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Published  
June 2011

## Harbor House Domestic Abuse Programs

2010

# annual report

## Community Partners Make Impact in 2010

Dear Friends and Supporters,

We are pleased to present to you our 2010 annual report. 2010 was a challenging year in many ways, but, as you will see from reading our report, Harbor House continued to offer the community services that made a real difference in human lives. Some highlights from 2010 include:

- 220 women and 214 children sheltered for 15,664 days (no one was turned away due to lack of space)
- 393 women attended five different types of groups offered (two general educational groups, group for Spanish-speaking women, group for women 55+ and group for women diagnosed with a mental illness)
- 134 women were helped in obtaining life-saving restraining orders
- 112 women participated in Women Obtaining Work Program.
- 965 students took part in watching *Step Up* prevention education performances

As you read the report, remember that each number relates to real people and real lives. Behind each number is a story that will touch your heart; a story of perseverance and hope. Harbor House is so fortunate to have a board, staff and volunteers eager to help those in need of refuge and healing. We are constantly amazed to witness the courage of victims as

they work to make a better life for themselves and to see a shift occur in the community where domestic violence has moved from an issue dealt with behind closed doors to an issue that impacts everyone.

The partnerships Harbor House has formed broaden our impact and mean so much. Together with Sexual Assault Crisis Center-Fox Cities, Christine Ann Domestic Abuse Services and Reach Counseling, we are working with men who are taking a more active role in ending men's violence against women. Fox Valley Voices of Men held its first breakfast event in January 2010 to encourage men to join them in raising awareness of the issues and make a clear and powerful statement that to commit, condone or remain silent about men's violence against women and girls is no longer acceptable. More than 400 men took that pledge.

And as stays in-shelter continue to lengthen, we are grateful for partners like the Housing Partnership of the Fox Cities and COTS, who provide transitional housing for our families.

Partnerships within the criminal justice system, medical community, clergy, Children's Protective Services, NAMI and Casa Clare are some of the others that you will read about, along with the formation of a new Women of Color Advisory Committee aimed at empowering all women of color by building their leadership capacity.

While so much has been accomplished, so much still needs to be done to eliminate domestic violence. Pressing issues include:

- increasing prevention efforts
- learning how to better serve those with mental health issues
- strengthening services to children
- increasing economic advocacy for our families
- reaching out to those who have been historically marginalized

Our current economy still weighs heavily on our community's most vulnerable citizens and the nonprofits who serve them. In a the very worst of the economy, we achieved what we set out to do and have deep gratitude for the backing that has enabled us to provide haven, help and hope to so many. As an ally, you understand the significance of our work. Harbor House will remain strong with your ongoing collaboration, confidence and support.

On behalf of the hundreds who will make that first brave call for assistance, thank you for helping us restore wholeness to families.

With gratitude,

Karen Hertz-Sumnicht, Board Chairwoman

Beth Schnorr, Executive Director

# Financial Health Creates Increased Stability for Future Programs/Projects



Harbor House ended the 2010 fiscal year in good financial position, thanks to continued generosity from the community.

Year-end revenue ended at \$1,216,980, exceeding the \$1,114,902 budgeted revenue target. Expenditures came in at \$1,120,981. This left \$95,999 revenue over expenses, which was disbursed into the Building Maintenance and Improvement Fund (\$48,000) and the other half (\$47,999) to endowment.

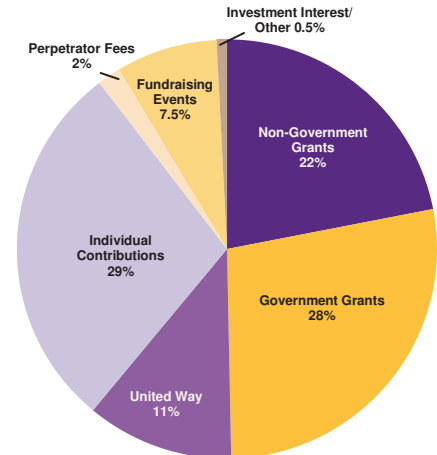
The funds placed into the Building Maintenance and Improvement Fund over the past several years have ensured Harbor House some stability to address both unforeseen building needs (roof and boiler expenses within the past couple years, for example), as well as improvement projects, including a major parking lot improvement slated for completion in June 2011 and estimated to cost

A balanced mix of revenue sources remained key to Harbor House's ability to react to the still not-fully-recovered economy of 2010. Individual contributions, in particular, remain a strong piece of the funding pie, with nearly one-third of our revenue coming from generous individuals. Government grant funding held firm in 2010, but this is an area of concern within increasingly unstable political waters. And non-government grants make up nearly one-quarter of funding.

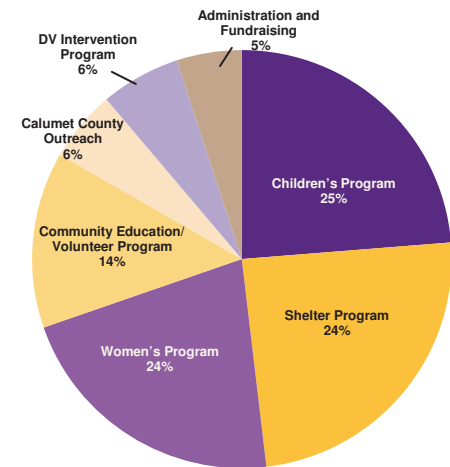
A \$25,000 matching grant from the J. J. Keller Foundation matching all new gifts over \$1,000 and increased gifts from individuals who gave at minimum of \$1,000 in 2009 helped bolstered continued growth within our Generations of Hope Donor Circle.

Another \$20,000 matching grant by John and Sandra Nussbaum to support giving through our annual campaign at year-end, also encouraged donors to see their gifts multiplied and helped us meet our budget through increased annual giving.

In-kind donations totaled \$170,876, meeting direct needs and off-setting expenses.



2010 Revenue Sources



2010 Expense Breakdown

## 2010 Top 10 Donors (Non-Government Sources) >>>

United Way Fox Cities  
 J. J. Keller Foundation  
 John & Sandra Nussbaum  
 Myra M. & Robert L. Vandehey Foundation\*  
 Margaret Walsh Charitable Fund\*

Thrivent Financial for Lutherans Foundation  
 Jane & Tad Shepard Family Foundation  
 Basic Needs Giving Partnership\*  
 Shannon Kennedy & Bill Shepard  
 Geoffrey T. Crowley Family Fund

\*Fund within the Community Foundation for the Fox Valley Region

✂ Clip and send

## Harbor House Annual Gift

Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 \_\_\_\_\_  
 E-mail Address: \_\_\_\_\_  
 Phone: \_\_\_\_\_  
 Employer: \_\_\_\_\_

Please check all that apply:

\$30    \$50    \$100    \$250    \$500    Other \_\_\_\_\_

Generations of Hope Donor Circle

Haven (\$1,000 - \$2,499)    Help (\$2,500 - \$4,999)

Hope (\$5,000+)    Next Generation (\$5,000+ for three years)

Please designate my gift:  Where Needed    Shelter Program

Women's Program    Children's Program

Please keep my name anonymous.

Please send me your monthly in-kind needs list.

Please call me regarding a gift of stock or real estate.

Please send me information about making a bequest.

Mail to: Harbor House, 720 W. Fifth St., Appleton, WI 54914  
 or donate securely online at [www.harborhouseonline.org](http://www.harborhouseonline.org)

# Harbor House Focused on Serving All, But Not With 'One-Size-Fits-All' Approach



Domestic violence knows no boundaries. It affects people from all walks of life, all races, ethnicities, genders. And yet, there is no “one-size-fits-all” solution for assisting victims, especially when other societal barriers can perhaps get in the way of them reaching out for help.

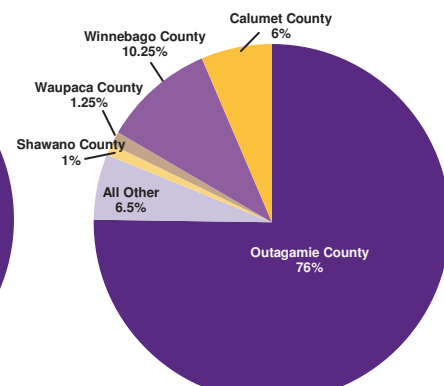
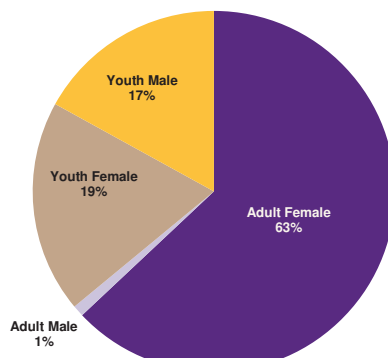
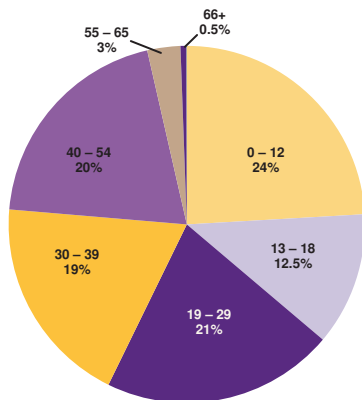
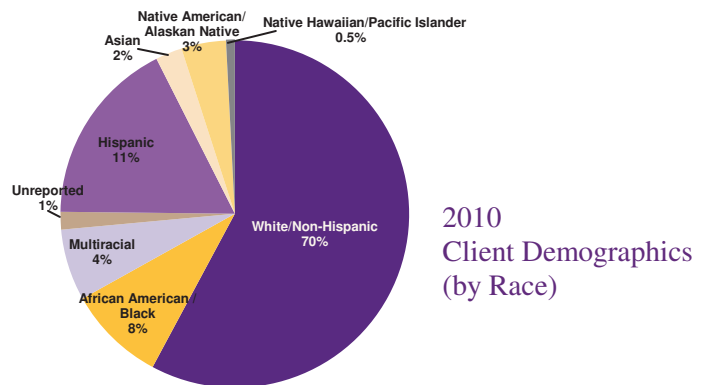
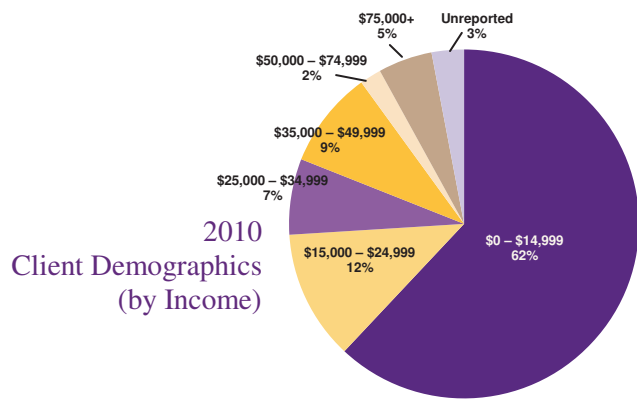
That’s why Harbor House is committed to reaching out and serving all who need our services, working hard to ensure that staff and volunteers get the education and training needed to understand the unique needs of clients from traditionally marginalized groups: women of color, older women, women living with disabilities, those from diverse cultures and LGBTQ victims.

Perhaps the biggest happening in 2010 to move us toward greater understanding was aligning ourselves with the newly created Women of Color Advisory Committee of the Fox Valley. Co-facilitated by employees of both Harbor House and Reach Counseling and made up of dozens of women from different backgrounds and ethnicities, the WOCAC is organized around the mission to empower all women of color in the Fox Valley by enhancing their leadership capacity through collaboration, networking and education. Harbor House will continue to aspire to be an ally to these women as they continue to grow and develop their group.

Additionally, 2010 brought continued

trainings, collaborations and outreach with Deaf Unity, Harmony Café, the LGBTQ community and older battered women.

We also completed an accessibility assessment to determine building needs to better serve people living with disabilities. One of those needs identified was a handicap-accessible pathway in our children’s outdoor playground area to allow accessibility for children with mobility limitations to play, but also so our Family Advocate, who uses a wheelchair, could utilize that space to connect with the children—especially in the summertime. We reached out to Fox Communities Credit Union to fund this project and they readily agreed to help. It is slated for installation in June 2011.



2010 Client Demographics (by Age)

2010 Client Demographics (by Gender)

2010 Client Demographics (by Residency)

# 2010 Marks Small Increase in Numbers of Clients, Slight Decrease in Stay Length

*Average stay at 36 days an indicator economy better for victims moving on*



Need for Harbor House’s safe, emergency shelter remained high in 2010 at 434 women and children staying in-shelter throughout the year. Total days of care were down slightly at 15,664, creating an average length of stay of 36 days, which was down from the 40-day average per person stay in 2009.

We attribute the slight decrease in length of stay is to a rebounding economy and our economic advocacy efforts through our Women Obtain Work initiative (see page 6). When survivors are able to find jobs and affordable housing, they are able to achieve economic self-sufficiency quicker.

Economic barriers are often one of the leading reasons why victims stay with their abusers, return to them after leaving or end up staying in-shelter for extended periods of time. We also worked to adapt our programming to the changing needs of our clients.

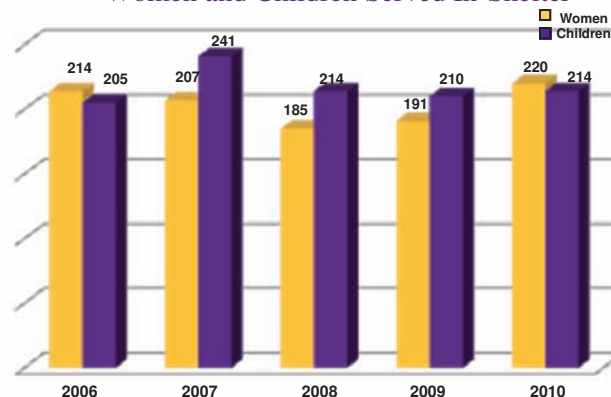
The decrease in length of stay resulted in less time for Harbor House to operate over-capacity. In 2009, we operated 47% of the time over-capacity, which was an all-time high. In 2010, we operated 37% of the time over-capacity. While such a decrease is encouraging, we are still monitoring annual capacity rates closely. Strategically, our Board of Directors has identified that current staff and space levels allow for over-capacity 20% of the time. Percentages over that, however, create serious concerns for comfort of residents, staff

accessibility and overall programming standards, even though we continue to meet or exceed objectives in all program areas.

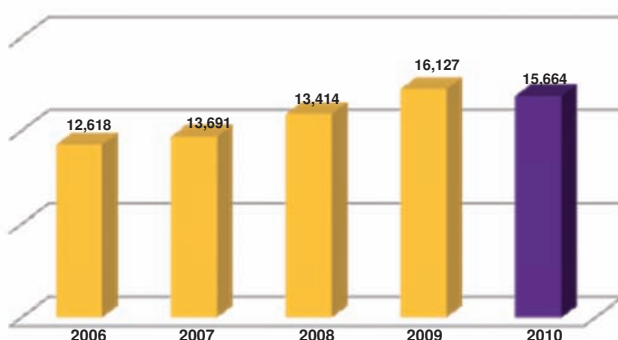
Crisis telephone calls were down 3% from 2009’s all-time high.

*“When I first walked in, I thought, ‘This is the beginning of a new me.’ Harbor House makes you feel safe. It doesn’t feel like a shelter—more like a second home.”*  
 – Jasmine, 20

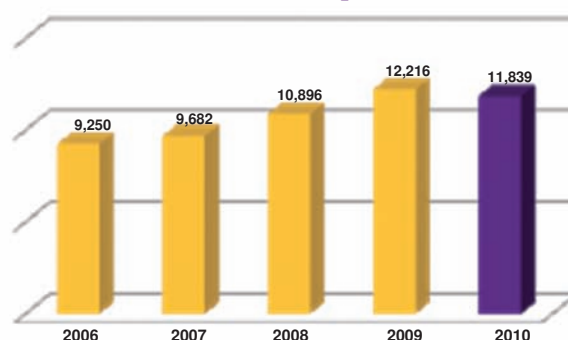
Women and Children Served In-Shelter



Annual Days of Care



Annual Crisis Telephone Calls



# Children's Program Surpasses Goals for Crisis Services, Continues Prevention Ed

Harbor House's Children's Program strives to help children and teen-agers who have witnessed the abuse of a parent and/or have experienced violence themselves – either from an adult caregiver or from their own teen dating partner.

We serve a wide range of children that includes children who have one-on-one appointments for advocacy at Harbor House, children who attend support groups at Harbor House, Harmony Café and some local high schools, children who have appointments for one-on-one advocacy at area schools and teens who have gotten in trouble with the law and participate in the Choices program either at Harbor House or the Outagamie County Jail.

In 2010, Harbor House set out to ensure that at least 75% of the children/teens we saw would feel more secure/less fearful, understand safety planning, increase their knowledge of domestic abuse and healthy coping skills, and improve their sense of self-worth. We surpassed this threshold for success, helping a total of 527 non-duplicated children who came to us as residents, nonresidents and group participants.

The measures of success were as follow:

- 93% of children reported feeling more secure/less fearful
- 90% developed a safety plan



*"My boys are not so nervous and jumpy. I have hope now that they will grow to be well-adjusted, happy, successful men."*  
 – Shaniqua, 31

- 91% reported greater understanding of domestic abuse
- 91% garnered better coping skills
- 91% improved their self-worth

One of the ways advocates help kids heal is to ensure that they get time to "just be kids." Often, children from families where there is domestic abuse are forced to take on more mature roles beyond their developmental years. To remedy that, advocates implemented a "Healing Through Play" initiative by which more opportunities were provided to kids during the summer to take part in daily art and recreational activities, as well as monthly field trips.

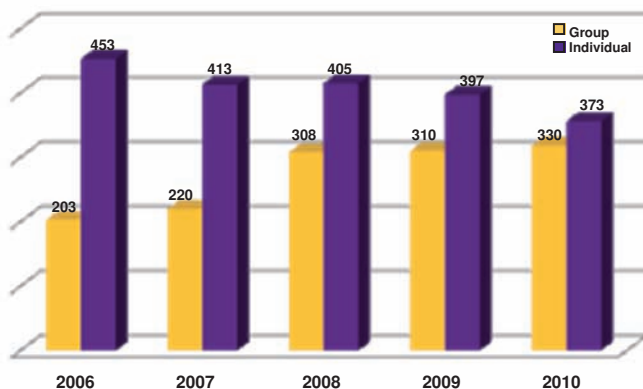
Beyond crisis management, the Children's Program continued its outreach in the local K-12 schools. A total of 11,823 students took part in some sort of Prevention Education during 2010. That included another large-scale drama

performance by Deana's Educational Theatre called "Step Up," which was shown to boys at Einstein, Roosevelt, Greenville, Seymour, Little Chute, Chilton, Brillion and Hilbert middle schools.

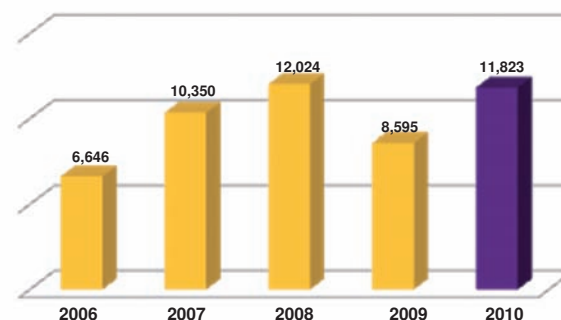
The "Step Up" program focused on teaching boys how to step up and say something when they see other kids being bullied or to those who are doing the bullying. It's about as a male, not condoning violence when you see it happening. The theme correlates directly with the work being done locally by Fox Valley Voices of Men (see page 8).

The Women's Fund for the Fox Valley Region, Myra M. & Robert L. Vandehey Foundation, Chilton Area Community Foundation and Robert & Patricia Endries Family Foundation provided funding through grants to enable Harbor House to coordinate these performances.

Children Receiving Group and One-on-One Support Annually



Children and Educators Receiving Prevention Education Annually



# Advocacy, Support and Specialized Partnerships Move Women Forward

Advocacy and support through Harbor House's Women's Program helps domestic abuse survivors manage their trauma and crisis and guides them toward setting goals for future strength and stability in their relationships and their lives as a whole.

In 2010, 220 women found safety within shelter, a 13% increase from the previous year. Additionally, 655 women participated in one-on-one advocacy sessions, 369 participated in group counseling sessions and 579 women received legal advocacy. While one-on-ones were down slightly, group participation rose slightly between 2009 and 2010.

Target indicators of success are set at 90% for four specific outcome areas. In 2010, the following outcomes were realized in the Women's Program:

- 95% of women reported a restored sense of security
- 95% felt an enhanced sense of well-being
- 87% reported having an improved support to help them make life changes
- 87% said they better understand the people, places and resources in the community available to help

*"Harbor House has taught me that there are many other women with similar circumstances, and I am not alone. I can better deal with my situation now from what I have learned from the Women's Advocates and the other women."*  
 – Lynne, 60

The Women Obtaining Work (WOW) initiative continues to be a successful piece of the overall Women's Program. Thanks to funding from the Allstate Foundation, Myra M. & Robert L. Vandehey Foundation and Women's Fund for the Fox Valley Region, WOW helped 112 women move toward economic empowerment.

Through partnerships with Goodwill Industries, Fox Valley Technical College, Employability and local Allstate Agent Tara Schultz, WOW offers women job skills training, on-job training, educational opportunities and

financial literacy workshops. All of this is designed to help women become self-sufficient financially, so they are not forced to return to their abusers simply because they cannot live financially independent.

Outcomes related to WOW's success include the following:

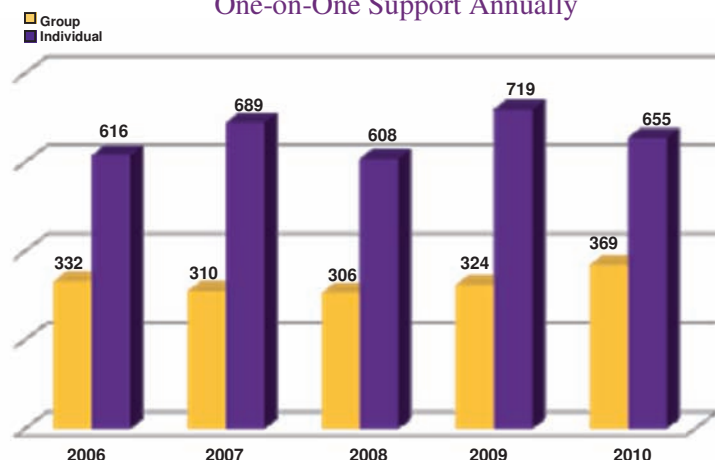
- 84% of women participating in WOW were able to identify economic abuse in their relationships
- 100% of women attending a financial workshop was able to identify a financial goal for herself

Beyond WOW and individualized advocacy and support within Harbor House, we continue to partner with COTS and the Housing Partnership for the Fox Cities to secure transitional housing for women as they leave Harbor House.

And should women need specialized support for alcohol or drug addictions, a partnership with Casa Clare, an Appleton program, allows them to get the help they need to deal with their addictions.



Women Receiving Group and One-on-One Support Annually



## Major Trial, Firearms Surrender Training Highlight 2010



Early in the year, the trial for Scott Schmidt, the formerly estranged husband accused of killing Kelly Wing Schmidt in the driveway of their Grand Chute home in April 2009, got under way.

Harbor House's advocates were on hand to support Kelly's family and also ensure the court knew our interest in seeing justice served in this local domestic homicide. Support of victims facing proceeding in the justice system, as well as advocacy within the courts is a strong component to Harbor House's work as a member of the county's Domestic Violence Intervention Team (DVIT).

In March, Schmidt was found guilty for the shooting murder of Kelly and was later sentenced to life in prison.

Meanwhile, the DVIT began an exciting new Firearms Surrender Training and Enforcement initiative with Outagamie County. The program, which is funded through a federal grant funneled through the county, strives to train officers on legal protocol for protecting victims of domestic violence when their abusers are arrested and own guns. Statistically, a gun in a home where previous domestic violence

occurred increase the risk of murder by 20 times, according to the *New England*

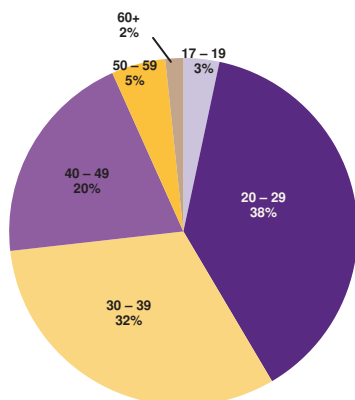
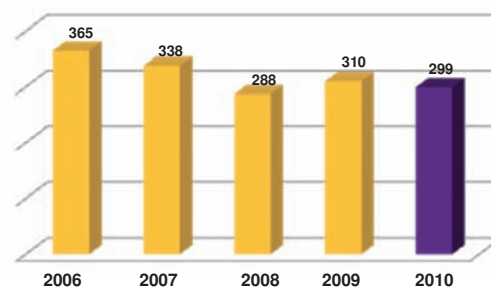
*Journal of Medicine*. The training advises law enforcement on proper arrest and gun seizure and storage in domestic abuse cases. Such attention to guns involved in domestic abuse cases not only works to better protect the victims, but also the officers themselves, as according to the FBI statistics compiled between 1980 and 2005, firearms assaults at DV calls resulted in the deaths of 157 police officers.

Ironically, the danger of police officers contending with weapons during a domestic abuse call came to the forefront in September 2010 when Appleton police officers shot and killed a man when responding to a domestic disturbance call. When officers arrived on the scene, the man was wielding knives within his home and had threatened to harm his family and himself. When officers arrived, the man reportedly turned his anger on them, forcing them to shoot him. He died later, again punctuating the seriousness of domestic abuse cases for law enforcement.

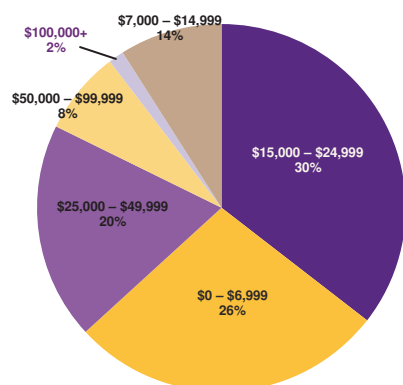
Aside from these more public incidents, Harbor House DVIP staff continued their day-to-day work in assessing domestic abuse offenders and referring them, if necessary, into 26-week batterers' education programming. They also work with Probation and Parole to monitor the progress of individuals ordered into education programming to ensure they are attending and making some attempt to correct the behaviors that got them arrested in the first place.

In 2010, 299 assessments were completed, which was a slight decrease from 2009, but relatively consistent with the trend of an average of 300 per year since 2008.

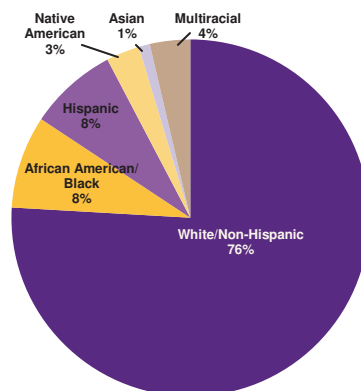
Assessments Completed Annually



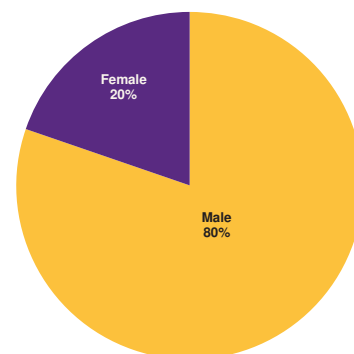
2010 Offender Demographics (by Age)



2010 Offender Demographics (by Income)



2010 Offender Demographics (by Race)



2010 Assessment Demographics (by Gender)

## Voices of Men Breakfast Spurs Outreach Efforts; New Staff Offers Added Expertise

In January 2010, Fox Valley Voices of Men held its first-ever educational breakfast, featuring national speaker, Tony Porter. More than 400 men attended the event to the delight of Voices of Men members, as well as its four founding agencies: Harbor House, Christine Ann Domestic Abuse Services, Sexual Assault Crisis Center-Fox Cities and Reach Counseling.

Men from all walks of life heard Porter's message that men need to step up in the fight to end domestic abuse and sexual assault. They pledged never to commit, condone or

remain silent about men's violence against women and girls. Many signed up to be involved in an intensive four-month community awareness campaign whereby staff from the founding agencies helped conduct workplace trainings and group educational sessions. Harbor House was heavily involved in many of these outreach and education activities.

Meanwhile, Harbor House welcomed new staff member, Kadihjia Kelly, to the community education and outreach coordinator position in early January. Kadihjia brought with her expertise in sexual assault advocacy,



counseling and race relations. She, along with other staff from Harbor House and Reach, worked to create the Women of Color Advisory Committee of the Fox Valley (see page 3).

## 2010 Brought Changes to Calumet County

As the year 2010 began in our Calumet County Rural Outreach Office in Chilton, there would be no indication of the chaotic events that would be center around the issue of domestic violence by year's end.

Two Girls' Circles took place throughout the year at Brillion Middle School, once again focused on helping girls build self-esteem and understand the possible future pitfalls of dating violence and domestic abuse.

Outreach in the community continued, as well, with ongoing partnerships to raise awareness during April's Child Abuse Awareness Month.

But when September rolled around, allegations arose involving longtime Calumet County District Attorney Kenneth Kratz engaging in inappropriate text messages with a domestic abuse victim for whom he was prosecuting her case.

As details were publicized, several more women came forward alleging Kratz's inappropriate sexual advances while he was acting in his

duties as district attorney. While Kratz did not deny the validity of at least some of the allegations against him, he initially refused to resign his post. But with continued pressure from Harbor House, the Wisconsin Coalition Against Domestic Violence and two Calumet County women, Heather Severson and Rev. Kathleen Gloff, who filed formal complaints with the state, Kratz eventually stepped down.

And although no one hopes for scandal to bring a community closer, residents of Calumet County rallied around the issue of domestic violence in the wake of Kratz's departure. The annual Candlelight Vigil with its theme, "Support. Advocate. Hope.," to honor victims and survivors of domestic abuse during October's Domestic Violence Awareness Month was one of the best attended local DV awareness events to date.

The same was true when more than a handful of community members joined boys from Brillion, Chilton and Hilbert middle schools to view "Step Up" performances in early November (see page 5).



And when Gov. Jim Doyle appointed Kratz's replacement, Jerilyn Dietz, to his vacated post in December, she brought with her a fresh perspective and new energy. A young prosecutor from Marinette County, Dietz brought with her a record of strong advocacy victims of crime—especially those who had been sexually assaulted or victims of domestic abuse.

## Volunteer Program

# Volunteers Lessen the Load, Lighten the Mood for Harbor House Clients and Staff

Even in the midst of the craziest of days, there's one thing Harbor House staff and clients can rely on: our volunteers. Whether it be the simple act of a smile, the outreach of a hand to carry items in and out of the building, or the compassionate and knowledgeable voice reassuring a victim in crisis, Harbor House's volunteers meet every challenge.



In fact, in 2010, 348 volunteers donated an astounding 15,242 hours of service as part of Harbor House's Volunteer Program. That's the equivalent of more than seven full-time staff members per week for the entire year. And at the industry standard calculation for volunteer "wage," a value of \$228,630.

And while volunteers from every sort of background and motivation stepped up to help, the program itself saw a significant change with the hiring of a new volunteer coordinator in August 2010, Christy Donaldson. This is Christy's first taste of nonprofit volunteer coordination, but she came with a wealth of experience from the

corporate world and enthusiasm from her own personal volunteer experiences.

As with any program, there's always room for growth and new blood. Harbor House encourages anyone with even an inkling of interest to check out the Website ([www.harborhouseonline.org](http://www.harborhouseonline.org)) to see what current volunteer opportunities exist and to fill out a volunteer application online.

Teen volunteers are always in demand for helping with child care while mothers attend group sessions on weeknights. We also consistently need crisis telephone line volunteers during the daytime hours especially, and volunteers from diverse racial, ethnic or cultural backgrounds are strongly encouraged to apply.

### 2010 Volunteer of the Year Barbara Everling

>>>

Barbara Everling's life has been dedicated to serving others. She is more than a receptionist who answers the phone, schedules appointments and greets guests at Harbor House. Every aspect of Barb's work is lined with compassion and integrity.

Barb volunteers 20 hours each week. Due to her longevity with Harbor House, she now also trains other incoming volunteers and interns in our front office. She's also broadened her own computer skills to be an even greater asset to busy staff.

Many times we say that our front desk volunteers are on the front lines of our organization and that's why Barb's smile and demeanor make her invaluable to our team.

### 2010 Volunteer Award Honorees

**Barbara Everling**  
Volunteer of the Year

**Ashley Oskin**  
Teen Volunteer of the Year

**Hilary Haskell**  
College Volunteer of the Year

**Lowe's**  
Outstanding Business Partner

## 2009 HARBOR HOUSE BOARD OF DIRECTORS

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*Jewelers Mutual Insurance*

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*Avenue Art & Co.*

**Gary Donaldson, Treasurer**  
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*Harbor House*

## 2010 Donors

A New Genesis Community  
 ACES/Xavier Education System, Inc.  
 Adrians, Thomas & Katherine  
 Affinity Health System  
 Agness, Barbara  
 Ahrens, Debra & Thomas  
 Albany International Corp.  
 Alfredson, Melinda  
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 Anderson, William & Mary  
 Anheier, Richard & Carol  
 Anonymous (6) ★★  
 Appleton Alliance Church★  
 Appleton Coated★  
 Appleton Crankshaft Service, Inc.  
 Appleton Fox Cities Kiwanis★  
 Appleton Noon Lions Club★  
 Appleton Optimist Club, Inc.★  
 Appleton Papers—Community Outreach  
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 Ariens Foundation, Ltd.  
 Arizola, Cori & Douglas  
 Arteman, Channon & David  
 Artistic Cakes & Cookies  
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 AT&T  
 Austin, Mark & Jill  
 Avenue Art & Co.★★  
 AZCO, Inc.★  
 Babaca, Sabina & Moody  
 Babcock, Alan & Lavonne  
 Badger Plug  
 Badger, Jeff & Tracy  
 Bahcall Rubber Co., Inc.★  
 Bahr, Julie  
 Bailey, Donna  
 Barczak, Craig & Barbara  
 Bartanen, Janene  
 Barwick, Lynn  
 Bassett Mechanical  
 Bassing, Barbara Lijewski  
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 Hoffmann, Charles & Joanne  
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 Jenkins, Rusti  
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## Generations of Hope Donor Circle >>>

Harbor House continued its Generations of Hope Donor Circle throughout 2010, again with the help of a \$25,000 J. J. Keller Foundation matching grant for all new members or those increasing gifts from the previous year.

Giving within the Generations of Hope Donor Circle during 2010 was \$176,654, a 44% increase from the amount given within the Circle in 2009.

Circle donors do not include event sponsors or grant sources. They are denoted in the list as follows:

- ★The Haven level recognizes gifts of \$1,000 to \$2,499.
- ★★The Help level recognizes gifts of \$2,500 to \$4,999
- ★★★The Hope level recognizes gifts of \$5,000 or more

\*Fund within the Community Foundation for the Fox Valley Region.

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## Vision, Mission and Strategic Initiatives

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Hope. >>>**

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### *Our Vision*

To create a community committed to peace and equality through positive, innovative and holistic programming.

### *Our Mission*

To lead a community-wide partnership in the prevention of domestic violence and abuse, and to offer safety and support to diverse families in crisis.

### *Strategic Initiatives*

#### **Succeed in Preventing Domestic Violence**

To prevent domestic violence, we need to work to engage the community toward social change by offering new programs and services that are aimed at altering violent and oppressive beliefs, attitudes, social norms and institutional structures.

#### **Meet the Needs of a More Diverse Population**

The Fox Valley region encompasses many subgroups, culturally and socio-economically, with varying physical and mental abilities, who comprise the total community. Harbor House will strive to understand these groups and develop programs and communications that are responsive to their needs.

#### **Increase Involvement and Diversity of Board and Committee Members**

Encouraging diverse volunteerism is critical to the success of Harbor House Domestic Abuse Programs. Recruitment of diverse board members, committee members and general support will increase the sphere of influence and support to help in maintaining a safe, functional and financially secure organization.

#### **Maintain a Financially Secure Organization**

To prevent domestic violence, Harbor House needs to be a financially secure organization capable of supporting its short- and long-term strategic programs.

*Our gratitude to Special thanks to Appleton Coated for its paper donation and Digiprint for its discount on printing costs.*