

STRATEGIC PLAN

2011-2014

HarborHouse
of Central Florida

OVERVIEW

Domestic abuse is a very common and complex issue. It is a pattern of controlling behavior that may include physical, sexual, economic, cyber, emotional and/or psychological abuse by an intimate partner or family member.

Domestic abuse can happen to anyone of any race, age, sexual orientation, religion or gender. It happens to couples who are married, living together or dating. Domestic abuse affects people of all socioeconomic backgrounds and education levels. It comes in many forms: intimate partner abuse, child abuse, sexual assault, and human trafficking.

In 2010, there were 9,324 incidents of domestic abuse reported to law enforcement in Central Florida. This number does not include the countless number of incidents that go unreported. Many survivors never report their abuse, thus making the number of incidents in Central Florida much higher than the statistics imply.

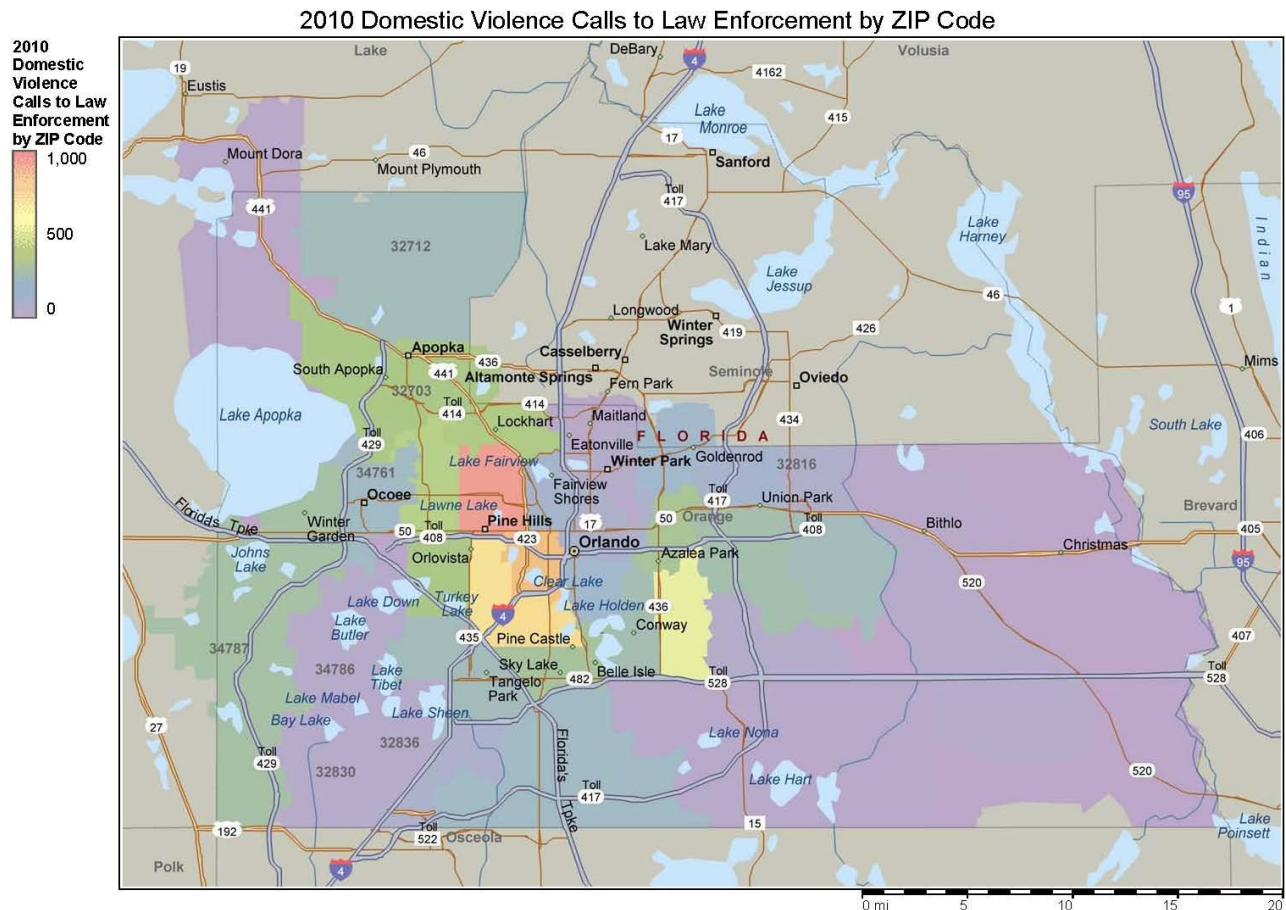
In fact, estimates suggest that there are actually 130,000 victims of domestic abuse in Orange County each year. Above all other counties in Florida, Orange County was second to Miami-Dade County with 9,300 reports of domestic abuse in 2010 and has one incident for every 119 people living in the county (Florida Department of Law Enforcement).

Harbor House of Central Florida was the first of seven domestic abuse shelters to provide a safe house for survivors in Central Florida, opening in 1976 (Florida Coalition Against Domestic Abuse). Today, Harbor House is Orange County's only state-certified domestic abuse facility.

Harbor House is the one of the ten largest domestic abuse shelters in the United States. The agency provides a comprehensive spectrum of services from primary prevention to emergency shelter and crisis intervention designed to end domestic abuse in the community. With the growing rates of domestic abuse in Central Florida, there is a great need for rescue from these situations and it costs only \$50 to house a survivor for one day at Harbor House.

As a private 501 (c) 3 nonprofit organization, Harbor House must rely on the generosity of its friends and supporters to meet the many costs of providing comprehensive, lifesaving services year-round to thousands of victims in Orange County. In spite of cost reductions, in 2010, over 900 adults and children were sheltered at Harbor House. During that time, Harbor House operated at or above capacity nearly 70% of the time.

SCOPE OF THE PROBLEM



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For three years, Harbor House of Central Florida has partnered with the University of Central Florida, Law Enforcement and the Florida Department of Children and Families to better understand the problem of domestic abuse in each Central Florida community. The result was a community map that shows the density of reported incidents by color. Orange and red shaded areas made the most calls to police. It is clear from this map that domestic abuse knows no boundaries. However, knowing which communities have higher reported incidents gives agencies dealing with limited resources a better understanding of where to concentrate their efforts. Knowing where to act is only one part of the solution. Engaging communities to act is critical to ensuring every home is free from abuse.

GROWING TO MEET THE NEEDS



PAWS KENNEL FOR PETS AT HARBOR HOUSE

Five years ago, Harbor House embarked on a bold, five-phase plan to improve and redesign its campus to meet the ever-growing needs of domestic violence. Since opening the new shelter, donated by KB Home in 2007 (Phase I), no endangered survivor has been turned away.

Phase II, the Dr. P. Phillips Center for Children was opened in the spring of 2011 and offers care for children from birth to age 18. This trauma informed designed building provides a licensed child care center, after school programming and recreation/game rooms.

Phase III of campus improvements targets the “other members” of survivor families – their pets – with the building of a kennel along with much-needed additional storage space and infrastructure. This facility is slated to open in early 2012.

The goal of Phase IV is to replace a deteriorating existing 32 bed shelter and increase overall capacity to 110 beds. In the fifth and final phase, we’ll look to erect a counseling and administration building, and replace the final shelter.

Community response to the initial phases of the project has been tremendous, but we need continued support to make this vision a reality and build a campus that addresses the comprehensive needs of domestic violence survivors. Here’s a closer look at a few aspects of our vision.

VISION



Harbor House will be an innovative organization that guides the way for safer communities everywhere by developing, deploying and modeling best practices to eradicate domestic abuse in Central Florida.

MISSION

Harbor House seeks to eliminate domestic abuse in Central Florida by providing safety, shelter, empowerment, education and justice.



CORE VALUES

We value the **survivors** we serve. They guide and teach us every day by sharing what they have experienced and how they have persevered. We honor their courage and their survival. We trust in their ability to know their situation better than we do.

We value our **employees** and their rich experience, knowledge and courage. Our employees are the fabric that creates the safety net for survivors.

We value our **volunteers**. Volunteers bring their time, talents, skills, knowledge and passion, which allow us to extend our reach and, in many cases, surpass our expectations. Without our volunteers, many survivors would go without help.

We value our **donors**. Individuals who give unselfishly to ensure the community is safer, families are safer and children are safer.

We value our **partners**. We recognize our expertise and its limits. Our partners allow us to provide a wide breadth of services to survivors whose needs far exceed the safety and services that we can provide. With our partners' collaboration, cooperation and services, we are able to break down barriers and keep families safe and whole.

We strive to create and maintain the **highest quality, trauma informed** services possible for those we serve. We seek and strive to be the very best, and, in doing so, we are better able to successfully help those who are currently experiencing abuse or still experiencing the effects of past abuse. In addition, we are better able to prevent it from occurring in the first place.

Our ultimate goal will always be to create a safer community by ensuring that we are safe and free from abuse in our homes.

MANDATES

Comply with external funder requirements

Comply with Federal, State and local regulations

Comply with DCF regulations

Comply with HUD regulations Provide Private Donor reports

Comply with Department of Labor, OSHA and other HR regulations

Comply with IRS regulations

Comply with insurance guidelines

STAKEHOLDERS

Clients

Client Families

Community

Corporate Donors

Court Administration

State, County and City
Elected Officials

Florida Department of
Children and Families

Government Grantors

Individual Donors:
In-kind and Cash

Judges

Judicial System including
prosecutors

Law Enforcement

Other Domestic Abuse
Shelters

Partner Agencies

Public School System

State of Florida

University

Volunteers

CRITICAL ISSUES



1. Timely and appropriate support/services for all domestic abuse survivors.
2. Increase training and education of professionals working with domestic abuse survivors.
3. Increase training and education of professionals working with domestic abuse survivors.
4. Improve the infrastructure and organization of Harbor House.

PROGRAMS RELATED TO CRITICAL ISSUES

I. Timely and appropriate support/services for all domestic abuse survivors.

InVEST

This innovative program brings together advocates, law enforcement and child protective services to prevent homicides and serious injury for hundreds of survivors in highly dangerous situations each year. As a supplement to traditional services, InVEST partners identify high lethality cases and refer them to Harbor House for emergency intervention.

24-HOUR ASSISTANCE

Counseling and/or emergency services available to victims, family, police and hospitals.

SHELTER FOR FAMILIES IN CRISIS

Confidential temporary safe shelter, childcare, case management, referrals, counseling and support for victims and their children.

TRANSITIONAL HOUSING

Provides housing for up to six months at the shelter for individuals and families recovering from abuse who need more time to be independent.

OUTREACH SERVICES

Individual counseling, support groups, case management and referrals for adults and children.

COMMUNITY BASED HOUSING

Provides rental assistance and case management for individuals and families in the community. This program assists survivors as they work to become self sufficient.

COURT ADVOCACY

Crisis counseling and supportive assistance with the filing of injunctions for protection from domestic abuse. Court accompaniment, safety planning and community referrals.

CHILDREN'S SERVICES

Individual and group counseling and therapeutic activities for children from violent homes.

CHILDCARE

Provides care for children in residence at the emergency shelter five days a week, up to 12 hours per day so that parents can work, have respite or attend to critical needs.

KENNEL

Allows survivors who are escaping violence to bring their pets into shelter with them so that no one is left behind. Due to open in 2012.

PROGRAMS RELATED TO CRITICAL ISSUES

(continued)

II. Increase training and education of professionals working with domestic abuse survivors.

COMMUNITY RESOURCE INFORMATION

Information about community resources for families and individuals affected by domestic abuse.

COMMUNITY EDUCATION

The Speaker's Bureau provides community programs to increase awareness and understanding of domestic abuse. Training is provided to law enforcement, mental health counselors, health care, employers and other professionals.

PROJECT COURAGE

This initiative promotes community engagement at the individual, family, neighborhood and societal level to build effective coalitions and networks. This work can influence a wide spectrum of societal changes in policy and legislation aimed at eradicating domestic abuse.

IV. Promote public awareness of domestic abuse in Central Florida.

DELTA BOYS

Teaches young boys in high risk neighborhoods how to have positive relationships without violence. Male mentors teach a weekly curriculum and engage these young boys. Recognized as one of the top violence prevention programs in the state by Governor Crist in 2008.

DELTA GIRLS

Teaches young girls in high risk neighborhoods how to have positive relationships without violence. Female mentors teach a weekly curriculum and engage these young girls.

COURAGE NOW YOUTH DATING VIOLENCE PREVENTION

A primary prevention program that works with youth to teach about healthy relationships and how to avoid and safely intervene in abusive ones.

LITTLE HEROES

In partnership with MicheLee Puppets, this program targets children ages 4-12 and seeks to teach them about domestic abuse and how to stay safe if violence erupts in the home. In its first year, this program reached nearly 12,000 Orange County children.

GOALS RELATED TO CRITICAL ISSUES

I. Timely and appropriate support/services for all domestic abuse survivors.

1. Provide staff support and resources that are available in multiple languages, including development of a pool of multilingual translators.
2. Increase the percentage of survivors who are screened for domestic abuse by medical providers.
3. Increase support of the legal community.
4. Increase outreach services for survivors through new paid and unpaid staff positions.
5. Develop empowerment based evaluation process.
6. Open K-5 School in the new Education Facility.
7. Align consistent expectations of clients with organizational and/or programmatic capability.
8. Develop resources and services for families and friends of survivors.

II. Increase training and education of professionals working with domestic abuse survivors.

1. Improve dialogue with law enforcement and DCF agencies by expanding InVEST.
2. Develop protocols to guide decision making around specific program services.
3. Create monthly communication process with judges that provide awareness and on-going training.

III. Promote public awareness of domestic abuse in Central Florida.

1. Increase awareness among elected officials regarding the scope of the problem of domestic abuse to children and adults.
2. Expand community prevention program by adding human resources, marketing and public relations, and multilingual services.
3. Expand number of financial empowerment training programs for partner agencies and community members.
4. Collaborate with universities to publish outcome-based research.
5. Identify and create membership base of 100 businesses that have completed Project Courage Business requirements and earned a Purple Door.

GOALS RELATED TO CRITICAL ISSUES

(continued)

6. Collect community-wide data from relevant sources such as fire rescue, state attorneys, animal services, corrections, etc.

IV. Improve the infrastructure and organization of Harbor House.

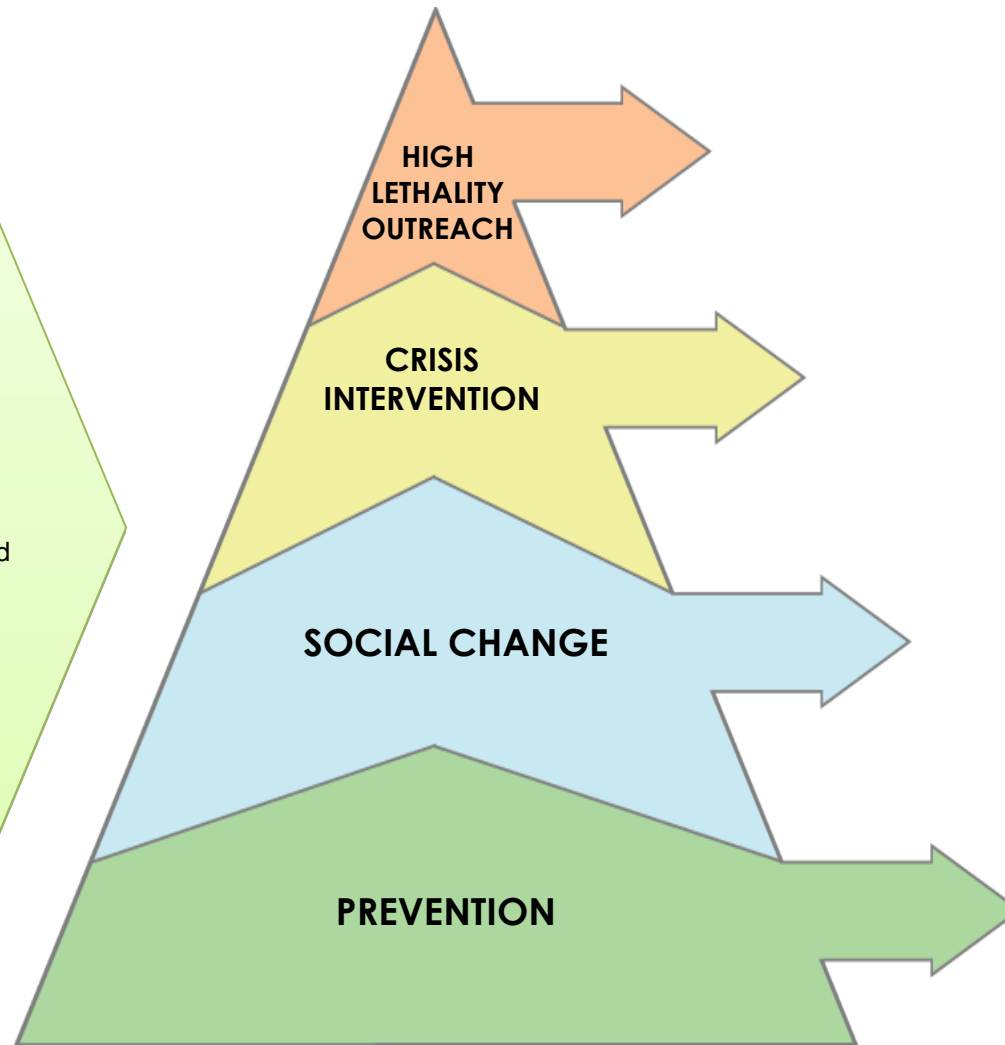
1. Complete Capital Campaign.
2. Develop board led plan aimed at raising unrestricted funds.
3. Create a greater public awareness for the Board including speaking engagements, etc.
4. Complete re-structuring of the Board of Directors in alignment with Board Source recommendations.
5. Develop and formalize and organizational programmatic evaluation process.
6. Develop a volunteer utilization system including training manuals, recruitment, recognition, etc.
7. Increase the number of volunteers involved in programs.
8. Improve documentation, reporting and meeting compliance requirements of private grantors.

HARBOR HOUSE LOGIC MODEL

GOALS

- Timely and appropriate support/services for all DV survivors
- Increase awareness of DV in high-risk areas
- Increase training and education of professionals working with DV survivors
- Promote Public Awareness of DV

STRATEGIES



OUTCOMES

- Individuals and families who receive DV services will gain a sense of empowerment, improve their wellbeing and increase their ability to live safely and independently
- Individuals and families from focused areas who receive DV services will gain a sense of empowerment, improve their wellbeing and increase their ability to live safely and independently
- Individuals and families in focused communities will gain knowledge about the dynamics, consequences and alternatives to DV relationships
- Community DV first responders will develop knowledge and skills to provide timely appropriate resources to victims/survivors
- The community will show their understanding of domestic violence and willingness to engage in social change by supporting Harbor House events, activities, and projects

Safe Families and Communities