1. Organizational Effectiveness

This priority area recognizes the inflection point at which MSP finds itself – in which investment in organizational capacity will be central to MSP’s continued ability to deliver on the high caliber of its mission-related work. Over the coming three years, MSP will focus on growth, development, and accountability structures for both staff and board; building out the internal infrastructures necessary to support mission-critical business processes while also mitigating risk; ensuring that MSP remains a healthy and vibrant workplace; and positioning the organization for greater visibility.

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| **1. Develop, refine, and implement internal systems and structures that align with current organizational needs, enable future growth, and mitigate potential risk** | ● Policy guidelines, standard operating procedures (SOPs), and other documentation are annually updated for key operational systems (personnel, financial, technological, etc) and are shared across all staff  
● All departments have the personnel resources needed to meet their short- and long-term goals  
● 90% of staff report feeling that their workload is manageable (4 or 5 on 5-point scale) | ● As part of the budgeting process, develop and annually update short- and longer-range plans for operational and personnel resources (including permanent, temporary, and contractual) required to meet the needs of the organization  
● Annually complete an organizational risk assessment and identify mitigation strategies to ensure smooth business continuity  
● Develop and periodically review a succession-planning strategy for senior leadership roles  
● Develop/update and implement SOPs for key processes, including but not limited to onboarding/training, performance evaluation, performance management, remote-work policies, and financial management  
● Research and leverage best practices and benchmarks from other organizations |
## ORGANIZATIONAL EFFECTIVENESS

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<tr>
<td>2. Foster an organizational culture that centers impact, accountability, and care</td>
<td>● All supervisors receive management training and meet organizational standards for management practices</td>
<td>● Refine performance evaluation and other feedback tools and ensure they are consistently and regularly used across the organization</td>
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<td>● Staff, including leadership, regularly meet organizational performance standards and individual performance goals</td>
<td>● Regularly involve staff in organizational strategy development and progress updates to improve buy-in and shared accountability</td>
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<td>○ 90% of management staff receive overall performance rating of &quot;Good&quot; to &quot;Excellent&quot;</td>
<td>● Implement proactive staffing model that anticipates and plans for professional development, retention of talent, strategic recruitment, and succession planning for senior leadership</td>
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<td>○ Target benchmarks for performance ratings for line staff are established in Year 1 and are met or exceeded in Years 2-3</td>
<td>● Explore a DEIB (Diversity, Equity, Inclusion, &amp; Belonging) assessment of the organization; set clear action steps and regularly assess progress</td>
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<td>● 100% of staff report a clear understanding of what is required of them in their work (4 or 5 on 5-point scale)</td>
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<td>● 90% of staff report positively (4 or 5 on 5-point scale) on organizational culture</td>
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<td>● Staff retention and turnover rates meet or exceed annual benchmarks (TBD after baseline is established in Year 1)</td>
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<td>● Staff compensation packages are competitive with organizations of similar size/scope in the region</td>
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### ORGANIZATIONAL EFFECTIVENESS

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| **3. Board is engaged, effective, and fully deployed in service to MSP’s highest-priority needs** | ● Board and ED are engaged in regular two-way communication about MSP’s work and operations  
   ○ 100% of Board members have a meeting attendance rate of 75% or higher  
   ○ 100% of Board members report that they have the information they need to provide sound oversight (4 or 5 on 5-point scale)  
● Board members actively and regularly participate in advancing the work of the organization:  
   ○ 100% of Board members are actively involved in committees and/or other engagement opportunities  
   ○ 100% of Board members meet annual “give/get” donation benchmarks  
   ○ 2 (per board member) connections to other partners brokered by Board members annually  
● Board membership includes highest-priority skills and characteristics | ● Develop and implement robust onboarding process (and periodic “refreshers”), including clearly defined roles & responsibilities  
● Institute annual Board self-assessment process  
● Institute regular periodic Board review of strategic plan metrics and progress toward goals  
● Introduce additional opportunities for Board involvement with MSP’s work  
● Implement intentional, regularly scheduled opportunities for Board members to build relationships with each other and strengthen a team identity |
## ORGANIZATIONAL EFFECTIVENESS

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| 4. MSP and our brand are recognized as a go-to leader and resource on domestic violence in the DMV community | ● MSP has presence at 5-8 policy discussions and community meetings per year  
● MSP attends and/or presents at 2-3 national conferences, workshops, or webinars per year  
● Grow relationships with 5 media partners over 3 years, with 7-10 media placements year-over-year  
● Newsletter reaches 12K recipients over 3 years  
● Other annual communications and partnership goals/metrics are met or exceeded each year  
  ○ Social media growth metrics TBD pending comms audit  
  ○ Other annual goals/metrics TBD after assessment process  
● MSP builds 2-3 significant external partnerships with influential organizations over 3 years | ● Undertake audit of current communications & partnerships activity to assess baseline and determine longer-term goals  
● Develop, implement, and regularly audit use of branding guide & policies to increase polish, consistency, and professionalism of communications  
● Revamp traditional and social media strategies: develop system for tracking and reporting engagement and audience growth, create media relations strategy, leverage influencers to promote and amplify MSP's messages  
● Hold annual focus groups and/or surveys to gauge visibility, branding, and impact in the community  
● Grow national and regional presence of MSP staff in high-visibility venues (e.g. presenting at conferences, participation in cohorts/task forces, etc.)  
● Expand staff involvement in policy conversations and advocacy initiatives  
● Actively pursue substantive collaborations with influential organizations, particularly those with national and/or policy focus  
● Forge strategic partnerships and collaborations with local organizations and educational institutions |
2. Programs & Services

MSP’s solid reputation is grounded in the quality and uniqueness of its programming. As the organization sets its sights on the next three years, it seeks to expand its presence and reach; lean into financial security programming and other innovations that have become a key differentiator of MSP’s work among its sister organizations; and establish new rigor in assessing its current and prospective programming to ensure that it is deploying its resources toward efforts that offer the greatest opportunity to advance impact and outcomes.

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| 1. Increase functionality, consistency, and impact of MSP’s programmatic offerings | ● Programming maximizes both impact and financial sustainability  
● Specific programming decisions are informed by assessment against intended impact/theory of change, and by availability of talent and resources to execute on the work  
● Metrics for key impact indicators trend positively over time (e.g. numbers of clients served/number of beds; clients’ agency/sense of overall well-being; clients’ financial security; and other key indicators as determined by program staff and leadership)  
● 80% of clients surveyed report high levels of satisfaction (4 or 5 on 5-point scale) with their experience working with MSP generally | ● Assess current programs yearly for impact and financial sustainability during annual goal-setting process  
● Evaluate prospective new programmatic opportunities for impact and financial sustainability  
● Revisit intended impact/theory of change annually  
● Document and implement standard operating procedures within and across programs that clarify and standardize process for client entry to, movement within, and departure from MSP’s various programs. Train current and new staff in these procedures and develop mechanisms for ensuring their consistent use.  
● Institute regular periodic review of survey instruments to ensure MSP is gathering the data we need to assess impact and areas of improvement |
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| 2. Grow financial security portfolio                                        | ● 25% year-over-year growth in number and percentage of clients served with financial security programs via in-house programs and/or external partnerships  
● 2 (per year) new in-house program offerings and/or external partnerships that directly address financial security | ● Seek funding specific toward implementing this work  
● Identify financial security needs/opportunities of highest priority for clients, and develop related new programming and partnerships  
● Develop internal definition of “financial security”; add/refine data collection processes across all programs, regardless of client entry point, that will allow us to track whether clients are experiencing improved financial security over time |
| 3. Explore other high-priority programmatic expansion opportunities (e.g. transitional housing, mental health services, workforce development). Implement and/or expand such programming as opportunities permit | ● Annual program planning includes identification of high-priority prospects for growth, informed by client data  
● 2 new partnerships with other organizations (including expansion of current partnerships and/or creation of new partnerships) that substantially extend MSP’s reach and maximize resources | ● Explore opportunities to purchase rather than rent transitional housing properties  
● Assess feasibility of bringing mental health services in-house  
● Explore potential for expansion to Prince George’s County  
● Regularly analyze client data (surveys, case notes, etc.) to identify trends that inform additions or changes to MSP’s programs and services |
3. Financial Resiliency

The goals in this priority area reflect MSP’s wish both to increase overall revenues and to take their financial management to the next level of sophistication. In focusing on these two areas, MSP articulates its desire to move toward true financial resiliency: the ability to absorb financial shocks, ensure business continuity, and continue to thrive in what continues to be an uncertain fiscal environment. This will involve diversification and growth of revenue streams; building infrastructures and accountability frameworks to support financial management and planning; building best-in-class stewardship of both donors and their contributions; and ensuring sufficient talent and person-power to get it all done.

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| 1. Anticipate and prepare for changes in financial environment | ● MSP’s reserve funds cover 6 months of operating expenses  
● Revenues diversify via an increase in foundation and individual-donor giving (see ratios below)  
● New sources of funding from increased gifts from current funders and new foundations, major donors, corporations, and pass-through funding from national organizations (5-7 new foundation/corporate funders/year, 80% retention of current) | ● Prioritize high-margin and/or multi-year funding opportunities, while ensuring mission alignment  
● Proactively develop “as needed” cost-containment measures in the event of significant downturns |
## FINANCIAL RESILIENCY

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| 2. Strengthen and advance mid- and long-term fiscal planning | ● Revenues continue to diversify:  
  ○ Short-term targets (3 years): 75% government funding (including diversification of sources of public funds), 18% foundation/corporate, 7% individual  
  ○ Longer-term targets (4+ years): 50% government funding (including diversification of sources of public funds), 30% foundation/corporate, 20% individual  
  ● Robust investment strategy maximizes ROI on reserves/other assets (3-year benchmark ROI to be set in Year 1)  
  ● Financial planning, reporting, and evaluation demonstrates growing sophistication  
  ● Baseline reporting, auditing, forecasting, and other benchmarks as set by Finance Committee are regularly met or exceeded | ● Revisit and update financial management policies, including both day-to-day and long-range  
 ● Build bandwidth, systems, and processes for sustainable fundraising for stewardship, cultivation, asks, and gift/donor data management  
 ● Prioritize staffing and resource needs for Finance and Development teams to meet both baseline and expansion goals  
 ● Clarify roles/responsibilities of Board's Development Committee and Finance Committee |
| 3. Leverage new funding streams for MSP, particularly in the area of financial security work | ● MSP expands the number of new funders and partners supporting financial security work (target: 2-3 each, per year)  
 ● MSP expands the number of foundation and corporate sponsors for MSP's other programming (target: 3-5 each, per year)  
 ● 80% of current foundation partners remain active funders  
 ● 30% of MSP's existing foundation funders increase giving over next 3 years | ● Undertake audit of current development status to assess baseline and determine longer-term goals  
 ● Build out and implement development plan  
 ● Pursue collaborations on funding opportunities with other organizations, particularly those with substantial visibility/influence  
 ● Explore new funding streams from current sources  
 ● Hold regular cultivation meetings and correspondence with targeted funders |
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<tr>
<td>4. Invigorate donor and foundation cultivation and stewardship</td>
<td>● Annual goals/metrics are met or exceeded each year</td>
<td>● Build out and implement development plan</td>
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<td>● Proportion of foundation and individual donor revenues increases relative to government grants and contracts</td>
<td>● Build out donor communications &amp; engagement approaches, including baseline and more advanced practices</td>
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<td>● MSP secures multi-year support from foundations (target: 2-3 funders over next 3 years)</td>
<td>● Develop and maintain grants calendar</td>
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<td>● Individual giving increases substantially (target: $500K/year by year 3)</td>
<td>● Explore virtual donor engagement strategies</td>
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<td>● Foundation/corporate giving increases substantially (target: $1.25M/year by year 3)</td>
<td>● Reintegrate internal donor and communications systems; segment and tailor communications to specific donors</td>
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<td>● MSP regularly meets baseline best practices for donor management and stewardship (frequency &amp; type of communications, timeliness of reporting, etc.)</td>
<td>● Deploy Board relationships in service to donor/funder cultivation and stewardship</td>
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<td>● Hire staff to provide administrative and coordination support across development and communications efforts</td>
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