



STRATEGIC PLAN

2024-2027

Serving our
neighbors in
South King County.



MULTI-SERVICE CENTER

mschelps.org

A MESSAGE FROM OUR CEO

What an accomplishment we've undertaken to plan for our organization's future! This strategic process is one that comes around on a regular basis and is a best practice. The document, the actions, and outcomes are a snapshot of how we align our values, center our clients, and our teams while using a lens of equity.

This strategic plan was built on input from all levels of the organization, client needs, and board development. Our new mission, vision, and values shifted to infuse our work with equitable service delivery, belonging, and joy. Our beliefs show a changing identity of the diverse population we serve and the ever-evolving funding landscape as we provide critical services to our communities.

We look forward to implementing this plan over the next three years – to align ourselves with our mission, living in to our vision, and embodying our values. And as always, we appreciate all our partners, supporters, donors, funders, and community members who help us fulfill this work each and every day.

-Kirsten York, Chief Executive Officer



Who we are...

MISSION

MSC uplifts communities by increasing equitable access to advocacy, opportunities, and well-being.

Thriving communities rooted in equity and justice where we all experience joy and belonging.

VISION

VALUES

We stand for:

Equity
Connection
Diversity
Integrity
Belonging

Where we are going.

Who we serve



77,000 people served annually

96% low or very low income

75% identify as Black, Indigenous, or People of Color

38% under the age of 18

South King County*

*LTCOP serves WA state.



Where we serve

41% are food insecure*

46% of residents identify as non-white**

For every 100 extremely low-income renters, only 21 units are affordable and available***

Why we serve

South King County is home to a wonderfully diverse population with a rich history of culture and community despite the challenges its residents may face. Historically inequitable systems create barriers for our community members. Affordable housing, homelessness, energy costs, and food insecurity continue to be top concerns in our community needs assessment.

Our vision of thriving communities rooted in equity and justice where we all experience joy and belonging guides MSC in its work. We uplift communities by increasing equitable access to opportunities, advocacy, and well-being. Every day at MSC, staff get to interact with members of our community that may be struggling to meet their basic needs, but who find strength in seeking support and connection through MSC programs and services.

**Affordable Housing | Food Bank | Employment Services
Energy Assistance | Immigrant and Refugee Outreach and Education | Long Term Care Ombuds | Rental Assistance
Resource Navigation | Youth and Young Adult Services**

Goal Areas

We believe...

Diversity, equity, inclusion, accessibility, and belonging

We believe in using a lens of equity that ensures all members of our community are seen, heard, and experience a sense of belonging.

Community engagement and advocacy

We believe that we are stronger together in partnership and as a part of a collective challenging systems of inequalities.

Organizational management and leadership (internal systems and tools)

We believe a strategy of collaborative leadership, connection, and innovative tools and resources supports the overall success of our mission and vision.

Programs and service delivery

We believe in centering our clients and believe they know the best pathway forward for themselves and their families; ensuring services are accessible, culturally relevant, and rooted in meeting community needs.

Staff: Professional development, well-being, compensation, and appreciation

We believe that staff are essential to fulfilling our mission and vision; therefore, it is critical to support their well-being, strive towards thriving wages, invest in their development and growth, and celebrate them.

Building resources

We believe that resources, funding, and contributions support our efforts in serving those in need in our community.