

HarborHouse

STRATEGIC
PLAN 2011-2017

HarborHouse
of Central Florida

▶ EXECUTIVE SUMMARY

Harbor House works to prevent and eliminate domestic abuse in Central Florida by providing critical life-saving services to survivors, implementing and advancing best practices, and educating and engaging the community in a united front. This is done through several key initiatives that create a spectrum approach to ending family abuse and creating a safer community. The most critical end of the spectrum is homicide prevention. This component involves crisis intervention services that protect victims at that most dangerous time, when they make the courageous decision to leave their batterer.

Harbor House is the only non-governmental agency in Orange County that actively intervenes to prevent homicides.

Harbor House opened its doors in 1976 as a safe haven for survivors of domestic abuse and is the only State certified domestic abuse agency operating in Orange County, Florida. It has evolved to become a national leader in domestic abuse intervention, awareness and prevention. The programs offered by Harbor House serve thousands of domestic abuse survivors and reach over 20,000 individuals in Central Florida each year. The holistic approach and wrap-a-round services that Harbor House has developed lead the way to end the cycle of domestic abuse by investing in replicable solutions and community-wide systemic and social change.

We provide a safe haven at no cost to survivors. Short-term housing, food, clothing, toiletries, counseling, child care, kennel and case management are offered to overcome crisis created by domestic abuse. We offer survivors the opportunity for long-term support with financial and job training, we act as resource for survivors to learn more about available funding, we provide access to transitional and community based housing, and we provide advocates at the courthouse to assist with the myriad of legal matters such as filing injunctions, translating legal documents and securing pro-bono representation for injunctions.

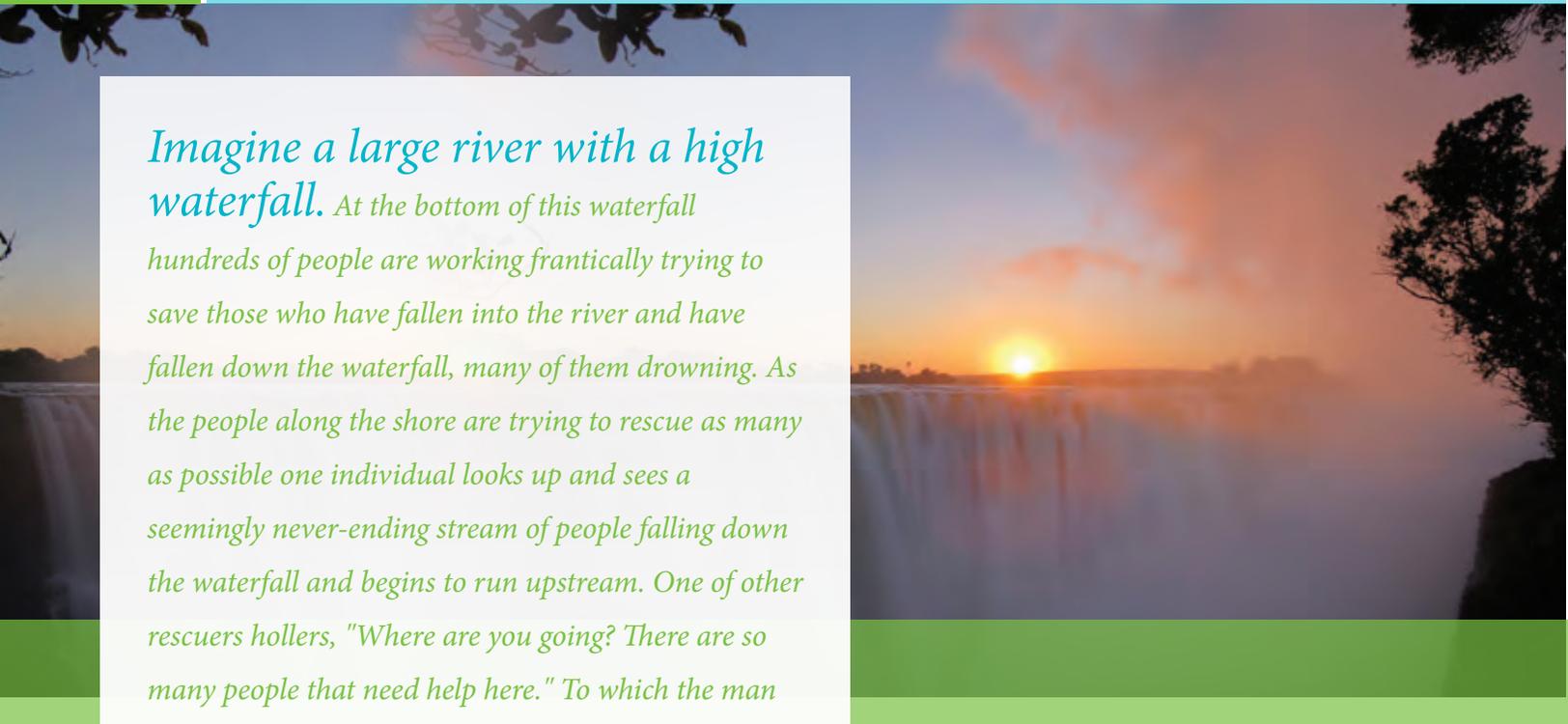
By encouraging the public, including survivors, to reach out to Harbor House for domestic abuse services and ultimately prevent future abuse, we reduce the cost that the County must spend investigating and handling these crimes. For example, for about the same cost as a 911 dispatched response and investigation (\$1,001), a survivor receives the full scope of services offered at our emergency shelter. This includes day-to-day items, such as toiletries and food; support services, such as case management and transportation; and long-term resources including ongoing counseling and access to transitional housing. Moreover, Harbor House advocates worked with nearly 1,500 cases of family violence involving children. Of the cases where our advocates were involved, 94.3% of children remained safely with the non-abusive parent, saving up to \$6 million in foster care and investigatory costs for Orange County.

Harbor House of Central Florida not only saves lives in the immediate situation, we also work to break the cycle of domestic abuse long-term.

HarborHouse
of Central Florida

▶ INTRODUCTION

A VISION TO END DOMESTIC VIOLENCE



Imagine a large river with a high waterfall. At the bottom of this waterfall hundreds of people are working frantically trying to save those who have fallen into the river and have fallen down the waterfall, many of them drowning. As the people along the shore are trying to rescue as many as possible one individual looks up and sees a seemingly never-ending stream of people falling down the waterfall and begins to run upstream. One of other rescuers hollers, "Where are you going? There are so many people that need help here." To which the man replied, "I'm going upstream to find out why so many people are falling into the river."

Harbor House is working hard to ensure that we are getting to the top of the “waterfall” and not only providing crisis services to those in danger, but ending abuse once and for all. To do this, Harbor House has made a strategic shift to more closely follow a modified version of the spectrum theory of prevention. Our model includes seven (7) components that must be done in conjunction with one another in order to truly effect social change. As you will see in this plan, we do not plan to do this work alone. In fact, our goal is to educate and engage as many individuals, groups and coalitions possible by teaching them how to Recognize what abuse is, Respond appropriately to the survivor and Refer them to help (R3).

While we recognize that there will always be a need for crisis services for those who are in mortal danger - those services are costly and often not effective. We still have too many homicides each year, women, men and children who lose their lives to domestic abuse. We are excited about this journey we are about to embark on over the next three years. Join us and together we can make our community and the world a safer place.

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A VISION TO END DOMESTIC VIOLENCE

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

We view this as the life preservers we are throwing into the river for those who seek help once the relationship has become so critical that their life is in danger. These services are directed at keeping a person alive while they attempt to flee their abuser. At the far end of the spectrum, these services are critical because without them, lives are lost. We offer an array of services from homicide intervention with law enforcement to emergency safe refuge.

National studies tell us that 80% of domestic abuse incidents go unreported and yet national indicators typically only look at 911 calls and arrests to describe the extent of the problem. Understanding the complex issue of domestic abuse in order to provide the right intervention is what we do best. Evidenced based analysis helps Harbor House ensure our resources are being used in ways that benefit the needs of the community.



2) Strengthen Individual Knowledge and Skills to enhance individual capacity to prevent domestic abuse

Harbor House works directly with individuals to build their capacity to prevent or escape abusive relationships. This work starts with children as young as 5 and continues with community members. Primary Prevention efforts seek to teach youth the difference between healthy and unhealthy relationships and how to intervene when they see abuse happening. Intervention efforts seek to help survivors in abusive relationships have the capacity to make decision around their safety and that of their family, friends and co-workers.

3) Promote Community Education about domestic abuse to empower the community

In order to end domestic abuse, the community must be aware of the extent of the problem and feel that addressing it is a priority. Survivors must know they are not alone and that support exists for them. Harbor House engages in numerous awareness activities to ensure that the message of "Abuse is Never Acceptable" is spread throughout the community. Many of these events engage large numbers of community members to help spread the message.

▶ INTRODUCTION

A VISION TO END DOMESTIC VIOLENCE

4) Foster coalitions and networks for greater impact

Harbor House alone cannot end domestic abuse. The strength of our work is dependent of our community partners who not only understand our mission but take it on as their own. To this end, we bring together coalitions of individuals in the community to enhance our efforts through their expertise.

5) Change organizational practices to improve health and increase safety

To truly see social change, institutions must change their practices and policy and procedures. Harbor House must be there as a supportive partner in this process so that once change has been made, it continues despite changes in leadership. Harbor House has several initiatives that work to help change systems for good.



6) Change organizational practices to improve health and increase safety

To truly see social change, institutions must change their practices and policy and procedures. Harbor House must be there as a supportive partner in this process so that once change has been made, it continues despite changes in leadership. Harbor House has several initiatives that work to help change systems for good.

7) Influence policy and legislation to end domestic abuse

At the far end of the spectrum, policy and laws must be changed to ensure that the needs of survivors are able to be met with the system. Harbor House approaches this from a unique way. By communicating what we are doing to a larger audience, Harbor House is able to share our successes across the globe. We do this by ensuring that our work is evidenced based in partnership with local universities and organizations. We also ensure that we are measuring impact and return on investment (ROI) in all that we do. Because much of this work has not been done before, we are able to change the conversation around the impact of not only domestic abuse on the community but our intervention and prevention efforts. This allows us to engage community leaders in our work as they can see the impact of their investment on the safety and health of Central Florida and beyond.

To help change the conversation about domestic abuse in other areas, Harbor House professionals serve on various boards and committees to ensure that the needs of survivors are clearly outlined. By ensuring that survivors are not left out of community conversations about other seemingly unrelated areas, Harbor House ensures that domestic abuse is seen for what it is – a source cause of many troubling issues in the community.

▶ LEVEL 1

PROVIDING THE CRISIS SERVICES TO THOSE IN NEED

GOAL: Offer early victim engagement services in all municipalities in Orange County through the Early Victim Engagement (EVE) Program to ensure all survivors of abuse receive support through the criminal justice process.

Outcome: EVE eligible survivors who accept services will receive crisis counseling, case management, and support through the criminal justice process.

GOAL: Provide on-site counseling, information and support to employers and co-workers at any Orange County company or agency, where a deceased victim of domestic abuse was employed.

Outcome: Co-Workers of victims will understand the dynamics of domestic abuse and strategies to assist co-workers when they believe domestic abuse is occurring.

GOAL: Grow the Pro Bono Attorney Program to ensure more survivors have access to legal services
Outcome: More survivors will have access to legal services, leading to more survivor participation in the justice system and better outcomes in court.

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GOAL: Establish Harbor House as the leading agency that provides domestic abuse services to these a range of target populations, including the elderly, LGBT, Hispanic, Haitian and High Income Survivors.

Outcome: As awareness of the issue of domestic abuse among the underserved population increases, more survivors will seek services; decreasing and eventually ending domestic abuse among these populations.

Outcome: As awareness of the issue of domestic abuse among the elderly of Orange county increases, more elderly survivors will seek services; decreasing and eventually ending domestic abuse among the elderly in Orange County.

GOAL: Increase the number of direct service volunteers who will be able to assist and support the advocates in providing services and resources to survivors.

Outcome: Expanded pool of well-trained volunteer advocates in each department who volunteer on regular schedule (at least bi-monthly).

▶ LEVEL 2

STRENGTHENING INDIVIDUAL KNOWLEDGE AND SKILL

GOAL: Provide services through support groups for family and friends and co-workers who suspect that domestic abuse is occurring.

Outcome: Family, Friends, Co-Workers, Employers will understand the dynamics and symptoms of domestic abuse, and ways in which to help when domestic abuse is suspected.

Outcome: Increased numbers of Family and Friends will be educated in the dynamics of domestic abuse and strategies to assist survivors, resulting in fewer incidents of domestic abuse in Orange County.

GOAL: Establish a hiring process that identifies the right candidates to fit the needs and culture of the organization.

Outcome: Recruitment, orientation and onboarding activities will be efficient and welcoming, and enhance employee satisfaction, retention and recruitment.

GOAL: Develop an effective and uniform plan to orient and train new employees so they have the skills necessary to meet the demands of their job, provide excellent services to survivors and grow their capacity to advance in their careers.

Outcome: Harbor House University will train all staff from orientation onward that helps them feel competent, safe and empowered to do their job.

GOAL: Create a comprehensive recognition program for Harbor House employees.

Outcome: Employees will feel appreciated and recognized for their work.

GOAL: Establish Leaders of Courage peer-led leadership program as premier after-school group for change agents throughout middle and high school to prevent teen dating abuse.

Outcome: Middle and High School aged youth will be engaged in a sustainable peer-led leadership program that will reduce the incidence of dating violence/bullying and decrease community acceptance of violence and unhealthy relationships behaviors.

GOAL: Develop an elementary-aged Little Leaders program and deploy in Orange County schools.

Outcome: Youth will feel empowered to safely intervene in bullying situations, as well as have the tools to build positive and healthy peer relationships.

GOAL: Provide on-site counseling, information and support to employers and co-workers at any Orange County company or agency, where a deceased victim of domestic abuse was employed.

Outcome: Co-Workers of victims will understand the dynamics of domestic abuse and strategies to assist co-workers when they believe domestic abuse is occurring.

GOAL: Develop a process that ensures volunteers attending and wishing to attend CORE fit the criteria to volunteer in direct services. Volunteers who have attended CORE will have received their CORE certificates and continue to volunteer with Harbor House.

Outcome: Direct service volunteers will be eligible to volunteer in direct services immediately following CORE training and will dedicate at least 100 hours of direct service volunteer work within their first year.

GOAL: Increase survivors' understanding of the civil injunction and criminal justice processes as well as other legal issues relevant to domestic abuse to ensure more survivor participation in the civil injunction and criminal court processes and better outcomes in court.

Outcome: Survivors will have a better understanding of legal issues relating to domestic abuse, resulting in more survivor participation in the civil injunction and criminal justice processes and better outcomes in court.

▶ LEVEL 3

PROMOTING COMMUNITY EDUCATION AND AWARENESS

GOAL: Partner with every law enforcement municipality in Orange County to provide life-saving information to bystanders, community, and survivors through the It Takes Courage campaign.

Outcome: Law enforcement officers' knowledge and awareness of domestic abuse will enhance their ability to assist victims and improve prosecution rates.

GOAL: Provide "Recognize, Respond & Refer" (R3) training for community members to create awareness of the impact of domestic abuse and to encourage them to take an active role in preventing domestic abuse and promoting health and safety within the community.

Outcome: Individuals will become active bystanders by being trained on how to recognize domestic abuse, the skills needed for effective responses and the resources and tools they need to refer.

GOAL: Establish the Annual Youth Summit as the organization's signature youth event with the Youth Advisory Board as lead planning committee.

Outcome: Youth leaders will recognize the importance of empowering their peers to learn about teen dating abuse and promote prevention strategies.

GOAL: Expand the annual It Takes Courage door hanging campaign to provide a high-profile opportunity for community members to actively engage in awareness activities to end domestic abuse, provide support to survivors, and educate bystanders to intervene safely.

Outcome: Expand organization's brand awareness and engagement within the community, and volunteer/fundraising target database.

▶ LEVEL 4

EDUCATING FIRST RESPONDERS

GOAL: Increase the capacity of first responders and providers trained to recognize domestic abuse and appropriately respond and refer to survivors upon first contact.

Outcome: All first responders and providers in Orange County will be effectively trained and reputed for having a world-class response to recognizing, responding and referring to domestic abuse at the most critical decision making point for survivors.

GOAL: Expand the accessibility of domestic abuse education and training for providers, first responders and other community members by implementing an evidence-based, online “Recognize, Respond & Refer” (R3) training.

Outcome: Interactive and accessible evidence-based, online “Recognize, Respond & Refer” (R3) training will be available to providers, first responders and other community members, providing an effective and convenient method for obtaining domestic abuse training and continuing education units needed to gain and maintain their professional licensure, and to ultimately improve their attitudes and behaviors on the issue of domestic abuse.

GOAL: Create awareness of the impact of domestic abuse on children and families by developing and providing a training program for early childhood educators and encourage providers to take an active role in preventing domestic abuse and promoting health and safety within the community.

Outcome: By encouraging providers to take an active role in preventing domestic abuse and promoting health and safety within the community, early childhood educators will learn how to recognize domestic abuse, the skills needed for effective responses and the resources and tools they need to refer, while providing a safe and supportive environment for the children and families they serve.

▶ LEVEL 5

FOSTERING COALITIONS AND NETWORKS

GOAL: Develop more male-appropriate engagement opportunities/activities supporting Harbor House like Key Business Partnership and Men of Courage.

Outcome: An expanded base of volunteers and potential donors.

GOAL: Expand base of volunteers available to provide services to survivors and assistance to staff at Harbor House, overall improving operations by recruiting new individual and group volunteers through referrals and community engagements.

Outcome: An expanded base of volunteers and potential donors.

GOAL: Establish the Support the Women's Center at the Community Food and Outreach Center.

Outcome: The varied needs of domestic abuse survivors will be met in one location.

GOAL: Enhance volunteer retention by establishing a specific process that engages volunteers throughout the entire volunteer process and regularly thank them for their contribution.

Outcome: Harbor House will retain and increase the number of active volunteers and create lasting relationships which could potentially lead to volunteer referrals or donations.

GOAL: Establish the faith alliance as the primary portal to engage faith communities in the vision to prevent and end domestic abuse.

Outcome: Orange County faith institutions will be able to recognize abuse, respond effectively, and refer to appropriate resources.

GOAL: Develop the Harbor House Youth Advisory Board as a well-known and respected body of young leaders that engages in prevention strategies that strengthen their respective schools and communities; recognized for their leadership and service.

Outcome: Effectively create social change with young people across Central Florida by leveraging the Youth Advisory Board, to develop, promote and advocate on behalf of Harbor House.

GOAL: Develop and launch a branding campaign to differentiate the Harbor House brand and its services to expand awareness of the organization in Central Florida.

Outcome: Harbor House will be a preferred charity in the region that attracts high levels of advocacy, volunteer and fundraising support.

GOAL: Develop a PAWS Advisory Council to engage the animal community in an effort to end domestic abuse.

Outcome: A PAWS Advisory Council will provide support to the pets in shelter and act as domestic abuse advocates in the animal community in an effort to end domestic abuse.

GOAL: Build, implement, and grow a legal advisory council that will engage the Central Florida legal community and promote justice for survivors of domestic abuse to ensure that more survivors achieve justice in the legal system

Outcome: Members of the Central Florida legal community will have a better awareness of the legal challenges encountered by survivors of domestic abuse and will promote justice, resulting in more survivors achieving justice in the legal system

▶ LEVELS 6 & 7

Level 6 – Changing Organizational Practices

GOAL: Expand the Key Business Initiative throughout the community.

Outcome: Businesses will encourage employees to disclose abuse and support them increasing workplace safety.

GOAL: HITS screening tool will be used by every medical professional in Orange County.

Outcome: Medical professionals will identify and refer survivors of abuse, insuring accurate diagnosis and connection with support services.

GOAL: EVE will be involved with all 12 law enforcement municipalities.

Outcome: Law enforcement in Orange County will use consistent practices and domestic abuse survivors will be supported and abusers held accountable.

GOAL: Create defined Project Courage Community replication model

Outcome: Communities will be able to easily replicate the Project Community model to end domestic abuse globally.

GOAL: The R3 App will be updated to include the online training and updated service listing

Outcome: The R3 App will continue to be a useful resource to help advocates recognize, respond and refer.

Level 7 – Influencing Policy and Legislation

GOAL: Implement all components of the DV Commission Recommendations.

Outcome: Perpetrators of domestic abuse will consistently be held accountable reducing the amount of abuse in the community.

GOAL: Strategically place Harbor House staff on committees throughout Central Florida and the State.

Outcome: The community will recognize that domestic abuse is an issue that affects a wide range of issues.

For other goals please see the following documents:

Governance Plan

Capital Campaign Plan

Brand Re-launch Plan

Fundraising Plan 2011-17