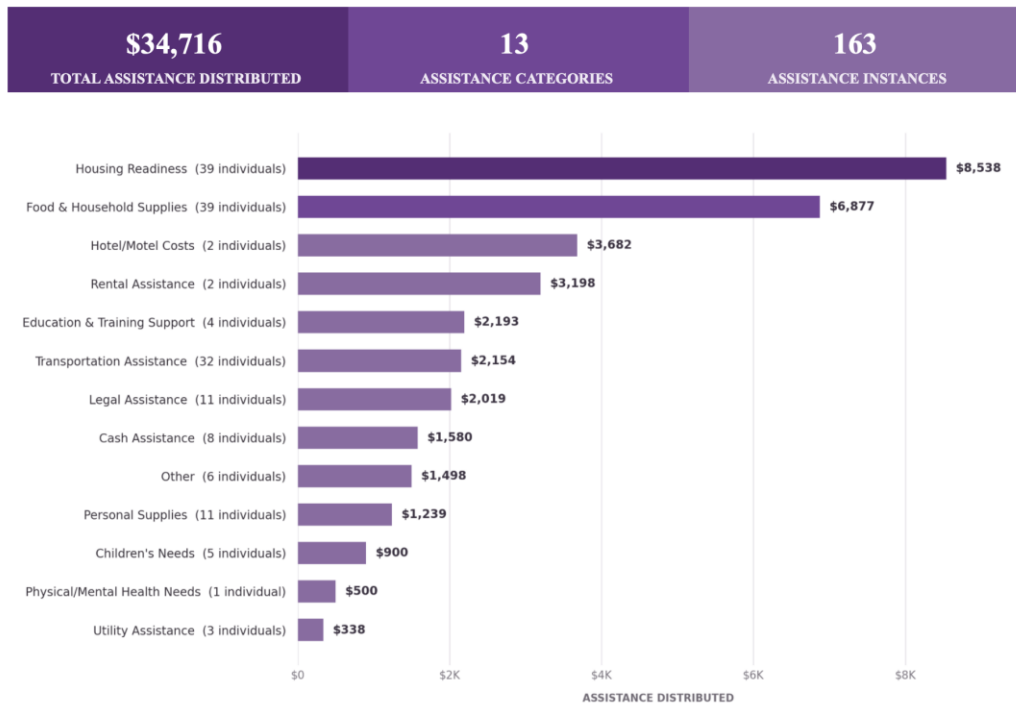


CASELOAD SNAPSHOT This caseload snapshot reflects Family Services counseling only and does not include counseling provided to shelter residents.

Financial Assistance Distributed to Clients

Financial Assistance Distribution Report

Distribution by assistance category and number of individuals served



Community Need

- Community Needs Addressed**

Programs provides a comprehensive continuum of services for survivors and their children, addressing immediate safety, emergency shelter, counseling, advocacy, transitional housing support, children's services, and prevention and education needs throughout Westchester County.

- Current Trends**

Programs is seeing increasing demand for services and greater complexity in the needs of survivors. Clients often require support across multiple systems, including housing, behavioral health, financial stability, family law and public benefits. Immigration related concerns have become increasingly significant, with survivors facing greater uncertainty and barriers to accessing services. At the same time, changes in the criminal justice response, including the rapid release of abusive partners causing harm following an arrest, can create immediate safety concerns and require more intensive safety planning, advocacy, and coordination with law enforcement and other partners.

- Emerging Challenges**

Survivors are presenting increasingly complex mental health and trauma related needs. While MSP provides counseling and has social workers on staff, some clients require a higher level of clinical or specialized therapeutic support than we are unable to provide. Accessing outside therapy can be challenging due to cost, insurance limitations, and provider availability, leaving some survivors and their children without the level of mental health support they need.

- Gaps in Services:**

Significant gaps remain in affordable permanent housing, accessible mental health services, culturally and linguistically responsive services, and long term supports for survivors and their children. Community-based resources are often limited, have long waitlists, or are not financially accessible to clients. Specialized services, particularly mental health, immigration, and housing resources, can be especially difficult to access. These gaps can result in survivors remaining in temporary housing or services longer, delaying access to needed treatment and support, or continuing to rely heavily on MSP while waiting for appropriate community-based resources to become available.

Partnerships

- Westchester County agencies
 - Westchester County Office for Women, Westchester County Youth Bureau & Westchester County Department of Community Mental Health (Community Networks)
- Law enforcement
 - Yonkers Police Department, Mount Vernon Police Department & White Plains Police Department
- District Attorney's Office
 - Westchester County District Attorney
- Hospitals
 - Westchester Medical Center, St. Vincent's Hospital, St. John's Riverside Hospital, St. Joseph's Medical Center, White Plains Hospital, Manhattanville School of Nursing, Montefiore New Rochelle, WCC School of Nursing, Columbia Nursing School, Pace University College of Health Sciences, Ardsley Dental Spa, New York Presbyterian Westchester, ARISE Physical Therapy, Phelps Memorial Hospital, Cochran School of Nursing, St. Vincent's Hospital & Westchester Medical Center at New York Medical College
- Schools
 - Mount Vernon High School, New York School for the Deaf, Edgemont Junior/Senior High School, Croton Harmon High School, Scarsdale High School, Port Chester High School, Lincoln High School, Eugenio Maria de Hostos Microsociety School, Dodson Middle School, PEARLS School, Ella Fitzgerald Academy, Cedar Place, French American School of New York, Kenneth B. Clark Academy, Hawthorne Cedar Knolls Academy, Holy Child & The Ursuline School
- Community organizations
 - White Plains Public Library, New Rochelle Public Library, Center Lane, My Sisters' Keeper, My Brothers' Keeper, Greenburg Public Library, White Plains Youth Bureau, Westchester Jewish Community Services, Pelham Girl Scouts, Greater Hudson Valley Links, Peekskill Girls Scout, Yonkers Partners in Education, Westchester Youth Alliance, Boys & Girls Club of Mount Vernon, Planned Parenthood, Center for Safety & Change, PACE Womens' Justice Center, Awake, SPEAK, Putnam Northern Westchester Womens' Resource Center, Moms Demand Action, Girls Inc., YWCA of White Plains, Childrens' Village, Hudson River Museum, WESTHAB, Bronxville Library, PrideWorks, A Call to Men, Westchester Womens' Agenda, Volunteer NY, Ossining Public Library, Bethany Arts Community Center, Puzzle Parlour, ArtsWestchester, New Era Collective, Fourth Fridays, The LOFT & YWCA of Yonkers

Funding Sources

- Federal grants
 - New York State Office of Victim Services (OVS)
 - Office on Violence Against Women (OVW)
 - U.S. Department of Housing and Urban Development (HUD)
- New York State grants
 - New York State Office for the Prevention of Domestic Violence (OPDV)
 - New York State Division of Criminal Justice Services (DCJS)
 - Statewide Targeted Reductions in Intimate Partner Violence (STRIVE)
 - New York State Office of Children and Family Services (OCFS)
- Westchester County funding
 - Department of Social Services, Youth Bureau & Office for Women
- Foundations
 - NY Giants, Carvel, St. Faith's, Phelps & Lorrain O'Brian

Challenges & Opportunities

Current challenges:

- **Staffing**
Recruiting and retaining qualified staff while maintaining competitive salaries in the high-cost Westchester County market, as government contract funding remains stagnant and does not keep pace with rising costs.
- **Funding**
Reductions and uncertainty in government funding directly impact staffing levels, service delivery, and our ability to sustain critical programming. Recent OVS funding reductions, for example, have affected multiple areas of MSP's services and required us to reassess how we maintain service levels with fewer resources.
- **Capacity**
Increasing demand and more complex client needs require Programs to continually balance staffing, resources, and service capacity with the level of support survivors require. Limited resources can impact caseloads, staff workload, response times, and our ability to expand services, requiring us to continuously evaluate how we prioritize and deliver services while maintaining quality.
- **Housing Availability**
Limited affordable and permanent housing options make it increasingly difficult for survivors to transition from shelter and achieve long-term stability. Some clients reach the maximum six-month shelter stay without securing permanent housing and must transition to family shelters or other temporary housing options, creating additional instability for survivors and their children.
- **Client Needs**
Survivors are presenting with increasingly complex and interconnected needs that require coordinated support across multiple systems, including housing, financial stability, mental health, legal advocacy, children's services, immigration, public benefits, and other community resources. Addressing these needs often requires more intensive advocacy, longer-term support, and coordination with multiple external providers and systems.

- **Regulatory Changes**

Programs must continuously adapt to changing funder requirements, regulations, documentation standards, and service expectations while maintaining quality and compliance. Increasing restrictions on allowable expenses can also limit how funding is used, requiring Programs to identify alternative resources to cover essential client and program needs that funders may consider disallowable.

Future opportunities:

- **Program Growth**

Expand Education and Prevention through fee-for-service training, consulting, and technical assistance. Programs can also pursue emerging healthcare, behavioral health, public health, trauma, and violence-prevention funding opportunities to support new programming, diversify revenue, and promote sustainable growth.

- **New Partnerships**

Strengthen and formalize partnerships with healthcare systems, behavioral health providers, school districts, law enforcement, housing providers, corporations, foundations, and government agencies. These partnerships can improve referral pathways, support collaborative grant opportunities, and expand resources available to survivors.

- **Expanded Services**

Expand housing options for survivors by increasing shelter capacity and strengthening emergency hotel, transitional, rapid rehousing, and housing stabilization services. Building stronger relationships with landlords, housing providers, and developers can also create more pathways to safe, permanent housing and reduce the number of survivors leaving shelter without stable housing.

- **Innovation**

Strengthen the use of technology and data across Programs to improve service delivery, reduce administrative burden, and better measure client outcomes. This includes expanding Apricot dashboards, automating reporting where possible, and using program data more consistently to identify trends, evaluate impact, and guide program decisions.

Success Story

1. *Our Family Services team worked closely with our transitional housing team to support clients as they prepared to leave their abusive homes. Through this collaboration, one story that stands out is the story of "Angela", Angela and her two young children were receiving counseling from the Family Services department and getting ready to flee Angela's violent partner. When she first started working with MSP, she expressed feeling defeated and without hope. Over time, as she worked closely with our caring advocates, and gained access to an array of supportive resources, including financial assistance, Angela began to experience a shift in her confidence. She shared that she could feel how deeply the staff believed in her, and that belief helped her begin to believe in herself. With the dedicated support of our team, Angela successfully secured a reasonably priced apartment. We were also able to use OPDV flex funding to provide her with gift cards to use toward essential home appliances and other basic home goods to transition her and her children comfortably into their new home. Angela's journey is a powerful reminder*

of how compassionate support combined with practical resources can help families rebuild their lives and move forward with confidence.

2. *We worked with a client identified as high risk for lethality named "S". Recognizing the need for additional support and safety planning, the DSS caseworker referred S to My Sisters' Place for assistance. With S's consent, our High Risk Coordinator connected with the caseworker, and Yonkers Police Department and assisted the client with obtaining a criminal order or protection. Mom and all three children also received weekly counseling services at MSP. When she was ready to move into her own apartment, the Coordinator was able to work closely with DSS to acquire housing vouchers, and we were also able to utilize OPDV Safe Funds to assist with her moving expenses. The Coordinator's ability to provide trauma-informed, client-centered support, while seamlessly connecting S with an array of resources and relevant services helped the client feel at ease, and confident as she moved towards her own independence and safety for herself and her children.*
3. *During the SAFER Summer Leadership Institute, the organization hosted four week-long engagement opportunities for middle and high school-aged youth, based in Westchester County. One participant came the first week and absolutely loved it! By the end of the week, the individual brought one friend along. On the second week, both participants were back and worked on a capstone project together. While they were working on their project, they invited three more friends to join the latter half of the institute. By the end of the project presentations, all of the friends planned on attending the last week of the institute. When the last week arrived, everyone returned and were eager to learn more about relationship abuse prevention education. Every week, the participant mentioned how passionate she was about the topic, how she wanted to learn more, and find ways to get more involved (including ways to bring it back to her school). Along the way, one could visibly see growth in her leadership skills strengthen, knowledge, and her confidence in discussing the topic. She created two capstone projects, asked for more time to cover all of her teaching points, and provided clear and healthy feedback for the other participants each week. Her friends that attended expressed immense gratitude to her and the facilitators for offering the program. As a result of her support, some participants disclosed some of the relationship abuse they've witnessed. Yet, they also shared that joining this program was the best decision they've ever made in their life. Now this participant and her friends are actively finding ways to bring MSP programming to their local schools and community.*

"What Every Board Member Should Know"

1. We are more than a shelter.

MSP provides comprehensive services that extends far beyond emergency housing, including counseling, advocacy, children's services, high-risk response, prevention education, transitional housing support, and community outreach.

2. We must be on the front lines of advocacy.

Our work requires us to be a strong and visible voice for survivors, advocating for policies, funding, resources, and systems that effectively respond to domestic violence and the evolving needs of survivors and their families.

3. We need your support.

Sustaining and expanding our programs requires more than funding. We need Board members to champion our work, build connections, increase awareness, identify resources and volunteers, and help ensure Programs has the support needed to meet the needs of our community.

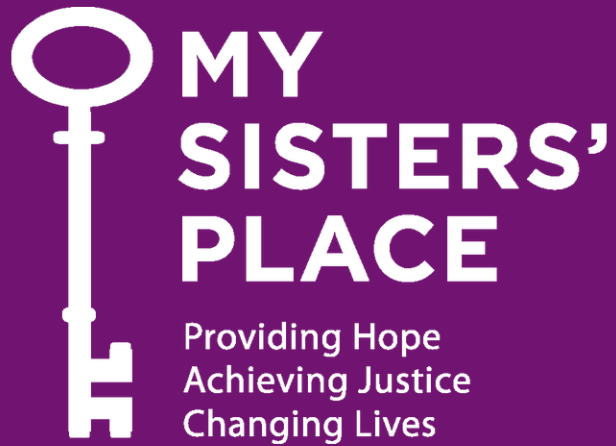
Ways Board Members Can Help

- Leveraging professional networks to connect MSP with individuals and organizations that can strengthen our work.
- Sharing professional expertise in areas that can support program growth, strategy, and sustainability.
- Introducing potential funders and cultivating relationships with donors and foundations.
- Connecting corporate and community partners to strengthen resources and opportunities for survivors.
- Identifying in-kind resources and donations that directly support survivors and program needs.
- Advocating in the community for survivor needs and the importance of MSP's work.
- Increasing awareness of MSP's programs, services, and impact.
- Supporting the Hotline by helping identify and recruit potential volunteers.
- Supporting volunteer recruitment by identifying and connecting MSP with individuals interested in contributing their time and skills across our programs.

Photos & Graphics

- Program photos (See attached email)
- SAFER Student created website
<https://sushmita-jacob.github.io/dv-advocacy/>
- Client quotes (de-identified)
 - *"Shelter staff were very helpful during my transition."*
 - *"I would recommend My Sisters' Place to anyone in a vulnerable situation."*
 - *"I am grateful for the support groups. They are extremely supportive and healing. The group ice breakers are the best!"*
 - *"When I first arrived at MSP, I felt so unprepared. The staff helped me with so many resources. They go above and beyond."*
 - *"I am so appreciative of everyone in shelter. I wish I had more time to stay there."*
 - *"I am grateful to have a safe place to rest my head."*
 - *"The shelter staff is always there when you need them. I wish I had more time here."*
 - *"MSP made me feel truly seen and welcomed at a time when I felt invisible and overwhelmed."*
 - *"Every staff member treated me with respect and patience, and genuine care. I never felt rushed or judged, just supported through counseling. I learned more about my options, my safety, my worth, and my strength."*
 - *"You helped me understand what I was going through and reminded me that I deserve peace, safety, and respect. Because of your guidance, I feel more hopeful, empowered and confident in myself than I have in a long time. I'm deeply grateful."*

- *"Everything has been so helpful. I would like more support groups so even more people can access services when they need them. Otherwise, the support I received was truly appreciated."*
- *"Thank you for being a safe and supportive place during one of the hardest times in my life. I'm still going through this process but knowing I have your guidance, and support has made such a difference. I can already see progress in myself, the clarity, the strength and the confidence. I'm slowly rebuilding and that's because of the help I've received here. I'm truly grateful for the continued care, patience, and understanding you've shown to me, it means more than I can put into words."*
- *"I learned that there can be so many kinds of abuse no matter what. Even though we are all humans such things can happen."*
- *"The most important thing I learned is how important consent is in relationships."*
- *"[I learned that] Relationships with yourself are very important and that if you're in an abusive relationship you should really get help because you are not alone."*
- *"Joining this program was the best decision I've ever made."*
- *"I've realized that being a leader isn't just about taking action, it's also about setting a good example and fostering trust, communication, and support."*



The Karen Cheeks-Lomax Center for Legal Services

Program Information

Program Name: Center for Legal Services

Department: Legal

Name of Executive Committee Member: Silvia Lederman

Contact: slederman@mspnny.org, 914-683-1333 ext. 125

Program Purpose

The Center for Legal Services (CLS) supports the mission of MSP as it empowers victims of domestic violence (DV), dating violence, sexual assault (SA), and stalking to achieve safety, stability, and self-sufficiency through the provision of free and comprehensive high-quality trauma-informed civil legal services. Legal services are linguistically accessible and culturally competent providing expert advice and representation in family and immigration law matters, with connections to supports that bolster victim safety and self-sufficiency.

Legal services in the Family Law unit include advice/representation for Orders of Protection, Custody, Visitation, Paternity, and Child/Spousal support. Client safety is prioritized, and petitions before the Family Court are weighed against the potential for violent repercussions by abusers. Custody, visitation, and child support arrangements are negotiated and put in place with the knowledge that escalation of a stressful situation could place clients and their families in increased danger.

Attorneys in the Immigration Law Unit conduct legally- and ethically-sound consultations to determine remedies to which non-citizen victims whose immigration status arises out of victimization may be eligible, including VAWA self-petitions, U Visa and T Visa applications, SIJS, Asylum, Battered Spouse Waivers, Green Cards, Work Permits, and Citizenship applications, so that eligible victims can obtain and maintain lawful status and remain safely and legally present in the United States. Where possible, CLS attorneys from both practice areas conduct joint consultations so that clients are not required to repeat stories of their victimization, reducing the potential for re-traumatization. CLS attorneys refer survivors to local partner agencies for matters outside the scope of MSP's practice areas, including matrimonial, criminal, landlord/tenant, credit counseling, and civil court matters. The CLS legal practice is supported by 5 Bi-lingual Paralegal Advocates and an Intake Specialist.

MSP's Anti-trafficking Program (ATP) is housed within the CLS. The ATP provides comprehensive services to identified victims of all forms of human trafficking. Direct services include intake, certification for benefits, and case management designed to empower victims to make their own decisions as they work to achieve safety, self-determination and justice. The ATP works closely with the legal staff

in supporting clients who are also receiving legal assistance. The ATP is staffed by a senior director and two bi-lingual case managers.

The CLS trains and supervises Pro Bono attorneys and law students to expand the availability of legal expertise for victims. The “Sister-in-Law” volunteer program, recruits, trains, and supervises volunteers to provide supportive accompaniment and interpreting/translation services to victims at court appearances, appointments and interactions with government agencies, and other situations where victims may need additional encouragement and compassion. The program addresses factors that prevent victims from seeking justice – linguistic, cultural, and technological barriers, isolation, and a lack of familiarity with sources of support. Volunteers receive support and substantive training as they navigate and participate in confidential advocacy and violence-related justice proceedings.

Services Provided

Please describe the primary services offered.

Examples include:

- Advocacy
- Crisis intervention
- Client Intake
 - 1. High Risk cases referred to the CLS are scheduled for intake within 48 hours
- Legal Representation and advocacy in Family Law and Immigration matters
- Case Management for victims of Human Trafficking
- Court accompaniment through the Sister in Law volunteer Program
- Pro bono training and volunteer opportunities
- Referrals to legal services and supports outside the scope of MSP’s services
- Community outreach and collaboration

Who We Serve

The CLS serves victims of domestic violence, dating violence, sexual assault, stalking and human trafficking. The ATP assesses eligibility based upon a set standard of what types of victimization falls within the definition of trafficking, and must contain an element of force, fraud or collusion. For those victims who have experienced human trafficking in New York State, MSP is the regional certifier for benefit claims made to the New York State Office of Temporary and Disability Assistance.

There is no income threshold for CLS services. Every caller who is eligible for services will receive a legal consultation. Family law matters with jurisdiction in the Westchester Family Court are accepted for Orders of Protection, Custody, Visitation, Support and Paternity (these matters often involve the children of our clients). The CLS does not handle divorce matters and refers these cases to legal services agencies within Westchester County. The Immigration Unit provides consultations and legal advice and counsel to all eligible callers. The vast majority of cases accepted by the Immigration will involve victims of crime who have a pathway to immigration relief. In many instances, immigration relief applications will include (non-abusive) spouses and children of our clients. The CLS accepts immigration clients from the greater New York area. For those callers that we cannot service we refer to partner legal service agencies.

The CLS has 5 bilingual attorneys with language capacity in Spanish, French, Urdu, Portuguese and Mandarin. All five of our paralegals are Spanish speaking, and our two ATP case managers are both Spanish speaking. All CLS staff have direct access to a telephone-based language interpreting service with over 200 languages and dialects.

Program Impact

Provide current annual statistics via graphics

Number of individuals served annually: The CLS served **841** clients in the last year.

Number of families served annually:

Number of hotline calls (if applicable):

Number of counseling sessions:

Number of annual cases: Last year the CLS provided 364 Consultations, 2,860 referrals, and closed 1,082 cases.

Number of educational presentations:

Other key metrics:

- Last year the CLS trained and supervised 75 pro bono attorneys/law students
- Last year the Sister in Law volunteer program processed 147 requests for 114 clients

Outcomes

What measurable outcomes demonstrate the program's success via graphics?

Examples:

- Orders of protection secured – Last year the CLS secured 40 new Orders of Protection for clients
- Increased safety planning – Last year 226 CLS clients received safety planning support
- Interpretations – Last year the CLS staff provided interpretations services for clients on 3,495 occasions

Community Need

Why is this program important in Westchester County?

Describe:

- Community needs addressed
- Current trends
- Emerging challenges
- Gaps in services

MSP has been responding to the needs of victims of Domestic Violence (DV), dating violence, Sexual Assault (SA), stalking, and human trafficking (HT) in Westchester County, New York (Westchester) for 50 years, reaching over 2,500 victims of crime annually through its holistic range of high-quality direct victim services, which include emergency shelter, advocacy, legal services, counseling, and case management. These crimes constitute a pervasive and increasingly complex public safety issue, but New York State (NYS) has recently seen a notable increase in the identification of victims of DV who are at high risk of serious injury or homicide. Many of these victims identify access to comprehensive legal services as essential to achieving safety and long-term stability.

The increased need has been evident since the pandemic. Statewide, requests for DV services increased by 53% since 2019 and the NYS Division of Criminal Justice Services (DCJS) reported a 44% increase in victims of intimate partner crimes in Westchester between 2019 and 2024. MSP's own data reflects this trend, with the number of calls to MSP's 24-hour hotline in 2025 exceeding the previous year's total by 30%.

Alongside this broader increase in demand, since 2022, MSP has experienced a substantial rise in referrals involving victims identified as being at high risk of serious injury or homicide, consistent with a recent FBI report showing that the proportion of violent crime occurring within domestic relationships increased annually between 2020 and 2024. In Westchester, several recent high-profile domestic violence homicides have further underscored the devastating consequences of escalating abuse.

The dramatic increase in high-risk referrals reflects not only a growing need for legal services, but also the success of system-level improvements in identifying victims at greatest risk of severe injury or homicide. In 2021, Westchester launched its Domestic Violence High Risk Team (DVHRT) - a multidisciplinary collaboration of law enforcement, victim services providers, and healthcare providers with the goal of training law enforcement officers to use an evidence-based lethality screening tool when responding to domestic incidents and creating a centralized process for referrals. So far, this initiative has identified more than 8,000 cases of High-Risk DV in the county, referring victims to a network of victim-service providers, including MSP. 2025 saw the launch of a similar collaboration connecting the police departments in the cities of Yonkers and Mount Vernon with DV service providers under New York's Statewide Targeted Reductions in Intimate Partner Violence (STRIVE) initiative. This project has seen a further increase in the ability of law enforcement to identify cases of High-Risk DV and refer them to specialized DV support. These multidisciplinary initiatives require significant leadership involvement from MSP to ensure that victim advocacy is central to collaborative efforts.

Despite these improvements, the environment for victims seeking legal assistance in Westchester remains complex. Westchester's large geographic area, limited public transportation network, and highly decentralized service landscape - which includes 45 police departments, dozens of municipalities, and numerous fragmented service systems - compound the challenges victims face in accessing safety and justice. The county's linguistic and cultural diversity, significant wealth inequality, and an ongoing affordability crisis create additional barriers to justice and compound the effects of victimization.

Even when victims reach the courthouse, they often encounter systems that were not designed with the unique needs of survivors in mind. They may be forced to encounter their abusers in hallways and courtrooms, making intimidation commonplace and retraumatization a constant risk. Court personnel may not speak the languages commonly used in the region, and interpreters without specialized training may not fully understand the heightened need for confidentiality or the importance of a trauma-informed approach when working with victims of DV, dating violence, SA, and stalking.

Together, these barriers underscore the need for specialized, trauma-informed legal advocacy that not only provides victims with representation in court and in administrative proceedings, but also helps them safely navigate complex systems, coordinate with community partners, and overcome the practical barriers that too often prevent survivors from obtaining protection and long-term stability.

Partnerships

List key partners that help make this program successful.

Examples:

1. Westchester County agencies
2. Law enforcement
3. Family Court
4. District Attorney's Office
5. Hospitals
6. Schools
7. Housing providers
8. Community organizations
9. Faith communities

MSP actively and visibly promotes access to victim services through multidisciplinary collaborations across the county, region, and state. MSP is a member of the Westchester County Domestic Violence Council and Domestic Violence Working Group, alongside local DV providers, the District Attorney's Office, Department of Probation, and County Police. MSP also participates in alliances including Nonprofit Westchester and the New York State Coalition Against Domestic Violence. MSP works closely with regional victim service providers, including Hope's Door, Putnam Northern Westchester Women's Resource Center, Center for Safety and Change, and WestCop VAS.

MSP has a longstanding record of innovative partnerships with law enforcement to connect victims to safety. MSP participates in Westchester's Anti-Trafficking Task Force, uniting federal, state, and local law enforcement with community-based, social service, health care, and faith-based organizations to combat human trafficking. MSP partners with Westchester's Office for Women and Westchester Medical Center in the county's DVHRT and participates in the new STRIVE initiative, providing enhanced response in collaboration with law enforcement in Yonkers and Mount Vernon.

To expand access to justice, MSP collaborates with Legal Services of the Hudson Valley, Pace Women's Justice Center, Make the Road NY, Empire Justice Center, Hope's Door, Neighbors Link, Her Justice, Sanctuary for Families, Center for Safety and Change, Catholic Charities, and private attorneys—making

and accepting referrals as appropriate while avoiding duplication of services. MSP's Managing Attorney – Immigration chairs the Westchester County Bar Association's Immigration Committee.

Funding Sources

Please identify the major funding sources that support this program.

Examples:

2. Federal grants
3. New York State grants
4. Westchester County funding
5. Foundations
6. Individual donors
7. Corporate support

Civil legal services and the anti-trafficking program are supported by 10 grants that include federal, state, county and private foundation sources of funding. Each grant has its own budget, specific deliverables, and reporting requirements. The CLS produces quarterly, semi-annual and annual reports to its funders. The CLS uses Apricot software as a data collection and reporting tool for grant funders. We work closely with our outside grant managers to ensure that the grants are managed properly and that our budgets and spending align with the grant requirements.

Challenges & Opportunities

Current challenges:

1. Staffing
2. Funding
3. Capacity
4. Housing availability
5. Client needs

Heightened client anxiety stemming from increased immigration enforcement, specifically worries about attending USCIS interviews due to reports of enforcement activities near federal facilities and filing petitions in Family Court owing to similar concerns, are a major difficulty for both our immigration and family law teams throughout this cycle.

This fear nearly caused some clients to abandon critical appointments. The immigration team addressed this by providing intensive preparation, reassurance, and safety planning, enabling clients to proceed with their cases successfully. Additionally, prolonged processing delays, such as work permit adjudications, impacted client stability. The team responded through strategic advocacy, including collaboration with elected officials to expedite delayed cases.

This fear also resulted in a decrease in the number of clients seeking orders of protection or other assistance in Family Court. Similarly, the family law team conducted safety planning, and provided extensive advice and counsel, reassuring clients that they could file when they were ready. Additionally, we informed clients that Westchester County operates under the Immigrant Protection Act (IPA), which

limits local law enforcement's cooperation with federal civil immigration authorities to protect residents in spaces like family court.

On the staffing side, the immigration team addressed capacity needs by hiring a new staff attorney and completing comprehensive onboarding and training, strengthening its ability to deliver high-quality, trauma-informed services. We also expanded pro bono engagement to increase service capacity without additional core funding strain. The family law unit entered 2026 with notable staffing challenges as well. The team continues to actively recruit a qualified candidate for the vacant Associate Attorney position at the Mount Vernon office. The Senior Attorney and Managing Attorney have effectively managed increased caseloads, supported by the paralegals.

Future opportunities:

4. Program growth
5. New partnerships
6. Expanded services
7. Innovation

The CLS continues to seek new funding opportunities that fit MSP's mission and fall within the areas of our legal practice. We have several pending RFP's, seeking new funding for both a family law attorney and an immigration attorney. Amy Marques, a senior immigration attorney is currently participating in the yearlong Emerging Leaders Program sponsored by Nonprofit Westchester. Our managing attorney for family law sits on the DV Council, our managing attorney for immigration is a co-chair of the immigration committee of the Westchester County Bar Association, and the Director of our Anti-Trafficking unit is a member of the Westchester County Anti-Trafficking Task Force. The managing director of the CLS is on the board of the New York State Coalition Against Domestic Violence.

Success Story

Please provide one brief, de-identified client story that illustrates the impact of this program.

Do not include any identifying information.

The family law unit recently resolved a client's custody, child support, and family offense matters that had been pending for over a year. The Respondent had a documented history of substance abuse and domestic violence, raising serious safety concerns for the client and the children, that required the team to prioritize the protection of both the client and the children at every stage of the proceedings. Among the initial obstacles was the challenge of completing service of process on the Respondent, who was undergoing rehabilitation treatment at a nearby medical facility. Working closely with the client, the team pursued all available options to effectuate proper service. These efforts ultimately succeeded, enabling the matter to move forward in Court and allowing the client to access the legal remedies she needed without further delay. Ultimately, the Court awarded our client sole physical and legal custody of the children. Given the Respondent's positive drug tests throughout the proceedings, the Court ordered that his access to the children be supervised. Additionally, the Court issued a two-year Order of Protection for the client and the children. The child support matter encountered a procedural delay when the Court requested an acknowledgment of paternity for one of the children. Once resolved, the client successfully secured financial support for both children from the Respondent. Beyond the courtroom, our team worked to connect the client with community resources — including securing clothing for her young children and

linking her with advocates within the MSP network. This holistic approach reflects MSP's commitment to addressing not only the clients' legal needs, but the practical and emotional dimensions of their circumstances as well.

"What Every Board Member Should Know"

If a Board member remembers only three things about this program, what should they be?

1. All MSP legal services are free to eligible clients
2. All eligible clients will be scheduled for a legal consultation, if they need assistance outside of our practice area, we will provide a referral
3. Feel free to contact anyone on the CLS team if you have any questions.

Ways Board Members Can Help

How can Board members support this program?

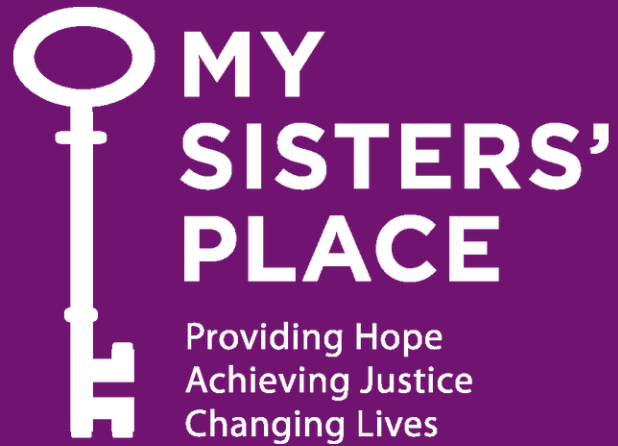
Examples:

- Board members can help raise awareness by attending table events with our staff
- Board members can help recruit volunteers
- Introduce potential funders
- Advocate in the community
- Attend events
- Connect corporate partners
- Volunteer expertise
- Increase awareness

Client Testimonials

Client quotes from satisfaction surveys:

- "My attorney is a phenomenal attorney! I am forever grateful for her support and guidance through my family court matters. The paralegal has been amazingly supportive as well."
- "My attorney is absolutely wonderful, responsive, attentive, collaborative, and an advocate. I appreciate her extensive knowledge in family law and feel I am in good hands, thank you."
- "I am very happy for the help and support I have received; without you I would not be where I am now in peace. My immigration status has changed and this gives me a lot of peace and that I can stay with my children. Thank you very much to all and for having the heart in helping us when we needed it the most. You don't know what all the support means to me. Thank you."



Finance

General Information

Prepared by: Citrin & Cooperman

Title: CFO Consultant

Department: Finance

Date Prepared: 9/1/26

Financial Overview

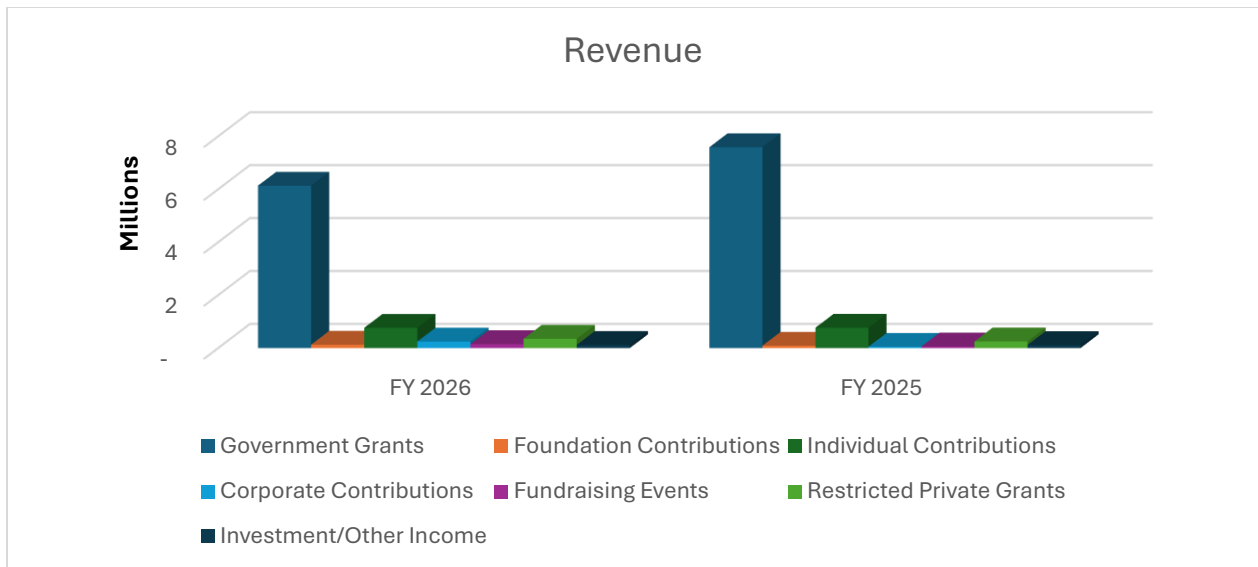
The organization maintains a disciplined and mission-focused approach to financial management, supported by a comprehensive annual operating budget, strong governance practices, and ongoing financial oversight. Through prudent planning, regular financial monitoring, and thoughtful resource allocation, the organization seeks to maintain financial stability while advancing its mission and delivering high-quality programs and services.

Financial accountability is a shared responsibility of the Board of Directors, Finance Committee, Executive Director/CEO, and finance leadership. Together, these groups ensure effective internal controls, compliance with applicable regulations, accurate financial reporting, and responsible management of organizational assets. Regular financial reviews, independent audits, and transparent reporting practices provide the Board with the information necessary to fulfill its fiduciary responsibilities and to oversee the organization's financial health.

Sound financial stewardship is fundamental to the organization's ability to achieve its mission and sustain long-term impact. By maintaining strong financial controls, managing risk, monitoring performance against budget, and preserving appropriate reserves, the organization is positioned to meet current commitments, respond to emerging opportunities and challenges, and ensure the responsible use of resources entrusted by stakeholders.

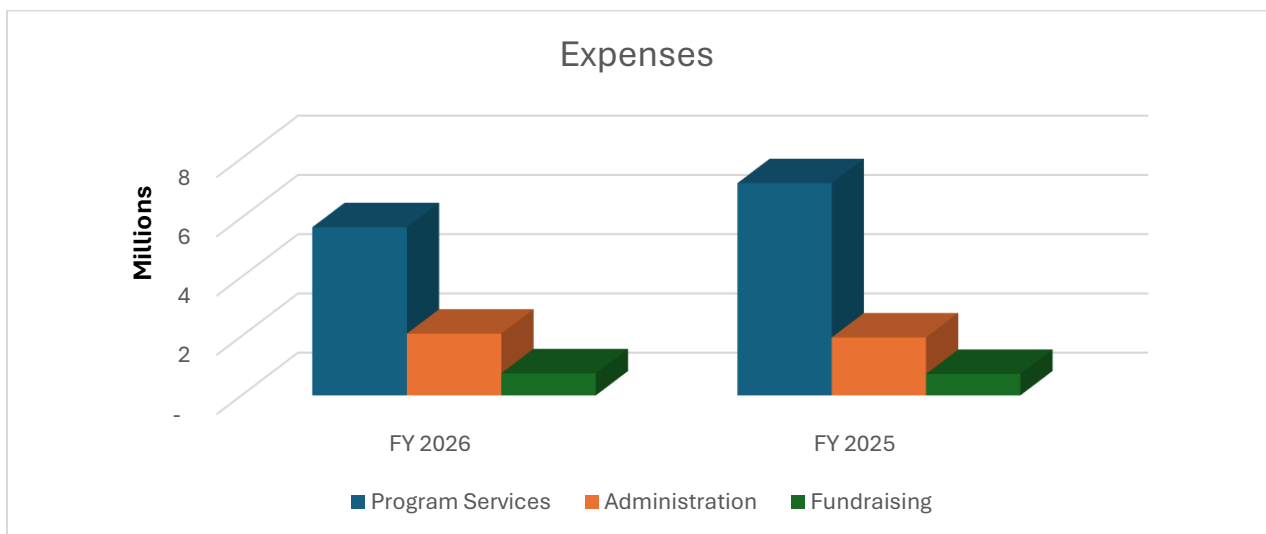
Revenue Overview

<u>Revenue Sources</u>	<u>FY 2026</u>	<u>FY 2025</u>
Government Grants	6,135,738	7,589,491
Foundation Contributions	129,571	89,922
Individual Contributions	766,240	769,990
Corporate Contributions	248,151	49,416
Fundraising Events	150,628	60,251
Restricted Private Grants	352,916	250,000
Investment/Other Income	119,615	114,940
Total	<u>7,902,858</u>	<u>8,924,010</u>



Expense Overview

Expenses	<u>FY 2026</u>	<u>FY 2025</u>
Program Services	5,678,894	7,166,782
Administration	2,085,078	1,957,664
Fundraising	747,796	724,216
Total	<u>8,511,768</u>	<u>9,848,662</u>



Financial Highlights

Financial Indicators	FY26	FY25
Annual Budget	\$ 8,357,038	\$ 9,498,000
Total Assets	\$ 5,120,497	\$ 5,183,021
Net Assets	\$ 1,821,153	\$ 2,425,604
Cash Reserves	\$ 779,153	\$ 912,637
Months of Operating Reserve	1.10	1.10
Current Ratio	2.32	3.94
Debt Obligations	\$ 175,000	\$ 125,000

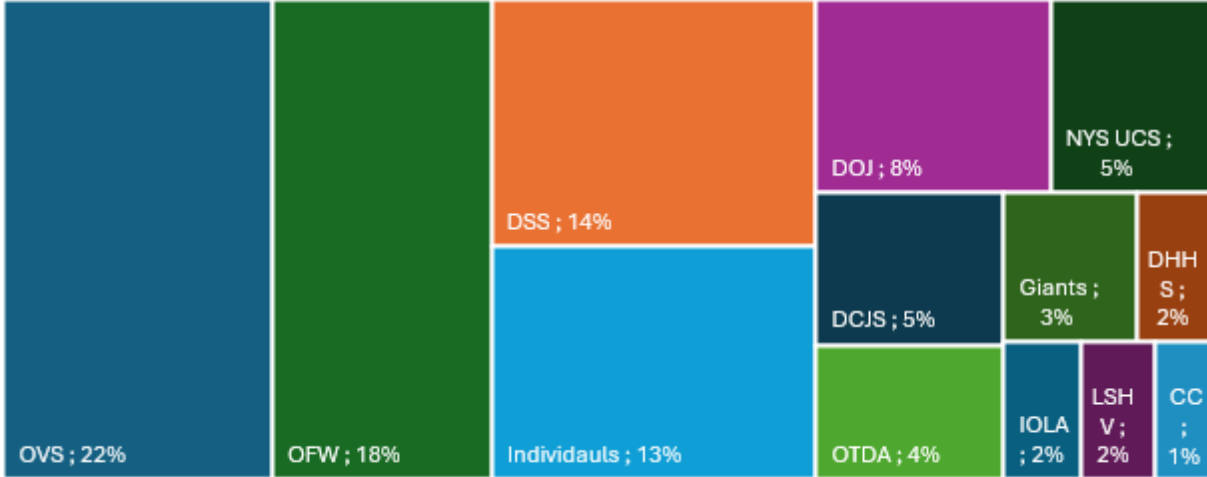
Funding Sources

The organization's primary funding sources remain OVS, OFW, DSS, Individuals, and DOJ, which collectively account for approximately 75% of FY2026 funding. These sources have varying levels of reliability and growth.

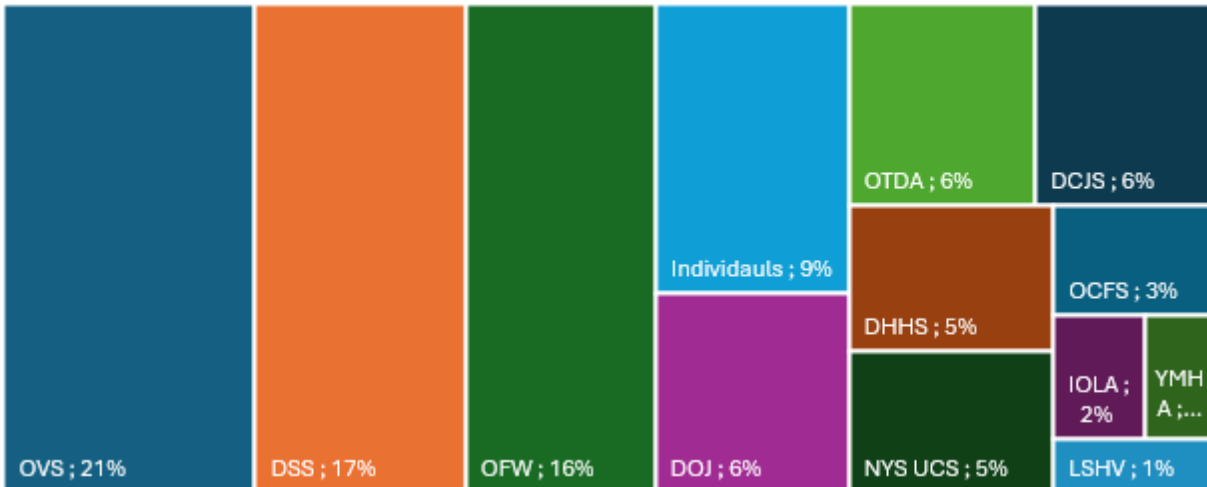
- OVS is the largest funding source at \$1.56 million, representing 22% of total funding. Despite remaining the top contributor, funding declined by \$132,200 (-7.8%) from FY2025.
- OFW is the second-largest source at \$1.28 million (18%) and was the most stable major funder, increasing slightly by \$1,345 (+0.1%) year over year.
- DSS remains a critical funding source at \$972,317 (14%), but experienced the largest dollar reduction among all funders, declining by \$439,289 (-31.1%).
- Individual contributions grew significantly to \$916,867 (13%), an increase of \$146,877 (+19.1%), making it the largest non-government funding source and an increasingly important revenue stream.
- DOJ funding increased modestly by \$19,784 (+3.7%) to \$549,616, demonstrating continued support from this federal funding source.

The FY2026 funding trends reinforce the importance of maintaining and expanding a diversified funding portfolio. While government grants remain the organization's primary revenue source, the significant reductions from several agencies highlight the risks of funding concentration. Government grants are subject to policy changes, budget cuts, shifting priorities, and competitive renewals. Growth in individual giving and new philanthropic support helped offset a portion of those losses, demonstrating that diversification is not only a risk-management strategy but also a pathway to greater financial resilience and sustainability. A continued focus on broadening funding sources, particularly among individuals, foundations, and corporate partners, will be essential to reducing exposure to future funding fluctuations. New relationships with funders such as the NY Giants Foundation demonstrate the potential to expand non-government revenue streams.

FY2026 Funders >\$100,000



FY2025 Funders >\$100,000



Financial Oversight

Effective financial oversight is a shared responsibility among the Board of Directors, management, and finance staff. The organization maintains strong financial stewardship through clearly defined roles, robust internal controls, regular reporting, and ongoing budget monitoring.

The Board of Directors is responsible for ensuring the organization's financial health, sustainability, and stewardship of resources. Financial oversight is achieved through shared accountability among the Board, Finance Committee, Executive Director/CEO, and Chief Financial Officer (CFO)/Finance Director.

Financial Oversight Roles and Responsibilities

Role	Primary Responsibilities
Board of Directors	Approves annual budget, receives regular financial reports, reviews financial performance, ensures adequate resources, and fulfills fiduciary responsibilities.
Finance Committee	Reviews financial statements, monitors budget performance, recommends budgets and financial policies, oversees audits, assesses financial risks, and advises the Board on financial sustainability.
Board Treasurer	Provides financial leadership, reports financial matters to the Board, works closely with the Finance Committee, supports audit oversight, and helps ensure strong financial controls.
Executive Director/CEO	Implements Board-approved budgets and policies, manages organizational operations within approved resources, ensures compliance, and provides financial information to the Board.
CFO/Finance Director	Oversees accounting and financial reporting, manages budgeting and forecasting, monitors cash flow, maintains internal controls, coordinates audits, and ensures regulatory compliance.

Internal Controls

Strong internal controls help safeguard organizational assets and ensure accurate financial reporting. Key controls include:

- Segregation of duties and approval authority limits
- Documented financial policies and procedures
- Regular bank reconciliations
- Budget-to-actual financial reviews
- Dual approval for designated expenditures
- Restricted access to financial systems and records
- Independent annual audit and management review
- Board and Finance Committee oversight of financial performance

Budget Monitoring Process

Annual Budget Development

- Management prepares budget aligned with strategic priorities.
- Finance Committee reviews and recommends budget.
- Board approves final budget.

Ongoing Monitoring

- Monthly financial statements are prepared.
- Actual results are compared to budget.
- Significant variances are analyzed and explained.
- Financial forecasts are updated as needed.

Oversight and Corrective Action

- Finance Committee reviews financial performance regularly.
- Board receives financial reports and key metrics.
- Management develops action plans when variances or risks emerge.

Year-End Review

- Annual financial results are evaluated.
- Independent audit is completed.
- Lessons learned inform future budgeting and planning.

Annual Budget Process

The annual budget serves as the organization's financial roadmap, aligning resources with strategic priorities and operational goals. The budget development process is collaborative, involving management, finance leadership, the Finance Committee, and the Board of Directors.

1. Timeline

The budget process typically begins 3 months before the start of the fiscal year:

- Strategic priorities and organizational goals are reviewed.
- Departments and program leaders develop revenue and expense projections.
- Finance staff compile and analyze budget requests.
- Leadership reviews assumptions and proposed allocations.
- Finance Committee reviews the proposed budget.
- The Board approves the final budget before the start of the new fiscal year.

2. Leadership Involvement

Budget development is a shared responsibility across leadership:

- Executive Director/CEO establishes organizational priorities and ensures alignment with the strategic plan.
- CFO/Finance Director coordinates the process, prepares financial projections, evaluates assumptions, and develops budget recommendations.
- Department and Program Leaders identify operational needs, staffing requirements, and program expenditures.
- Leadership collaborates to balance mission objectives, financial sustainability, and available resources.

3. Finance Committee Review

The Finance Committee provides detailed financial oversight before Board approval by:

- Reviewing revenue assumptions and expense projections.
- Evaluating budget alignment with strategic goals.
- Assessing financial risks and sustainability.
- Reviewing reserve levels and cash flow implications.
- Recommending revisions as necessary.
- Formally recommending the proposed budget to the Board for approval.

4. Board Approval Process

The Board fulfills its fiduciary responsibility by:

- Reviewing the proposed budget and key assumptions.
- Understanding significant changes from the prior year.
- Evaluating anticipated financial risks and opportunities.
- Ensuring adequate resources are available to support organizational priorities.
- Approving the annual operating and capital budgets through formal Board action.

5. Ongoing Budget Monitoring

Budget oversight continues throughout the year to ensure accountability and financial stewardship.

Management and the Board monitor:

- Monthly or quarterly budget-to-actual reports.
- Revenue and expense trends.
- Cash flow and liquidity indicators.
- Significant budget variances.
- Forecasted year-end performance.

Audit & Compliance

The organization is committed to maintaining the highest standards of financial integrity, transparency, and accountability. Through a combination of independent oversight, strong internal controls, regulatory compliance, and regular financial reporting, the organization ensures that resources are managed responsibly and in support of its mission.

Independent Annual Audit

An independent certified public accounting firm conducts an annual audit of the organization's financial statements. The audit provides an objective assessment of the organization's financial position, internal controls, and compliance with applicable accounting standards. Audit results are reviewed by management, the Finance Committee, and the Board of Directors, and any recommendations are addressed through appropriate corrective actions.

IRS Form 990

The organization annually prepares and files IRS Form 990, which provides information regarding the organization's mission, governance practices, programs, and financial activities. Prior to filing, Form 990 is reviewed by management and made available to the Board for review. This filing supports transparency and accountability to regulators, donors, funders, and other stakeholders.

Internal Controls

The organization maintains a comprehensive system of internal controls designed to safeguard assets, promote accurate financial reporting, and reduce the risk of error or fraud. Key controls include segregation of duties, documented approval authorities, bank reconciliations, expenditure reviews, restricted access to financial systems, and ongoing oversight by management and the Board.

Conflict of Interest Policy

Board members, officers, and employees are required to adhere to the organization's Conflict of Interest Policy. Annual disclosures help identify and address actual or potential conflicts, ensuring that decisions are made in the best interests of the organization and in accordance with ethical and legal standards.

Grant Compliance

The organization maintains processes to ensure compliance with grant, contract, and donor requirements. Financial and program staff monitor expenditure, reporting obligations, restricted funds, and performance requirements to ensure funds are used for their intended purposes and in accordance with applicable agreements.

Financial Reporting Schedule

Management provides regular financial reports to the Executive Director/CEO, Finance Committee, and Board of Directors. Financial reporting typically includes monthly or quarterly budget-to-actual results, balance sheets, cash flow updates, financial forecasts, and key performance indicators. These reports support informed decision-making, timely identification of financial risks, and ongoing oversight of the organization's financial health.

Financial Risks & Opportunities

Government funding continues to pose a significant financial risk due to annual contracts and grants renewal processes, changing funding priorities, and potential government budget cuts and shifts in policy priorities. Delays in funding approvals and reimbursements can create cash flow challenges, while uncertainty surrounding renewals makes it difficult to plan staffing, budgets, and program delivery. These factors highlight the importance of maintaining adequate reserves and diversifying revenue sources to reduce reliance on government funding. MSP must closely monitor these developments, maintain strong relationships with funding agencies, and develop diversified revenue sources to reduce reliance on any single government funding stream.

Rising operating costs continue to put pressure on the organization's financial resources. Inflationary trends have increased the cost of supplies, technology, facilities, insurance, utilities, and contracted services. Many funding sources do not automatically adjust to these increases, creating a gap between revenue growth and actual operating expenses. As costs continue to rise, MSP must carefully manage expenditures while maintaining service quality and program effectiveness.

Workforce expenses remain one of the organization's largest cost drivers. Competitive labor market conditions have increased pressure to provide market-competitive salaries and wages to recruit and retain qualified staff. Workforce shortages can further increase demands of compensation.

Employee medical benefits continue to increase at rates that outpace many funding sources and our annual budget growth. Rising healthcare premiums, claims costs, and benefit-related expenses place significant pressure on the organization's operating budget. These increases can limit financial flexibility and require difficult decisions regarding benefit design, cost-sharing arrangements, or other budget priorities. MSP is committed to offering competitive benefits with minimal impact on our employees.

Despite ongoing financial challenges, MSP has significant opportunities to strengthen revenue, diversify funding sources, and enhance long-term financial sustainability. Emerging federal, state, local, and private foundation funding opportunities that align with our mission to support program expansion, innovation, and organizational capacity building.

In addition, strategic corporate partnerships present opportunities for sponsorships, philanthropic support, employee engagement, in-kind contributions, and workforce development initiatives. Expanding relationships with individual donors can also increase unrestricted revenue, providing greater financial flexibility to address emerging needs and invest in strategic priorities.

Long-term sustainability can be further strengthened through endowment development and planned giving efforts. Building endowment assets creates a permanent source of future support, while legacy giving initiatives provide opportunities for donors to make lasting investments in the organization's mission through estate and financial planning vehicles.

MSP can also benefit from pursuing multi-year grants and contracts, which provide greater revenue predictability and reduce reliance on annual funding renewals. Long term funding commitments support strategic planning, workforce stability, and program continuity.

Board Financial Responsibilities

The Board of Directors has a fiduciary responsibility to act in the best interests of the organization and to ensure that its financial resources are managed prudently, ethically, and in alignment with the mission. While management is responsible for day-to-day financial operations, the Board is responsible for providing oversight, accountability, and strategic financial stewardship.

Key fiduciary responsibilities include:

Approving the Annual Budget

The Board reviews and approves the organization's annual operating and capital budgets, ensuring that financial resources are aligned with strategic priorities, program objectives, and long-term sustainability. Board approval establishes the financial framework within which management operates.

Reviewing Financial Statements

Board members regularly review monthly or quarterly financial reports, including budget-to-actual results, balance sheets, cash flow reports, and key financial indicators. This review enables the Board to understand financial performance, identify trends, and ask appropriate questions regarding significant variances or emerging risks.

Monitoring Organizational Financial Health

The Board is responsible for overseeing the organization's overall financial condition. This includes monitoring liquidity, operating results, reserve levels, debt obligations, and other financial metrics to ensure the organization remains financially stable and capable of fulfilling its mission.

Ensuring Adequate Financial Controls

The Board oversees the establishment and maintenance of effective internal controls, financial policies, and risk management practices. Through the Finance Committee and regular reporting from management, the Board helps ensure that organizational assets are protected and financial processes are operating effectively.

Reviewing Audit Results

The Board, often through the Finance Committee, reviews the results of the annual independent audit and any related management recommendations. This oversight helps ensure the accuracy of financial reporting, strengthens accountability, and supports continuous improvement in financial practices.

Supporting Fundraising Efforts

Board members play an important role in supporting fundraising and resource development activities. This may include serving as ambassadors for the organization, cultivating donor relationships, participating in fundraising initiatives, and helping secure the resources needed to advance the mission.

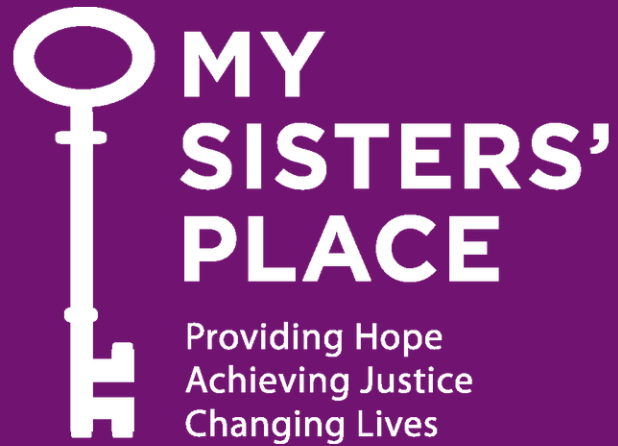
Protecting Organizational Assets

The Board is ultimately responsible for safeguarding the organization's financial, physical, and reputational assets. This includes ensuring that resources are used appropriately, risks are managed effectively, and decisions are made in the best interests of the organization and its stakeholders.

Key Financial Messages for New Board Members

If new Board members remember only three things about the organization's finances, what should they know?

- The Board's role is to provide financial oversight, approve and monitor the annual budget, review financial performance, and ensure the organization maintains the resources, controls, and financial stability necessary to fulfill its mission effectively and sustainably.
- Financial accountability is achieved through independent audits, regulatory reporting, strong internal controls, ethical governance practices, grant compliance monitoring, and regular financial reporting, providing the Board with the information and assurance needed to fulfill its fiduciary responsibilities.
- The Board's fiduciary role is to provide independent financial oversight, ensure responsible stewardship of organizational resources, protect assets, support long-term sustainability, and hold the organization accountable for advancing its mission with integrity and transparency.



**Development, Communications, Community
Engagement**

Program Name: Development, Communications, Community Engagement

Department: Development

Name of Executive Committee Member: Elisa Flango

Contact: aciminello@mspny.org, 914-261-3775

Fiscal Year at a Glance

Fiscal Year 2025–2026 was a transformational year of extraordinary momentum for My Sisters’ Place’s Development Department. In a milestone 50th anniversary year, the team not only delivered strong fundraising and record-setting event results, but also strengthened the systems, relationships, community visibility, donor engagement strategies, volunteer infrastructure, digital presence, and operational foundation needed to support sustainable growth.

Across every major revenue area — signature events, individual giving, corporate support, foundation support, community partnerships, in-kind engagement, digital communications, and donor operations — the Development Team advanced MSP’s mission with focus, creativity, and discipline.

This year’s results reflect more than the dollars raised. They reflect a growing community of supporters, renewed corporate investment, deeper board engagement, expanded volunteer infrastructure, stronger data systems, and an increasingly visible public presence for My Sisters’ Place across Westchester and beyond.

Development Highlights

Revenue Growth by Funding Source

Total Giving

Fiscal Year	Total Giving
FY 2025–2026	\$1,636,818
FY 2024–2025	\$1,215,333
Increase	\$421,485

Giving by Fund Type

Fund Type	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 Institution	\$30,866	\$24,140	\$6,726	27.86%
Corporation	\$435,338	\$165,116	\$270,222	163.66%

	FY26	FY25	Variance
Total # of donors	1341	1006	29%
Average gift	\$923	\$817	12%

Donor Growth and Engagement

\$1,634,780 raised in total giving

An increase of more than **\$419,000** over the prior fiscal year.

More than 600 new donors engaged

An increase of more than **200 new donors** compared to the prior year.

Approximately \$300,000 in new money raised

An increase of approximately **\$100,000** over the prior year.

Corporate giving grew by more than \$270,000

Reflecting significant expansion in corporate partnership and sponsorship support.

Most financially successful Spring Gala in recent history

Gross revenue exceeded \$707,000, with net revenue exceeding \$630,000.

100% Board support for the Spring Gala

The Board generated more than \$257,000 in support, exceeding its \$200,000 goal.

50th Anniversary momentum activated across fundraising, communications, and community engagement

MSP's anniversary year created new opportunities for storytelling, visibility, donor engagement, and long-term relationship building.

Key Takeaway

MSP expanded both the breadth and depth of its donor base. The combination of new donor acquisition increased average gift size, strong event performance, and improved database tools positioned the Development Team to continue building a more sustainable donor pipeline

Grants Highlights

32 Grants received, of which 20 were NEW grants totaling \$242,000 in NEW money thus far.

9 grants submitted in the past month and awaiting responses. These grants total nearly \$500,000 (including \$350,000 to Andrea Stewart-Cousins)

10 NEW grant applications to be submitted in July/August 2026 (**double the number of what is normally submitted in 12 months**)

Signature Events

Fall Bruncheon: Reimagining a Signature Event for Stronger Net Revenue

Following a multi-year decline in attendance and fundraising revenue, MSP transitioned its annual fall fundraiser from a luncheon to a breakfast format in October 2025. This strategic shift produced strong results and created a more efficient, engaging, and financially effective event model.

The move to breakfast helped reduce expenses while maintaining attendance and increasing gross revenue. The event generated nearly **\$25,000 more in gross revenue** than the prior year and more than **\$35,000 in additional net revenue**.

The transition from a silent auction to a raffle was also well received. More than half of attendees participated, creating a lively and accessible giving opportunity across multiple contribution levels.

Fall Breakfast Results

Category	Current Year	Prior Year	\$ Variance	% Variance
Corporate Sponsors	\$87,660	\$68,400	\$19,260	28.16%
Individual Sponsors (\$500+)	\$85,564	\$84,100	\$1,464	1.74%
Donations	\$17,401	\$15,055	\$2,346	15.58%
Ticket Sales	\$13,650	\$12,600	\$1,050	8.33%
Auction	\$1,850	\$6,040	(\$4,190)	--69.37%
Raffle	\$5,920		\$5,920	n/a
EVENT ACTIVITY TOTAL	\$7,770	\$6,040	\$1,730	28.64%
Attendees	200	200	0	--
Gross Raised	\$210,924	\$186,200	\$24,724	13.28%
Expenses	\$26,000	\$36,600	(\$10,600)	--28.96%
Net Raised	\$184,924	\$149,600	\$35,324	23.61%

Key Takeaway

The Fall Breakfast demonstrated that thoughtful event redesign can increase net revenue, preserve community engagement, and create a distinct identity separate from the Spring Gala.

Looking Ahead

Our next Fall Fundraiser will once again be a breakfast event taking place on **October 28, 2026, at Brae Burn Country Club** as a continuation of our 50th anniversary celebration through 2026. The tentative theme this year will focus on our youth education prevention programming.

The Gala significantly exceeded its \$600,000 goal.

CORPORATE SPONSORSHIPS	\$219,251	\$108,564	\$110,687 (102% increase)
INDIVIDUAL SPONSORSHIPS (\$1K+)	\$337,172	\$275,300	\$61,872 (22% increase)
TICKET PURCHASES	\$17,794	\$13,800	\$3,994 (29% increase)
DONATIONS	\$41,109	\$18,275	\$22,834 (125% increase)
SILENT AUCTION	\$20,830	\$26,396	(\$5,791)
LIVE AUCTION	\$4,000	N/A	\$4,000
PADDLE RAISE	\$67,385	\$47,865	\$19,520 (41% increase)
TOTAL RAISED AT EVENT	\$92,215	\$74,261	\$17,954 (24% increase)
TOTAL PEOPLE ON EVENT CHECK-IN LIST	346	246	100 (41% increase)
TOTAL CHECKED-IN ATTENDEES	320	205	115 (56% increase)
TOTAL GIFTS RECEIVED	580	364	216 (59% increase)
GROSS RAISED	\$707,542	\$492,199	\$215,343 (44% increase)

EXPENSES	\$77,000 ** (\$62K without video)	\$80,000	\$3,000
NET	\$630,542	\$412,199	\$218,343 (53% increase)

Gala Results

Gross Raised: \$707,542

Net Raised: \$630,420

Attendees: 320 checked-in guests

Total Guest List: Nearly 350

Board Support: More than \$257,000

Honorary Board Support: \$110,000

Board Participation: 100%

The Gala's record performance was driven by significant growth in corporate sponsorships, individual sponsorships, donations, paddle raise revenue, ticket purchases, and overall participation.

Gala Fundraising Comparison

Growth Highlights

Corporate sponsorship revenue increased by more than **100%**.

Donations increased by more than **125%**.

Paddle Raise revenue increased by more than **40%**.

Total checked-in attendance increased by more than **50%**.

Total gifts received increased by nearly **60%**.

Notable Corporate Sponsors

New York Giants: \$150,000 (increase)

Merrill / Bank of America: \$10,000 (increase)

Proskauer Rose LLP: \$5,000

Valley Bank: \$5,000

Delcor: \$5,000

Citrin Cooperman: \$2,500 (increase)

Mavis Tire: \$2,500 (new)

Charles Schwab: \$1,000 (new)

The Premier Collection: \$1,000 (new)

Strategic Investment

As part of MSP's 50th anniversary, the organization invested approximately \$15,000 in professional video production. These assets were used at the Gala and will continue to support fundraising, marketing, donor cultivation, and community engagement throughout the anniversary year and beyond.

Despite this one-time investment, total gala expenses remained slightly below the prior year, contributing to the event's strong net performance.

Key Takeaway

The 50th Anniversary Gala demonstrated the power of aligned board leadership, anniversary storytelling, corporate engagement, and disciplined event management. It also created new assets and relationships that will continue to benefit MSP beyond the event itself.

2027 Gala Recommendation

Feedback from Board members and attendees regarding the 2026 Gala and venue has been overwhelmingly positive.

Following the event, MSP conducted a productive debrief with VIP Country Club. Several improvements have already been agreed upon for future events, including exclusive use of the venue, dedicated Wi-Fi, shuttle service for overflow parking, and continued pricing at the 2026 rate of \$125 per person.

By comparison, the fully loaded per-person cost of the prior year's gala venue was approximately \$258.

Given the venue quality, capacity, pricing, and strong net revenue performance, the recommendation is to return to VIP Country Club for the 2027 Gala. With a lower fundraising goal anticipated for 2027, maintaining a strong net revenue margin will remain a key priority.

Year-End Appeal: Strong Multi-Channel Donor Response

MSP's Year-End Campaign continued to perform strongly, using a coordinated multi-channel strategy that included direct mail, email communications, and social media engagement.

Metric	2025	2024	Variance %	Metric	Variance %
Total Raised through Campaign	\$200,872	\$192,045	+4.60%	Total Raised through Campaign	+4.60%
Total Number of Gifts Received	373	336	+11.01%	Total Number of Gifts Received	+11.01%
Average Gift	\$539	\$572	--5.77%	Average Gift	--5.77%
# Gifts of \$500 or Above	86	77	+11.69%	# Gifts of \$500 or Above	+11.69%
# Gifts of \$500 or Below	287	259	+10.81%	# Gifts of \$500 or Below	+10.81%
# Gifts of \$10K or Above	3	4	--25.00%	# Gifts of \$10K or Above	--25.00%

Key Takeaway

The FY25 Year-End Campaign raised \$8,827 more than the same campaign in 2024 and received 37 more gifts, despite a lower average gift and one fewer \$10K+ gift.

Community Relations and Volunteer Engagement

Strengthening MSP's Community Presence

This fiscal year, the Development Team significantly expanded MSP's community engagement infrastructure and public visibility. Through volunteer development, in-kind donor cultivation, community events, corporate volunteer opportunities, and local partnerships, MSP deepened its reach across Westchester.

Volunteer Program Development

Updated handbook and agreement and other forms and documents. Then created the program, processed application more streamlined, working with Elizabeth with SILs to enhance the program and align them. Anisia does first inquiry with volunteers and then hand to Elizabeth. Working seamlessly collaboratively with dev/legal.

The volunteer program transitioned onto the Bloomerang Volunteer platform, creating a centralized system for recruitment, communication, training, tracking, and engagement.

Since the launch in Winter 2026:

- **44 individuals applied on Bloomerang to volunteer**
- **2 full volunteer trainings and 2 mini trainings (part 2) were held**
- **21 volunteers were trained as General and Programmatic Volunteers**
- **4 volunteers were trained as SILs**
- **9 new volunteers were approved to date, remaining 12 are in process**

Although client-facing Programmatic Volunteer placements were temporarily paused by the Shelter Program until July, alternative engagement opportunities were developed to keep volunteers connected to the mission, including staff wellness programming and internal support activities.

Volunteer coordination also supported:

- A mass mailing of more than 500 letters to community partners **resulting in new community partners**
- The agency's holiday drive with gifts for those in shelter and in the community
- New volunteer opportunities posted on our website and VolunteerNY
- Donation organization and space maintenance of the in-kind room
- Staff wellness programming

One committed in-kind donor also transitioned into a summer Development intern role, further strengthening MSP's talent pipeline and community engagement model.

Key Takeaway

The volunteer program is becoming more structured, measurable, and mission-aligned, creating a stronger foundation for future volunteer engagement and community participation.

Community Partnerships and In-Kind Engagement: Expanding Support Beyond Traditional Giving

During the fiscal year, MSP received **56 in-kind donation drives**, strengthening direct client support, agency programming, and fundraising initiatives.

High-value contributions included:

- European Wax Center: more than \$1,500 in product donations, gift boxes, and auction items
- Subaru donated over 500 new winter coats
- The NY Giants packed hundreds of backpacks for the children we serve, including age-specific school supplies
- Mamaroneck Elks Lodge: summer youth bags and McDonald's gift cards totaling \$400 **(captured through letter campaign)**
- Tough Tony Team, \$5,000 in gift cards

In total, **20 new donors** were engaged through in-kind and community-based activity, expanding the agency's donor pipeline and deepening long-term community investment.

Community Engagement Events

Development represented MSP at **more than 20 community engagement events**, including civic, corporate, faith-based, wellness, and volunteer-focused opportunities.

Events included religious institutions, corporations, fitness centers, service organizations and more:

8. M&T Bank Women's Leadership Employee Group
9. Larchmont Temple Mitzvah Fair
10. Mamaroneck Elks Lodge Ceremony & Dinner
11. Regeneron International Women's Day "Show You Care" Event and Social Impact Expo
12. Wainwright House Mother's Day Brunch
13. The Saw Mill East Open House
14. Morgan Stanley Volunteer Fair
15. YogaFreak and Club Pilates Fundraiser (two events)
16. LPGA Luncheon
17. Paint and Sip event
18. 914 Pop Ups event
19. Women's Wellness Expo
20. Fashion Night Out events (two events)
21. Stop & Shop Community Bag Program

Selected Outcomes

- A connection was made to Michaela Jones at Regeneron's International Women's Day event that developed into a governance-level relationship and resulted in a new appointment to the Board of Directors.
- The Saw Mill East Open House led to a family membership donation for the Spring Gala Auction.
- YogaFreak and Club Pilates fundraising classes expanded MSP's wellness-related community partnerships and generated both contributed revenue and auction support.
- After applying to the Community Bag Program MSP has been selected three times at Stop & Shop locations in Westchester where \$1,668 was raised.

Key Takeaway

Development consistently converted community visibility into measurable outcomes, including donor cultivation, volunteer engagement, in-kind support, board pipeline development, and fundraising opportunities.

Gift Card Contributions and Revenue Tracking

The Development Team worked with Finance to formalize gift card tracking and revenue review procedures with the goal of increasing gift card drives.

In FY25, MSP collected **\$18,275 in gift cards**.

A shared tracking system has been established between Development and Finance, including documentation, reporting history, and submission forms.

Key Takeaway

This cross-departmental improvement strengthens accountability, revenue tracking, and internal controls while ensuring that gift card contributions are properly documented and stewarded.

Development Operations and Infrastructure

Bloomerang Implementation

The transition to Bloomerang in November 2025 was a major operational advancement for the Development Department.

Bloomerang has improved MSP's ability to manage donors, streamline communications, track giving, segment audiences, support peer-to-peer fundraising, and prepare for more sophisticated donor engagement strategies.

Operational Benefits

- Improved usability has reduced administrative burden and allowed the team to focus more time on fundraising strategy and donor relationships.
- Email tools have strengthened donor communications and segmentation.
- Journey automations will allow the team to increase donor touchpoints, convert loyal donors into recurring donors, celebrate donor anniversaries, re-engage at-risk donors, and recapture lapsed donors.
- Reporting tools provide deeper insight into donor behavior and fundraising trends.
- Streamlined event management allows the Development Team to run all components of gala through the database rather than hiring external vendors to manage registration, auction, etc.
- Peer-to-peer fundraising pages have created new grassroots fundraising opportunities.
- Text-to-donate has reduced friction for event-based and community-based giving.
- Volunteer Management Module allows for streamlined communication between volunteer coordinator and participants through the database, so the program is more efficient and effective as all information is centralized.

Key Takeaway

Bloomerang is not simply a database change. It is a strategic infrastructure investment that gives MSP the tools to strengthen donor retention, increase recurring giving, improve stewardship, and build a more data-driven fundraising program.

Communications and Visibility

MSP's communications platforms showed strong visibility throughout the fiscal year, especially during Domestic Violence Awareness Month, the Fall Event, and the months leading up to the 50th Anniversary Gala.

Social and Web Performance

Facebook:	Instagram:	LinkedIn:	Website:
50,379 content views	283,621 content views	25,506 content views	72,806 visitors
4,018 profile visits	40,117 individual viewers	314 reactions	
	5,576 profile visits		

The most visited website pages included Job Opportunities, Volunteerism, and Donate.

Key Takeaway

MSP's digital visibility increased significantly during key campaign and event periods. This expanded audience creates opportunities for donor conversion, volunteer recruitment, employment visibility, advocacy engagement, and broader community education.

Upcoming Fundraising and Community Events

Tuesday, July 21, 2026

LPGA Amateurs Westchester Charity Event

Thursday, July 23, 2026

Captain Lawrence Brewing Company Community Pints Event

Saturday, July 25, 2026

Eat, Play, Love

Saturday, September 19, 2026

Taste of Rye

Fall 2026

Community Art Sale benefiting MSP, hosted in partnership with Rye-based artists and Julia B. Fee Sotheby's Rye office

Wednesday, October 28, 2026

MSP Fall Breakfast at Brae Burn Country Club

May 2027

MSP Spring Gala, anticipated date May 5, 2027

Moving Forward

As MSP enters its next chapter, the Development Department is positioned not only to sustain this momentum, but to build a stronger, more connected, and more diversified fundraising program for the future.



IT & Operations

Prepared by: Jodi Clarke

Title: COO

Department: Operations and IT

Date Prepared: September 1, 2026

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Department Overview

Operations & IT provides the infrastructure and systems that allow MSP staff to deliver services safely and effectively. Operations supports three office locations and one confidential emergency shelter. IT supports the technology environment used across the organization.

Operations

Facilities, maintenance, accessibility, and space planning
Safety, security, access control, and emergency procedures
Vendor/contract management and procurement
Office administration and asset management
Records/document management
Emergency preparedness and business continuity

Information Technology

Hardware, software, networks, and telecommunications
Microsoft 365, Teams, SharePoint, and OneDrive
Cybersecurity, access controls, and data protection
Help desk, technical support, and staff training
Data management, reporting, backup, and recovery
Technology planning, modernization, and lifecycle management

Why This Matters to the Board

Operations and IT are core organizational infrastructure. Effective oversight helps protect people and information, manage risk, steward resources, maintain compliance, and sustain MSP's ability to deliver its mission.

1. Facilities, Safety & Security

MSP operates three office locations and one confidential emergency shelter. Facilities management focuses on maintaining safe, accessible, secure, and functional environments for clients, staff, and visitors.

Key Facilities Responsibilities

- Preventative maintenance and repair coordination.
- Vendor coordination and contract oversight.
- Security systems, access control, and physical safety.
- Accessibility, space planning, and office administration.
- Asset management and capital planning.
- Emergency preparedness and business continuity.

Preventative Maintenance

Routine maintenance includes elevator and trash chute servicing, boiler inspections, pest control, HVAC inspections, and other building-system checks. Preventative maintenance reduces disruption, extends the useful life of equipment, and helps control long-term costs.

Confidential Shelter

The emergency shelter's location remains confidential to protect survivors and their families. Board members should not share the shelter's location or other identifying information and should direct questions about shelter access or security to MSP leadership.

Board Focus

- Are facilities safe, accessible, and adequately maintained?
- Are major capital needs identified and planned for?
- Are security and emergency procedures appropriate to organizational risk?
- Are facility investments aligned with MSP's mission and financial capacity?

Operations & Vendor Management

Operations coordinate vendors, procurement, contracts, records, and organizational assets. Strong vendor management supports service continuity, cost control, accountability, and compliance.

2. Information Technology

Technology Environment

MSP uses a secure, cloud-based Microsoft environment to support communication, collaboration, file management, and remote/hybrid work. The department supports approximately 70–80 employees and manages approximately 130–150 technology devices.

Core Technology Services

- Microsoft 365, Teams, SharePoint, and OneDrive.
- Computers, mobile devices, networks, telecommunications, and other hardware.
- Help desk support, troubleshooting, and staff technology training.
- Data management, reporting, backup, and recovery.
- Technology planning, modernization, and equipment lifecycle management.

3. Cybersecurity & Data Protection

MSP handles highly confidential survivor, employee, donor, and organizational information. Protecting this information is a critical organizational responsibility.

Key Safeguards

- Multi-factor authentication and strong password practices.
- Role-based access controls and least-privilege access.
- Encryption and endpoint protection.
- Security monitoring and incident response.
- Staff cybersecurity training through KnowBe4 and simulated phishing exercises.

- Secure backup and recovery processes.
- Confidential handling of survivor information.

Board Focus

- Understand major cybersecurity and data-protection risks.
- Ensure cybersecurity receives appropriate resources and leadership attention.
- Support a culture in which staff protect confidential information.
- Ask how significant incidents are identified, contained, reported, and addressed.

4. Business Continuity & Emergency Preparedness

MSP maintains plans to continue critical services during severe weather, facility incidents, technology outages, or other disruptions. Continuity planning is designed to protect people, information, facilities, and essential services.

Key Elements

- Defined recovery priorities for critical services.
- Remote-work capabilities and alternate operating arrangements.
- Emergency communications procedures.
- Cross-trained staff and continuity responsibilities.
- Technology backups and recovery procedures.
- Periodic testing and improvement of continuity plans.

5. Key Risks & Mitigation

Key Risk	Primary Mitigation
Cybersecurity, phishing, and data breaches	Security controls, training, monitoring, backups, and incident response
Facility or equipment failure	Preventative maintenance, monitoring, and lifecycle/replacement planning
Vendor disruption	Vendor oversight, contract management, and contingency planning
System outages or technology obsolescence	Backup/recovery, modernization, and technology lifecycle planning
Budget pressures	Prioritization, cost-effective procurement, grants, and strategic investments

Board Oversight of Risk

The Board's role is strategic oversight rather than day-to-day management. Board members should ensure that significant operational and technology risks are identified, appropriately managed, and reported through established governance channels.

6. Strategic Priorities: Next 12–24 Months

- Modernize technology and network infrastructure.
- Strengthen cybersecurity controls and staff awareness.
- Improve business continuity and disaster recovery.
- Streamline processes through automation.
- Enhance reporting and data analytics.
- Replace aging equipment and systems.
- Implement scalable technology to support organizational growth.

7. Current Opportunities

- Process automation and expanded cloud solutions.
- Grant-funded technology and cybersecurity initiatives.
- Improved reporting, dashboards, and analytics.

- Strategic technology partnerships and donated resources.
- Digital tools that increase staff productivity and collaboration.

8. Board Oversight & Responsibilities

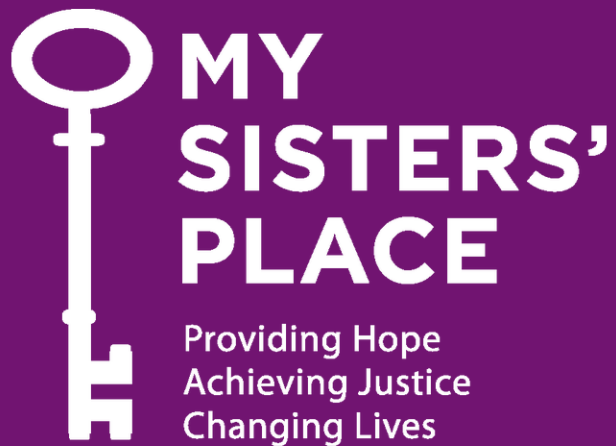
- Approve or oversee significant facility, technology, and capital investments.
- Ensure appropriate cybersecurity strategies, policies, training, and resources.
- Monitor major operational, technology, financial, legal, and reputational risks.
- Ensure continuity planning supports uninterrupted critical services.
- Confirm major technology initiatives align with MSP's mission and strategic priorities.
- Oversee significant facility improvements and capital projects.

What Every Board Member Should Know

- Operations & IT provide the infrastructure that enables MSP programs and services to function effectively and securely.
- Protecting confidential survivor information is a critical organizational responsibility.
- Strategic investments in facilities, technology, and cybersecurity directly support MSP's mission and long-term sustainability.

Ways Board Members Can Help

- Support responsible investment in facilities, technology, cybersecurity, and business continuity.
- Ask informed questions about major operational and technology risks.
- Promote strong cybersecurity awareness and protection of confidential information.
- Help identify funding, grant, corporate, or technology partnership opportunities when appropriate.



Human Resources

Human Resources Department Overview

The Human Resources Department at My Sisters' Place (MSP) supports the organization's mission by fostering a workplace where employees have the resources, guidance, and support needed to effectively serve our clients and community. HR oversees the full employee lifecycle, including recruitment and retention, benefits administration, employee relations, performance management, and employee engagement. MSP partners with its Professional Employer Organization (PEO), ExtensisHR, to provide additional expertise, resources, and administrative support across several areas of human resources.

Through this partnership, MSP has access to a dedicated Business Partner and Recruitment Specialist at ExtensisHR. HR works collaboratively with the Recruitment Specialist to support recruitment efforts, including job postings, candidate sourcing, and the overall recruitment process. HR also partners with ExtensisHR in the administration of employee benefits and serves as the primary internal liaison to help employees navigate benefit questions and available resources. Workers' Compensation matters are coordinated by MSP Human Resources in partnership with the ExtensisHR Risk Team, including the reporting and management of workplace injuries and related claims.

Internally, HR provides guidance and support to employees, supervisors, and leadership on employee relations, performance management, workplace policies, compliance, and learning and professional development. The department works to promote consistent and equitable HR practices while strengthening organizational culture and employee engagement through communication, collaboration, recognition, professional growth, wellness, and initiatives that help employees feel supported, valued, and connected to MSP's mission.

Core Responsibilities

The Human Resources Department is responsible for supporting employees and leadership throughout the employee lifecycle while ensuring HR practices align with the operational needs, policies, and mission of My Sisters' Place. Core responsibilities include:

- **Recruitment and Hiring:** Coordinate recruitment efforts in partnership with the dedicated ExtensisHR Recruitment Specialist, including recruitment intake, job postings, candidate sourcing, interview support, offers, background checks, and other pre-employment activities.
- **Onboarding and Employee Orientation:** Coordinate the employee onboarding process, including pre-employment documentation, HRIS setup, background checks, new hire orientation, and collaboration with supervisors to support the successful integration of new employees into their departments.
- **Benefits Administration:** Serve as the primary internal resource for employee benefits and work in partnership with ExtensisHR to support enrollment, eligibility, benefit changes, employee inquiries, and communication regarding available benefit programs.
- **Payroll Coordination:** Coordinate with internal payroll personnel and ExtensisHR regarding employee changes that impact payroll, including new hires, promotions, compensation changes, leaves of absence, and separations.

- **Performance Management:** Coordinate the performance evaluation process and provide supervisors with guidance regarding performance expectations, coaching, documentation, performance improvement, and progressive discipline.
- **Employee Relations:** Provide guidance and support to employees and supervisors regarding workplace concerns, conflict resolution, attendance, performance, workplace conduct, reasonable accommodations, leaves of absence, and other employee relations matters.
- **Compensation and Classification:** Support the review of employee compensation, job classifications, promotions, and position changes in collaboration with organizational leadership and ExtensisHR, as appropriate.
- **Policy Administration:** Develop, maintain, communicate, and provide guidance on organizational HR policies, procedures, and employment practices to promote consistent application throughout MSP.
- **Training and Professional Development:** Coordinate and support employee and supervisor training, professional development opportunities, required workplace trainings, and resources that strengthen employee and leadership effectiveness.
- **Employment Law and Regulatory Compliance:** Support organizational compliance with applicable federal, New York State, and local employment laws and regulations and collaborate with the dedicated ExtensisHR Business Partner for additional guidance and support.
- **Diversity, Equity, Inclusion, and Belonging:** Support organizational efforts to foster an inclusive and equitable workplace where employees are respected, valued, and provided opportunities to contribute, develop, and grow.
- **Workplace Safety and Workers' Compensation:** Coordinate the reporting of workplace injuries and Workers' Compensation matters in partnership with the ExtensisHR Risk Team and support appropriate follow-up regarding workplace incidents and claims.
- **Employee Engagement and Workplace Culture:** Develop and support initiatives that promote employee communication, recognition, engagement, wellness, collaboration, and connection to MSP's mission.

Recruitment & Retention

My Sisters' Place takes a collaborative approach to recruiting and retaining qualified employees who are committed to the agency's mission and possess the skills and experience necessary to support its programs and operations. Recruitment efforts are coordinated by MSP Human Resources in partnership with the dedicated Recruitment Specialist at ExtensisHR.

Recruitment Strategies

Recruitment begins with collaboration between HR, the hiring manager, and ExtensisHR to identify the needs of the position and establish the desired candidate profile. Recruitment strategies may include:

22. Developing and reviewing job descriptions and position requirements.
23. Completing a recruitment intake process with the hiring department and ExtensisHR.
24. Posting open positions through appropriate recruitment platforms and employment channels.
25. Candidate sourcing and screening through the ExtensisHR Recruitment Specialist.
26. Coordinating interviews between qualified candidates and MSP hiring managers.
27. Conducting background checks and other required pre-employment activities.

28. Extending employment offers and coordinating the transition from candidate to new hire.
29. Utilizing employee referrals to expand the agency's pool of qualified candidates.

MSP's recruitment process with ExtensisHR has a targeted time-to-fill of approximately 45 days, recognizing that the actual recruitment timeline may vary depending on the position, candidate availability, and organizational needs.

Retention Initiatives

MSP's retention efforts focus on creating a supportive workplace where employees have opportunities to remain engaged, develop professionally, and contribute meaningfully to the agency's mission. Retention efforts include employee engagement initiatives, competitive benefits, ongoing communication, supervisor support, professional development, performance feedback, and opportunities for internal advancement when available.

Employee Referral Incentive

While MSP does not currently maintain a formal employee recognition program, the agency offers an Employee Referral Incentive Program to encourage employees to assist with identifying qualified candidates for open positions.

Eligible employees may receive a \$300 referral incentive when they refer a candidate for an open MSP position who is subsequently hired, subject to the requirements of the referral program.

Career Development Opportunities

MSP supports employee growth through training, professional development, coaching, performance discussions, and opportunities to expand job-related knowledge and responsibilities. Employees may also be considered for promotional opportunities and other internal positions when their qualifications and experience align with organizational needs.

Performance evaluations and ongoing conversations between employees and supervisors provide opportunities to identify professional development goals, areas for continued growth, and potential career interests.

Succession Planning

MSP continues to support succession planning by identifying opportunities to strengthen internal talent and prepare employees for increased responsibilities. This includes encouraging professional development, identifying employees with the potential for advancement, supporting cross-training and knowledge transfer, and considering qualified internal candidates when promotional or leadership opportunities become available.

Succession planning also supports organizational continuity by helping ensure that institutional knowledge, essential responsibilities, and critical functions can be maintained during leadership or staffing transitions.

Employee Development

My Sisters' Place supports employee development throughout the employee lifecycle by providing opportunities for employees to build their knowledge, strengthen job-related skills, enhance leadership capabilities, and continue growing professionally. Employee development is a shared responsibility among employees, supervisors, Human Resources, individual departments, and external partners such as ExtensisHR and MSP's Employee Assistance Program (EAP).

New Employee Orientation

New employees participate in an orientation process designed to introduce them to MSP's mission, organizational structure, workplace policies, employee benefits, expectations, and available resources. HR facilitates the agency-level orientation process, while supervisors and departments are responsible for providing position-specific onboarding, training, and support to help employees successfully transition into their roles.

Mandatory Annual Training

MSP provides and coordinates required annual trainings to ensure employees remain informed of their workplace responsibilities and applicable organizational, legal, and regulatory requirements. Required trainings may vary based on an employee's position, department, program responsibilities, and applicable mandates.

HR and department leadership work together to communicate training requirements, provide employees with access to required training resources, and support completion of mandatory training.

Leadership Development

Leadership development opportunities are available to supervisors, managers, directors, and other employees preparing for increased leadership responsibilities. MSP utilizes training and development resources available through ExtensisHR and the Employee Assistance Program (EAP) to provide employees and leaders with opportunities to strengthen areas such as supervision, communication, conflict resolution, performance management, employee engagement, and other leadership competencies.

HR may also identify and communicate relevant leadership development opportunities based on organizational needs and emerging workplace trends.

Trauma-Informed Care Training

Given the nature of MSP's mission and services, trauma-informed practices are an important component of employee development. Trauma-informed care training is provided and coordinated through the Programs Department, which maintains subject-matter expertise related to MSP's direct service work.

These trainings help employees better understand trauma and its potential impact on the individuals and communities MSP serves and support the delivery of services in a manner consistent with the agency's mission and values.

Professional Certifications

MSP recognizes the value of professional certifications and credentials that strengthen employees' knowledge and expertise. Employees may pursue certifications, continuing education, or other professional credentials relevant to their positions and career development.

Opportunities for certification-related development may vary depending on an employee's role, department requirements, available resources, and organizational needs.

Performance Coaching

Performance coaching is an ongoing component of employee development at MSP. Supervisors are encouraged to provide employees with regular feedback, establish clear performance expectations, recognize strengths, and identify opportunities for continued development.

HR supports supervisors and employees throughout the performance management process by providing guidance on goal setting, performance feedback, coaching, performance improvement, and professional development planning. Annual performance evaluations also provide a structured opportunity for employees and supervisors to review accomplishments, discuss areas for development, and establish goals and expectations for the upcoming review period.

Employee Benefits & Wellness

My Sisters' Place provides employees with a comprehensive benefits and wellness program designed to support their physical, financial, emotional, and overall well-being. HR administers and communicates employee benefits in partnership with ExtensisHR and serves as an internal resource for employees who have questions regarding eligibility, enrollment, coverage, and available benefit programs.

Health Insurance

For the **November 1, 2025 through October 31, 2026 plan year**, eligible employees have access to medical coverage through Aetna. MSP currently offers two medical plan options:

- **Aetna National EPO 30/2000 Y**
- **Aetna National HSA 3300/100% Y**

The plans provide employees with options based on their healthcare and financial needs, with differences in deductibles, copayments, coinsurance, network coverage, and employee premium contributions.

Dental and Vision Coverage

Eligible employees have access to dental coverage through Aetna and MetLife, providing multiple plan options to meet individual and family dental care needs.

MSP also offers MetLife Vision coverage, which provides benefits for routine eye examinations, lenses, contact lenses, and frames. The current vision plan is available to eligible employees at no employee premium cost.

Retirement Plan – 403(b)

MSP offers employees access to a 403(b) retirement savings plan to support long-term financial planning.

Employees are eligible to make their own 403(b) contributions immediately upon employment. The plan also provides for discretionary employer matching contributions for eligible employees. Under the current plan summary, the employer match is calculated at 50% of the first 4% of compensation contributed by the employee through payroll deduction.

Employee contributions are 100% vested immediately. Employer matching contributions are subject to a graduated vesting schedule based on years of service:

- **1 year:** 25% vested
- **2 years:** 50% vested
- **3 years:** 75% vested
- **4 years:** 100% vested

Paid Time Off – Vacation

MSP provides vacation time based on an employee's length of service. Vacation is accrued on a semi-monthly basis according to the following eligibility levels:

4. **1st Eligibility Level – Hire Date through 47 Months:** Employees accrue up to **160 vacation hours annually**, at a rate of **6.1538 hours per pay period**.
5. **2nd Eligibility Level – 48 through 71 Months:** Employees accrue up to **200 vacation hours annually**, at a rate of **7.6923 hours per pay period**.
6. **3rd Eligibility Level – 72 Months and Beyond:** Employees accrue up to **240 vacation hours annually**, at a rate of **9.2308 hours per pay period**.

Vacation does not accrue during leaves of absence; however, a leave of absence does not change the employee's anniversary date. Employees generally may not use more vacation time than they have accrued without prior written approval from the Chief Executive Officer or a member of senior management.

Employee Assistance Program (EAP)

MSP provides employees with access to an Employee Assistance Program through MetLife, administered by TELUS Health. The EAP provides confidential support and resources for a variety of personal and work-life concerns.

Services are available to employees and members of their households at no cost, 24 hours a day, seven days a week, and are confidential. Resources are designed to assist employees with personal challenges and support their emotional and overall well-being.

Wellness Initiatives

MSP provides employees with access to additional voluntary wellness resources, including Wagmo Pet Wellness. Wagmo is designed to help employees manage routine wellness expenses for their pets and offers Value, Classic, and Deluxe plan options.

Coverage can be available for up to five cats and dogs without restrictions based on age, breed, or pre-existing conditions. Depending on the plan selected, reimbursements may be available for routine exams, vaccines, routine bloodwork, fecal testing, and other eligible wellness services. Participants also have access to virtual pet health chat and video resources.

Flexible Work Arrangements

MSP supports workplace flexibility where operationally appropriate. Eligible employees may participate in a biweekly remote work arrangement, based on the responsibilities of their position, departmental coverage requirements, and supervisor approval.

Flexible work arrangements are intended to support employee work-life balance while ensuring that MSP continues to meet the operational and service needs of the organization and the communities it serves.

Compliance & Risk Management

The Human Resources Department plays an important role in supporting organizational compliance and risk management at My Sisters' Place. HR works with employees, supervisors, organizational leadership, and MSP's dedicated ExtensisHR Business Partner and Risk Team to promote compliance with applicable employment requirements, maintain appropriate employment records, and identify and address workplace risks.

Employment Laws and Regulations

HR supports compliance with applicable federal, New York State, and local employment laws and regulations. This includes monitoring employment practices, maintaining and updating workplace policies and procedures, communicating requirements to employees and supervisors, and providing guidance to management when employment-related matters arise.

When additional expertise is needed, HR works in partnership with MSP's dedicated ExtensisHR Business Partner and other appropriate resources to review requirements and determine appropriate next steps.

Equal Employment Opportunity (EEO)

MSP supports **equal employment opportunity** throughout the employment lifecycle. HR works to promote fair and consistent employment practices in recruitment, hiring, compensation, promotion, training, performance management, and other employment decisions.

HR also serves as a resource for employees and supervisors regarding workplace concerns and supports the review and resolution of reported concerns in accordance with MSP policies and applicable requirements.

Americans with Disabilities Act (ADA) and Reasonable Accommodations

HR coordinates the reasonable accommodation process for employees who request workplace accommodations due to a qualifying disability or medical limitation. This includes providing appropriate documentation, engaging employees and supervisors in the interactive process, reviewing supporting information, and evaluating reasonable accommodation options based on the employee's needs and essential job responsibilities.

HR maintains accommodation-related information confidentially and separately from general personnel information, as appropriate.

Family and Medical Leave Act (FMLA) and Leave Administration

HR supports employees and supervisors in navigating FMLA and other applicable leave programs. This includes communicating leave procedures, coordinating required documentation, monitoring employee leave status, supporting return-to-work processes, and helping employees understand available benefits and workplace requirements associated with their leave.

HR coordinates with ExtensisHR and applicable benefit or leave administrators when necessary to support the administration of employee leaves.

Workplace Harassment Prevention

MSP maintains policies prohibiting workplace harassment, discrimination, and retaliation and provides employees with information regarding appropriate workplace conduct and available reporting procedures.

Workplace harassment prevention training is provided annually to support employee awareness and compliance with applicable requirements. HR assists with coordinating and tracking required training and serves as a resource for employees who have questions or concerns regarding workplace conduct.

Mandatory Reporting Requirements

Given the nature of MSP's services, certain employees may have mandatory reporting responsibilities based on their positions and professional obligations. MSP communicates applicable reporting expectations and provides or coordinates training and resources to help employees understand their responsibilities.

HR works collaboratively with program leadership and other appropriate departments to support awareness of organizational and position-specific reporting requirements.

Personnel Record Management

Employee personnel information and records are maintained electronically through individual ExtensisHR employee profiles. Electronic recordkeeping provides a centralized location for maintaining employment-related information and supports accurate and consistent personnel record management.

HR is responsible for maintaining appropriate confidentiality and limiting access to employee information based on legitimate business needs.

Background Checks and Credential Verification

Background checks are conducted through ExtensisHR as part of MSP's pre-employment process. HR initiates and monitors the background check process for successful candidates prior to employment and coordinates follow-up when additional information or review is required.

When a position requires specific professional licenses, certifications, credentials, or other qualifications, the appropriate documentation may also be reviewed or verified as part of the pre-employment or ongoing employment process.

Workers' Compensation and Workplace Risk

HR coordinates Workers' Compensation cases with the ExtensisHR Risk Team. Workplace injuries are reported through the appropriate process so claims can be reviewed, documented, and managed appropriately.

HR also works with employees, supervisors, and ExtensisHR to facilitate necessary follow-up, documentation, return-to-work coordination, and other employment-related aspects of workplace injury cases.

Human Resources Impact

The Human Resources Department monitors key workforce metrics to evaluate workforce stability, recruitment effectiveness, retention, and overall HR operations. These measures help MSP identify workforce trends, understand staffing needs, and make informed decisions regarding recruitment, retention, employee development, and organizational planning.

HR reviews workforce data in collaboration with organizational leadership and, where applicable, ExtensisHR. Workforce reports and supporting charts provide leadership with a snapshot of HR activity and help identify areas requiring additional attention or resources.

Annual Employee Turnover

HR monitors employee separations and turnover to better understand workforce stability and identify trends that may affect employee retention.

The annual turnover report will be attached and will provide supporting data regarding employee separations and overall turnover during the reporting period.

New Hires

HR tracks new-hire activity to measure recruitment efforts and understand staffing changes across the organization. Recruitment is conducted in partnership with MSP's dedicated ExtensisHR Recruitment Specialist, with a targeted average time-to-fill of approximately 45 days.

The new-hire report will be attached and will provide details regarding employees hired during the year of 2026.

Workforce Composition

MSP currently has a total workforce of 68 employees and interns, consisting of:

6. **54 Full-Time Employees**
7. **3 Part-Time Employees**
8. **9 Per Diem/Temporary Employees**
9. **2 Interns**

This workforce composition reflects the various staffing models needed to support MSP's programs, administrative functions, and delivery of services.

Recruitment Efficiency

MSP Human Resources works in partnership with the dedicated ExtensisHR Recruitment Specialist to manage recruitment for open positions. The recruitment process has a targeted time-to-fill of approximately 45 days.

HR continues to monitor recruitment activity and works with hiring managers and ExtensisHR to identify opportunities to improve candidate sourcing, hiring timelines, and the overall candidate experience.

Using HR Metrics to Support Organizational Planning

HR workforce metrics are used to support ongoing organizational planning and decision-making. In addition to tracking turnover and new hires, HR can continue expanding its workforce analytics to monitor areas such as:

8. Employee retention and length of service
9. Vacancies and open positions
10. Internal promotions and transfers
11. Recruitment time-to-fill
12. Department-level staffing trends
13. Leave and attendance trends
14. Training and professional development participation

As additional workforce data becomes available, HR can use these measures to establish benchmarks, identify year-over-year trends, and evaluate the effectiveness of recruitment, retention, and employee engagement strategies.

Board Oversight

The Board of Directors provides governance and strategic oversight to help ensure that My Sisters' Place maintains effective, equitable, and legally compliant employment practices that support the organization's mission and long-term sustainability. While the administration and day-to-day management of Human Resources are the responsibility of MSP leadership and the Human Resources Department, the Board plays an important role in overseeing significant workforce matters that may affect the organization's financial health, leadership stability, compliance, organizational culture, and risk exposure.

Key areas of Board oversight include:

- **Executive Leadership:** Provide appropriate oversight related to the Chief Executive Officer, including performance evaluation, compensation, leadership development, and succession planning.
- **Workforce Strategy:** Maintain awareness of significant workforce trends, staffing needs, organizational structure, employee retention, turnover, recruitment challenges, and other workforce matters that may affect MSP's ability to fulfill its mission.
- **Compensation and Benefits:** Provide governance and oversight of significant compensation and benefits strategies to ensure they are financially sustainable and support MSP's ability to recruit and retain qualified employees.
- **Employment Policies:** Review and approve significant organization-wide employment policies when Board approval is required and ensure policies align with MSP's values, governance responsibilities, and organizational objectives.
- **Legal and Regulatory Compliance:** Maintain appropriate oversight of significant employment-related compliance matters and ensure management has systems in place to comply with applicable federal, state, and local employment requirements.
- **Risk Management:** Receive appropriate information regarding significant HR-related organizational risks, including workplace safety, Workers' Compensation, employee relations trends, legal or regulatory concerns, and other matters that may present financial, operational, or reputational risk to MSP.
- **Organizational Culture:** Support a workplace culture consistent with MSP's mission and values, including principles of equity, inclusion, respect, accountability, employee well-being, and professional conduct.
- **Succession and Leadership Continuity:** Support long-term organizational sustainability by ensuring appropriate succession planning exists for executive leadership and other critical organizational functions.
- **Workforce Metrics:** Periodically review key HR indicators such as turnover, recruitment activity, staffing levels, retention, vacancies, and other workforce trends to understand the overall health and stability of the organization.
- **Strategic HR Investments:** Consider significant investments in compensation, employee benefits, technology, training, professional development, and other workforce initiatives as part of the organization's strategic and budgetary planning.

Through this oversight, the Board helps ensure that MSP maintains the leadership capacity, workforce infrastructure, organizational culture, and HR practices necessary to advance its mission, while allowing management and Human Resources to maintain responsibility for the day-to-day administration of employment matters.

What Every Board Member Should Know

If Board members remember only three things about Human Resources at My Sisters' Place, they should know:

1. Our People Are Essential to MSP's Mission

MSP's ability to provide high-quality services to clients and the community depends on its ability to recruit, develop, support, and retain qualified employees. Human Resources is not only an administrative function—it plays an important role in ensuring MSP has the workforce and organizational infrastructure necessary to carry out its mission.

2. HR Is Both a People and Risk Management Function

Human Resources balances supporting employees with protecting the organization. HR is responsible for helping MSP maintain fair and consistent employment practices, legal and regulatory compliance, effective employee relations, appropriate documentation, workplace safety, and organizational risk management.

MSP also benefits from its partnership with ExtensisHR, including access to a dedicated Business Partner, Recruitment Specialist, benefits administration resources, and Risk Team support.

3. Workforce Health Is Organizational Health

Recruitment, retention, employee engagement, leadership development, benefits, workplace culture, and succession planning all influence MSP's long-term stability. Workforce indicators such as turnover, vacancies, recruitment activity, retention, and employee development can provide the Board with important insight into the overall health of the organization.

The Board does not need to manage individual HR matters, but it should maintain visibility into significant workforce trends and risks that could affect MSP's ability to achieve its strategic objectives.

Ways Board Members Can Help

Board members can support MSP's Human Resources efforts while maintaining the appropriate distinction between Board governance and day-to-day management responsibilities.

Board members can help by:

- **Championing MSP's Mission and Culture:** Reinforce the importance of a respectful, inclusive, accountable, and mission-driven workplace culture.

- **Supporting Competitive Compensation and Benefits:** Recognize that MSP must remain competitive in order to recruit and retain qualified employees and consider workforce investments as part of the organization's overall financial and strategic planning.
- **Serving as Ambassadors for MSP:** Use professional and community networks to increase awareness of MSP and, when appropriate, help connect the organization with potential candidates, professional resources, partnerships, and other opportunities.
- **Supporting Leadership and Succession Planning:** Encourage continued investment in leadership development and succession planning to strengthen MSP's long-term organizational stability.
- **Reviewing Workforce Trends:** Remain engaged with high-level HR metrics such as turnover, retention, vacancies, recruitment activity, and other significant workforce trends.
- **Supporting Professional Development:** Recognize the importance of investing in training, professional development, leadership development, and opportunities for employees to grow within the organization.
- **Maintaining Appropriate Governance Boundaries:** Allow management and Human Resources to address individual employee relations and personnel matters while ensuring the Board receives appropriate information regarding significant organizational risks or trends.

Ultimately, one of the most important ways the Board can support Human Resources is by recognizing that investing in MSP's employees is an investment in MSP's mission. A stable, supported, skilled, and engaged workforce strengthens the organization's ability to provide consistent and effective services to the individuals and communities it serves.