MISSSEY

STRATOP
THE STRATOP PROCESS

1. PERSPECTIVE
   Where are we now?

2. PLANNING
   Where are we headed?

3. ACTION
   What's important now?

4. STRUCTURE
   What form is needed?

5. MANAGEMENT
   How are we doing?

6. RENEWAL
   What must change?

STRATEGIC
Planning for tomorrow today

OPERATIONS
Taking care of today, today

FINANCIAL
Managing today's resources for tomorrow
TYPICAL WESTERN APPROACH

The typical western approach is a direct frontal assault, sometimes a snap shot from the hip motivated by a desire for a speedy “solution,” tending to produce one-dimensional answers to multi-dimensional problems.

THE PATERNSON STRATOP PROCESS, AN EASTERN APPROACH

The eastern approach is more circuitous, ever-closing in. Balanced perspective through thorough situation analysis and diagnostics. More thoughtful, system solutions. Multi-dimensional answers to multi-dimensional problems. Less work later through better up-front planning.
## HOPES AND EXPECTATIONS

### SPECIFICIS

- Come through the process and clear on what we're doing next
- Get clarity and contribute; being a part of the team
- Learn the skills
- Clear next steps, develop to get there (skills), and timeline associated
- Solidified plan - follow through, hold ourselves accountable to
- People know what they're supposed to do; what's my lane? stay in the lane; collaboration is necessary
- Vision clarity and how our department can support that and goals; operationalize this!
How are you hard-wired in your thinking? How do you relate to change, risk, and opportunity? Where is your high-contribution zone, your “sweet spot”?

<table>
<thead>
<tr>
<th>ADMINISTRATIVE / OPERATIONAL</th>
<th>SEES / APPRECIATES BOTH SIDES</th>
<th>STRATEGIC / DEVELOPMENTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Averse</td>
<td></td>
<td>Embraces Risk</td>
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<td>Resists Change</td>
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<td>Welcomes Change</td>
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<tr>
<td>Few Variables</td>
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<td>Many Variables</td>
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<td>One Step at a Time</td>
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<td>Quantum Leaps</td>
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<td>Low Tolerance for Ambiguity</td>
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<td>High Tolerance for Ambiguity</td>
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<tr>
<td>Problem / Task-Oriented</td>
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<td>Opportunity-Oriented</td>
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THINKING WAVELENGTH

GRINDERS  MINDERS  KEEPERS  FINDERS  CONCEIVERS
This tool answers the question, “Where Are We Now?” It identifies what is right, what is wrong, what is confused, and what is missing. As a result of gaining perspective into our organization through these four questions, Core Issues emerge that will require attention, leadership, and resources.

### WHAT IS RIGHT? (OPTIMIZE)
- Teamwork and collaboration leadership and departments
- Admin team; business mindset/proactive sustainable
- HR recruiting/placement
- Business process definition
- Intentionality on what we’re building; behind our mission
- Foundation of trust; stability
- At forefront of the movement
- Well regarded in our work; we are growing!
- Well funded diversified; healthy financials; reserves
- Match building to the needs (ex. meet me at the market)
- Looking at individuals as whole
- We are reflection, this is not just a service; we’re looking at modeling the change; we’re visible
- Focused on healing; self care
- Accountability in a positive, supporting way
- CSEC Training in house
- Slack and Asana

### WHAT IS WRONG? (CHANGE)
- Retention and hiring
- Difficult to hire based on our intentionality
- Added stress to workers based on less staffing
- Some carrying the load heavier than others
- So much transition ongoing
- Some unwillingness/resistance to the newer ways
- Reactionary; shifting quickly
- Everyone shows up in crisis; causing reaction and burnout
- Building the plane while we’re flying it; building systems as needs grow
- Meetings - too many; effectiveness communicating with clear purpose

### WHAT IS CONFUSED? (CLARIFY)
- Reporting lines and ways to communication; up and down clarity; who do I report to? where do I get direction? boundaries
- Moving from wearing all the hats/collaboration to specialization/accountability
- How do we speak to our clientele and hold accountable? (partners, founders, to) struggle with change
- What are the priorities? protocols? what's important?
- What's the system to keep moving things forward while flexing to needs?
- Who are we here for? how do we not lose that focus?
- Are our systems really meeting our need?
- How do we transition the client focus time to our organization? (ex. engage and step back)
- What does self care look like for an individual?

### WHAT IS MISSING? (ADD)
- Retention that focuses on the individual; vicarious trauma
- An outlet to express; internal access at work
- Case management resources; direct services
- Intentional training focused on Youth Development and Access
- Mental health training
- Onboarding that equips/builds capacity; informed Hiring
- Institutional knowledge
- Sense of urgency alignment
- Across departments, understanding what it takes
- Clarity and alignment across departments (this has improved)
- Enhance leadership skills
- Clear boundaries to serve clients
- Boundaries all around; teaching these (role modeling)
- Resource dedicated to focus on funding

### CORE ISSUES
1. Capacity: not enough capacity; outlet internally; transition/promotion into new roles as we grow; onboarding
2. Hiring and Retention: self-care; individual focus; vicarious trauma
3. Systems and Processes: improving communication; learning modality?
4. Reactionary, with Accountability and Boundaries: time to learn and understand; alignment on urgency; role clarity/reporting structure
5. Cascading “Who We Are” Into All Programs: who are we here for? clear organizational goals
The number of factors that affect an organization are extensive. We must have built-in adaptation in our planning process in order to seize opportunity and manage risk. This tool helps us do this by identifying current external patterns and trends, projecting where they'll be in the future, and by identifying the implications for our organization.

<table>
<thead>
<tr>
<th>PATTERNS/TRENDS</th>
<th>WHERE IT'S HEADED</th>
<th>IMPLICATIONS TO US</th>
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<tbody>
<tr>
<td>2 socioeconomic statuses - gentrification</td>
<td>Reckoning - fires, food shortage, water shortage...</td>
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<td>Recognition increased for organizations led by women of color; increased funding; people are chasing the $</td>
<td>Two steps back</td>
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<td>Hybrid world; in person behaviors; clients/staff not believing in Covid</td>
<td>Coming to a break/acknowledgement of women/women of color</td>
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<tr>
<td>Caught in middle/neutral on sick leave/benefits</td>
<td>Increased risk of team shutdown</td>
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<tr>
<td>Increased moms, increased demand across the board with community opening up</td>
<td>Increased investment for higher education</td>
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<tr>
<td>Gender based violence not acknowledged when focused on women; increased violence in general</td>
<td>People willing to question the status quo acknowledging root issues, and the mental health</td>
<td></td>
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<tr>
<td>Decreased willingness to work/return to workforce; increased incentives</td>
<td>Mental health needs have surged; not being written off</td>
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<tr>
<td>People are working longer hours, generational trends with work</td>
<td>Access and support without full education</td>
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<tr>
<td>Education is not as important/perception, increased investment for higher education</td>
<td>Presentation through a lens of the past; commodification/exploitation</td>
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<tr>
<td>People willing to question the status quo acknowledging root issues, and the mental health</td>
<td>People not recognizing the commoditization</td>
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<tr>
<td>Mental health needs have surged; not being written off</td>
<td>Wages are not keeping up with the cost of living</td>
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<td>Access and support without full education</td>
<td>Race/being a racialize country is front and center</td>
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<tr>
<td>Presentation through a lens of the past; commodification/exploitation</td>
<td>Awareness/perception of gender based violence increase but less interest in changing source structure that sustain them</td>
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<tr>
<td>People not recognizing the commoditization</td>
<td>Reaction without learning about needs</td>
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<tr>
<td>Wages are not keeping up with the cost of living</td>
<td>Increased sense of hopelessness; loss of &quot;safety&quot;; where do we go from here?</td>
<td></td>
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<tr>
<td>Race/being a racialize country is front and center</td>
<td>Acknowledging systems are not working; foundation gone; breaking the narrative and raising the education on black women and girls</td>
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<tr>
<td>Awareness/perception of gender based violence increase but less interest in changing source structure that sustain them</td>
<td>Glorification of S.E.</td>
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</table>
1. Funding: secure our own funding from the city; creating pathways for others
2. Create Public Policy Change: leading the pathways for others; guiding youth to lead policy change
3. Trailblazing Story: serve as a story at the national level
4. We Must Sustain: our own; not rely on others (mitigate our risk of dependency)
5. Community: sharing the why, vision; partnerships
6. Training Prep: for influx for opportunity coming from a cultural, competent lens
7. Alignment Internally: on what we’re doing and why we’re here
8. Gain the Influencers: leverage/increase the social media; feet in dirt
9. Empowerment: looks like... we embody it; what it could be
10. Role Model: what work could be outside exploitative relationship
11. Challenging the System In the Way You Want It To Be
12. Creating Intentional Communities
Everything you do as an organization has a life-cycle. Acknowledge the truth about where your products and/or services are in their life cycle.
This tool identifies opportunities to be sensed and seized. Having a vibrant fountain of youth keeps an organization young and evergreen.

- Policy change/advocacy/leadership for youth
- Hey Momma
- JAM
- Transitional Housing Program
- Thrive
- Tiered incentives
- Social emotional learning/training offerings with foundation
- Intervention curriculum
- Grocery Store
- Laundromat
- Culinary Program
- Community of Learners
- Accredited Certification/Training
- Conference – serving women and girls of color
- Healing and Wellness program
- Clinical Program
- Multiple Misseys: Missey Global
- Influencer Ambassador
- Practicum placement
- Partner with Animal Programs
- In house juvenile hall programs/Principal in place
- Child care center
- Housing
- Healing Arts Program
- Intentional communities
- Mentoring program

Fountain of Youth
The purpose of this tool is to plot the opportunity and risk of a product, service, relationship, market, etc. Entrepreneurial opportunities, once captured and harnessed, can be strategically moved to the Gold Mine quadrant. On the other hand, initiatives in the Foolishness and Security quadrants may need to be laid to rest in order to redirect resources to higher opportunities.
STRATEGIC DASHBOARD

The strategic dashboard is the collective working model that defines and drives performance for mission and vision. The purpose of this exercise is to create a dashboard, in an at-a-glance format, for us to see our performance objectives surrounded by the indicator lights of both the drivers that fuel performance and the indicator lights of the risks and constraints that can slow performance. This is the heartbeat of the plan.

### RISKS

**Trauma and Mental Health**
- 5

**Hiring Climate Paired with Specialized Skillset**
- 5

**Public Perception**
- 3

**Lack of Barriers**
- 5

**Competition**
- 3.5

### PERFORMANCE MODEL

**Strategic/Mission Impact By July 1st, 2023**
- 100% Participants have SMART goals in place
- 50% increase of Participants engaged in services
- TBD % Youth participation in multiple programs
- 100% Strategic Partnerships secured and participating
- TBD: Youth Experience
- 25% increased Referrals
- TBD % Training complete
- TBD % of Youth reached (prevention trainings)
- TBD % strategic exits of Youth over 24
- 100% internal Staff trained

**Financial by July 1st, 2023**
- Accounts Receivable >95%
- 100% Funding utilized
- Revenue: $3M

**Employee by July 1st, 2023**
- 80% staffed to full capacity
- 90% Retention – salaried
- 70% Retention – Direct Services

### PERFORMANCE DRIVER

- **Funding**
- 1

- **Staffing**
- 5

- **Transformational Partnerships**
- 3

- **Efficient Systems and Processes**
- 3.5

- **Prioritization, Alignment, and Accountability**
- 3
## STRATEGIC NEXT STEPS

### CONTINUE

- JAM - continuing to an end; clarity of boundaries we hold to; expectations; consistent communication; end of May

### START/EXPLORE

- Hey Momma - curriculum; Stage 1 begins in June; Stage 2 in September; secure funding for Stage 3
- Transitional Housing Program - gap assessment; outline plan; who? curriculum? gathering? funding app is due end of June
- Thrive - review existing; hire for the funding secured; what worked/didn't? assessment for Rebuild; near-term action: assess Thrive holistically to focus/vision; policy change leadership; Thrive internship; By June 30, set direction clarity
- SEL Curriculum - begin in June

### IDEA DRAWER/IN QUEUE

- Healing and Wellness/Clinical Program
- In house county jail/juvenile hall
- Slow JAM
We can't please everybody. We must understand who is at the bullseye of our target. Determining the primary customer can make or break a strategic plan. The purpose of this tool is to identify the primary and supporting customers of your client. Note: we did not say “secondary customer.”

**LONG LIST**

- Sexually exploited youth of color
- At risk youth
- Youth age 12-24
- Students
- Community
- Girls
- Gender expansive
- Schools
- Community partnerships
- Colleges
- Judicial/Attorneys
- Social Workers
- Social Services
- DA’s office
- Medical offices
- Shelters
- Youth
- Social Media
- Families
- Public Housing
- Donors

**SUPPORTING CUSTOMERS**

- Social Workers
- Schools
- Judicial/Law Enforcement
- Youth
- Families
- Community Partners (Transformative)

**PRIMARY CUSTOMER**

- Black girls and gender expansive youth, 12-24 who live in underserved communities
The purpose of this tool is to identify the top 4-5 needs, wants, and values of the primary customer.

**LONG LIST**

- Survival
- Trust
- Community
- Family
- Support
- Chosen family
- Safety
- Loyalty
- Safe housing
- Stability
- Consistency
- Place they call their own
- Being seen
- Belonging
- Fun and Sparkle
- Opportunity
- Change
- Transformation
- Wit
- Empowerment
- Agency
- Identity
- Acceptance
- Genuine/authenticity
- Care
- Forgiveness without shame
- Unconditional love
- Guidance

**TOP 4-5 VALUES**

- Trust
- Unconditional love
- Fun and sparkle
- Safety (stability and consistency)
- Belonging
The purpose of this tool is to create a visual picture of the primary customer and what they need, want, and value from us.

VALUE BUILDING CYCLE

Trust

Belonging

Unconditional Love

Safety (Stability and Consistency)

Fun and Sparkle

Black girls and gender expansive youth, 12-24 who live in underserved communities
MISSSEY works to prevent girls and gender-expansive youth from ever entering circumstances of sexual exploitation and violence. We also support young people who are experiencing exploitation to exit. Once they’ve exited, we partner with youth so that they may avoid re-entering sexually exploitative circumstances and live free of harmful transactional relationships.
The purpose of this tool is to help us to define our Vision: where we stand, where we’re headed, and how we’re going to get there. Vision must be rooted in the truth of our Mission, and built upon the truth and perspective we have gained to this point.

At MISSSEY, we are determined to create a different world for Black girls and Black gender expansive youth, one in which they can lead liberated, self-determined, and joyful lives, free from sexual exploitation and violence. We see a world that values rather than commodifies them, that nurtures and honors their ability to build and to sustain thriving communities -- for themselves and for their families. Because we see this world for Black girls, our vision necessarily expands outward to include Indigenous, Latinx, and Asian girls and gender-expansive youth, who are also harmed by intersecting systems of domination, and who also deserve to be liberated, honored, and nurtured.
The purpose of this tool is to guide the team to identify the core values that exist or need to exist in order to create a healthy organizational culture, and operational boundaries. These values speak to how we think, live, and relate.

<table>
<thead>
<tr>
<th>VALUES</th>
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<tbody>
<tr>
<td>Healing</td>
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<td>Youth Voice</td>
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<tr>
<td>Integrity</td>
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<tr>
<td>Relationships</td>
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As we look back at every one of the tools, we long-list potential Action Initiatives.

<table>
<thead>
<tr>
<th>SPECIFICS</th>
<th>ACTION</th>
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<tbody>
<tr>
<td><strong>Strategic Programming</strong></td>
<td>1 - WIN</td>
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<tr>
<td><strong>Funding Plan:</strong> 3-year plan; resources (people); sustains beyond one</td>
<td>Action Item - Jennifer 8/1</td>
</tr>
<tr>
<td><strong>Hiring and Retention Strategy:</strong> Healing Center coaching and supervision; leadership development; plans; posting; calendar of events; retention committee - define and delegate; staff satisfaction survey; improved benefits; Healing and Wellness actively into day to day; training (internal and external); supervisor training</td>
<td>2 - WIN</td>
</tr>
<tr>
<td><strong>Transformational Partnerships:</strong> stakeholder map - current and future; clarify needs; targeted strategic partners; assign owners</td>
<td>3 - WIN</td>
</tr>
<tr>
<td><strong>Efficient Systems and Processes:</strong> streamline; efficiency; consistency/boundaries</td>
<td>In Queue</td>
</tr>
<tr>
<td><strong>Quarterly Strategic Prioritization:</strong> alignment; measuring success; &quot;gate&quot; process; celebrating success! reflect; prioritize; accountability to follow through</td>
<td>In Queue; 9/30 Review</td>
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<tr>
<td><strong>External Communications Strategy:</strong> mitigate risk of public perception and competition</td>
<td>Action Item - Renee 5/31</td>
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<tr>
<td><strong>Dashboard Targets Set:</strong> TBDs set by 6/15</td>
<td>Action Item - Myeasa 6/15</td>
</tr>
<tr>
<td><strong>Role Modeling Boundaries:</strong> teaching opportunities; draw in training; identifying standards; have the conversation; holding with our partners; alignment on urgency</td>
<td>WIN</td>
</tr>
<tr>
<td><strong>Code of Conduct for Misssey</strong></td>
<td>Action Item - Imani 9/30</td>
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</table>
The purpose of this tool is to profile each Action Initiative on the WLN Wheel with a clearly-stated objective, expected key deliverables, a targeted delivery date, one team leader, cross-functional team members, and a current red, yellow, or green status.

<table>
<thead>
<tr>
<th>CORE ISSUE</th>
<th>PLAN NAME</th>
<th>OBJECTIVE</th>
<th>DELIVERABLES</th>
<th>BY</th>
<th>LEADER</th>
<th>TEAM</th>
<th>TODAY’S STATUS</th>
</tr>
</thead>
</table>
| 1          | Strategic Programming | To create intentional and strategic growth. | 1. JAM writeup  
2. Hey Momma  
3. Transitional Housing Program  
4. Thrive  
5. SEL Curriculum | 5/31  
6/1  
6/30  
6/30  
6/30 | Angela | Myeasa, Andrea, Nilda | |
| 2          | Hiring and Retention Strategy | To hire and retain high capacity staff. | 1. Hiring and Retention Plan  
2. Retention Committee fully functional  
3. Healing and Wellness activities integrated into day to day | Carole | Imani, Andrea, Nilda, Cameron | |
| 3          | Transformational Partnerships | To strengthen and build transformational partnerships to better serve our customer. | 1. Stakeholder Map that reflects current and future relationships  
2. Targeted list of strategic partners  
3. Clarified needs and roles | Myeasa | Nilda, LaToya, SR: Carole | |
| 4          | Role Modeling Boundaries | To establish healthy boundaries that permeate through our organization. | 1. Identified standards and policy  
2. Training opportunities  
3. Plan of practice  
4. Evaluate and improve | Andrea | Imani, [Case Mgr], SR: Myeasa, Angela | |
W.I.N. WHEEL

Role Modeling Boundaries

Strategic Programming

Transformational Partnerships

Hiring and Retention Strategy