

# Women's Services, Inc.

FY 2010-2011 Annual Report



**Your intolerance  
of violence  
will effect its  
extinction.**

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## The Year of the Advocate

**W**hat is Advocacy? It is the act of pleading the cause of another or arguing in favor of something, such as an idea or policy. When someone engages in advocacy, they are actively supporting, encouraging, backing, and promoting someone or something. But, most of all, advocacy is a privilege!

Since 1978, Women's Services, Inc. has had the privilege of advocating for the needs of women and children in Western Crawford County. We think of advocacy as a privilege because most of our service recipients are without a voice and lack the skills or confidence to successfully plead their own cause. When they ask us to be their voice, we hold it as a sacred trust and take our responsibilities seriously. We do nothing without their active involvement, consideration, and approval.

This past year, Women's Services has enhanced its advocacy efforts with regards to civil legal protections provided under the law and spent considerable resources analyzing and improving the county-wide systems' response to domestic and sexual violence. Our efforts are in concert with many other county entities and without the support of allied professionals, none of this work would be possible.

# Executive Director's Address

Bruce E. Harlan

## Challenges and Accomplishments

Two months ago, United Nations Special Rapporteur on violence against women, Rashida Manjoo, urged the United States Government to reexamine its current policies on dealing with violence against women. Her call was issued shortly after a landmark decision by the Inter-American Commission on Human Rights which found the U.S. government responsible for human rights violations against Jessica Lenahan, a survivor of domestic violence, and her three deceased children.

"Violence against women is the most pervasive human rights violation which continues to challenge every country in the world, and the United States is no exception," Ms. Manjoo stressed. "The U.S. Government should reassess existing mechanisms for protecting victims and punishing offenders, and establish meaningful standards for enforcement of protection orders and impose consequences for a failure to enforce them."

"To achieve this," the human rights expert said, "the State should initiate local and national dialogues with relevant stakeholders to consider the effectiveness, in theory and application, of expedited proceedings, mandatory arrest policies, mandatory prosecution policies, and batterer's programs."

Here at Women's Services, we couldn't agree more with Ms. Manjoo's admonition. For thirty-four years, Women's Services has been actively engaged in the war we know as "violence against women." This year was no different. Wrapping up its year-long review of victim safety and offender accountability practices, the Crawford County STOP (Systems Training for Officers and Prosecutors) Violence Against Women Coordinating Team, which is comprised of local law enforcement personnel, members of the district attorney's office, court administrators, and local domestic and sexual violence programs, actively engaged in the kind of dialogue suggested by Ms. Manjoo. Women's Services and its partners on the STOP Coordinating Team agreed to work with the Pennsylvania Coalition Against Domestic Violence to analyze and strengthen the county's systems' responses to victims of domestic violence and to review the underlying policies and protocols that ensure victim safety/confidentiality and offender accountability. As part of that analysis, Women's Services agreed to dedicate additional staff support to the delivery of services around "Protection from Abuse" orders. Now, with the addition of two legal advocates assisting Crawford County court personnel, victim safety and confidentiality has been greatly enhanced. Other systems' improvements were identified and Crawford County Courthouse officials and members of the Prosecutor's office should be commended for making those changes that also enhance victim safety and offender accountability. Furthermore, it should be noted that a similar dialogue with the STOP team around issues of sexual violence and stalking, as well as a review of existing sexual assault protocols, is planned for 2012.



**Bruce Harlan**  
Executive Director

Although this organization has accomplished a lot in the past twelve months, much of which is showcased here in this report, I am especially thrilled with the legal advocacy efforts on behalf of victims of domestic violence. Two of our staff, Donnarae Morrison and Dee Munhall, are exemplary of all of our staff; they are dedicated professionals who empower women to lead lives free of violence and abuse. Crawford County is fortunate to have such committed advocates working on behalf of some of the most vulnerable members of our community.







**Julie Hunter**  
Executive Assistant

*One of my favorite accomplishments from the past year was the prize we won through a “Technology Makeover” contest sponsored by CMIT Solutions out of Erie, Pennsylvania.*

*The contest asked for nonprofit organizations to describe their worst technology horror stories. The winning entry would receive a \$75,000 gift of computers, peripherals, and software from Dell Computers and Microsoft.*

*Although we didn’t win, we were first runner-up and received a new Small Business Server from Dell. Our winning entry can be seen at [youtube.com](http://youtube.com) by searching for WSI: IT Horror Project.*

# New Directions in Fund Development

Every accomplishment starts with the decision to try. That is certainly a great motto to live by and definitely the attitude I have applied to the grant writing process. This past year, WSI submitted grants to several organizations we had never before applied to. They included:

- United Methodist Church Global Ministries
- Give Camp
- Home Depot
- Cracker Barrel
- CMIT Solutions
- American Recovery and Reinvestment Act

We were successful in obtaining grants through two of these organizations: CMIT Solutions and Give Camp. That’s not too shabby. In the world of baseball, we would have a batting average of 333.

In addition to these two awards, we were successful in obtaining grant dollars from the Crawford Heritage Community Foundation which funded new heat pumps in the PE Department, and the Meadville Rotary (Noontime) Club which enabled us to purchase a new refrigerator and stove for The Greenhouse. Furthermore, we were awarded a communications makeover from the Nonprofit Partnership in Erie, Pa. The goal of the makeover is to:

- determine an accurate sense of our organizational brand as the foundation of our communication strategy, and
- improve the three essential tools in our communication toolbox and our annual report.

Under the tutelage of Amanda Flick, the Nonprofit Partnership’s Communication and Marketing Specialist, and with the support of WSI’s Marketing Outreach Committee, we have begun the makeover process which will intensify over the next six to twelve months as we prepare for our 35th anniversary.

Sticking with the baseball analogy, we also hit a couple of homeruns with some of our fundraisers. The Annual Charitable Golf Classic raised \$32,349, bringing the twenty-five year total of monies raised to exactly half a million dollars. CAN YOU BELIEVE IT?! Likewise, the Annual Fund Drive this year yielded \$15,000 and broke previous records. WSI is truly blessed to live in such a generous community.

With cuts to state and federal funding streams showing no signs of abating, it becomes increasingly more incumbent upon us to really think outside the box in terms of our existing events and new fundraising efforts. Now is the time for us to focus on building our website and social media presence; both of which are essential communication conduits that require minimal upfront investment costs. But even more importantly, making our stewardship of precious resources more robust and thoughtful is critical to our ongoing success as an organization.



**Jane Buchanan**  
Shelter Services Supervisor

*We get lots of feedback from our shelter guests and most of it is very positive. One of my favorite comments came from a well-spoken guest who summarized everything I think we do well. She said, "The provisions made by Women's Services were phenomenal. The staff was empathetic, concerned, and efficient. I had no concerns that the staff did not address. I felt secure in my surroundings. The Greenhouse is so much more than a shelter; it is a home for those who are in need of safety and stability." I think that pretty much sums up The Greenhouse.*

# Life at The Greenhouse

Through tenacity and teamwork, The Greenhouse Staff overcame many challenges and helped many women get free of their abuser and gain independence. Despite a declining economy and diminishing resources, we found alternate ways to assist our clients. The Greenhouse Staff have been exceptionally resourceful and creative in finding ways to knock down barriers and empower women to succeed. I couldn't be more proud of the efforts and successes accomplished by my staff.

Last year, we sheltered 112 women and 100 children fleeing domestic violence. We sheltered another 27 women and 18 children who were homeless for reasons other than domestic violence. Approximately 25% of these women and children transitioned from our facility into some type of permanent housing. Follow-up calls indicate that the vast majority are still in permanent housing twelve months after leaving our facility. These results bring us much satisfaction. However, the reason our transitional numbers are so low is because with domestic violence, many women return to their abuser. On average, women will leave an abusive partner seven to twelve times before they leave permanently. Thus, we know the great majority of women who come to The Greenhouse are likely to return to their abuser. But that is okay. We know with each successive return visit to The Greenhouse, she is one step closer to leaving her abuser for good. And when she is ready, we'll be here for her. For those who are homeless for reasons other than domestic violence, ending the cycle of homelessness for them is especially problematic. Many of these homeless women have substance abuse issues, mental health diagnoses, criminal records, bad credit/excessive debt, physical and psychological disabilities, and a whole range of other issues/problems that make self-sufficiency goals hard to obtain. To compound matters, many of them are reluctant to seek help for their problems and their behaviors often create additional problems for the staff in The Greenhouse. My staff spends a great deal of time discussing ways in which we can maintain a peaceful and safe shelter environment. Despite these and other travails, we manage to safely house a diverse, and sometimes difficult, group of women and children every year. Alas, there is never a dull moment at The Greenhouse.

In addition to our creativity and determination, it takes a community to successfully help battered and homeless women and children find permanent housing. For example, it requires the close collaboration of several local organizations working together to find solutions to overcome the barriers women face when trying to leave an abusive relationship. WSI couldn't do this work without the assistance of the Center for Family Services, the Crawford County Housing Coalition, CHAPS, the Salvation Army, the Crawford Area Transit Authority, and many, many other exemplary organizations. Unfortunately, many of these organizations have also experienced funding cuts and their ability to assist us has diminished significantly, much to the detriment of our clients. One of the consequences of these funding cuts is longer stays in our shelter facility. In turn, this means more women and children get placed on our waiting list and their immediate need for assistance goes unanswered. Although we always find temporary housing for women and children whose safety is at imminent risk, many women simply don't call us because they know or have heard we don't have room. We fear that it is only a matter of time before this situation turns tragic. One of the ways we are seeking to maximize our resources is to more closely reach out to other community entities. Throughout

the past year, we've frequently set aside a portion of our staff meeting to invite other area agencies to discuss their services with us to insure we are aware of the full scope of services that are available. Some of the organizations who have attended our staff meetings are: Annen Community Mental Health Services, Children's Homeless Initiative, Drug and Alcohol Commission, and the Department of Public Assistance. Many other such meetings are scheduled for the upcoming year. This is yet another example of how my staff is finding creative ways to stretch limited resources for the benefit of our service recipients. Of course, none of our successes are possible without the contributions of volunteer staff.

We have several volunteers who help us on the Hotline. They can always be counted on to be here for their scheduled shift and come prepared to immediately start fielding crisis calls. We have volunteers who assist the Prevention Education team with programs in the schools. Their contributions enable us to reach more young people. We have volunteers who assist us with counseling activities. All of them are truly quite remarkable and we are fortunate to have them on our team. We also have a couple of board members who help us in The Greenhouse. Marian Sherwood takes a shift on the Hotline every month and listens to client concerns whenever they need to share... or vent. Nancy Sheridan assists me with volunteer recruitment and communication. She serves as a liaison between myself and volunteers to ensure that all of our volunteers are updated and feeling connected with the happenings here at Women's Services. I am very thankful for their assistance. We are also blessed with assistance from Allegheny College students. Throughout the year, volunteers on Service Saturdays assist us with various projects. Last year, a group of students carried all of the junk from our attic down two flights of stairs to the dumpster outside and filled it. I lost track of all the trips up and down the stairs. In the past, they have cleaned up our children's play yard, power washed playground equipment, painted, and stained picnic tables. We're very fortunate to have such enthusiastic young people so close to our campus. Additionally, some of the college women take our Counselor/ Advocate training course (65 hours) and help us with child care activities. These are important activities as they allow mothers to attend support groups and get a much-needed break from supervising their children. Our Bonner Leader from Allegheny College has been an immense help in coordinating these childcare activities. Her leadership skills have been especially helpful to me. She assists me with scheduling, ordering supplies, coordinating counseling activities, and maintaining the children's play therapy room. Her maturity and leadership have made it possible to fill these duties with volunteers instead of having to hire full time staff.

In closing, I would like to discuss two more successful endeavors; support groups and pot-luck lunches. Our support groups have grown by leaps and bounds this year. The infusion of new volunteers and staff has made the groups more interesting and dynamic. We have added arts and crafts and brought in community speakers. Sometimes we are very close to "standing room only" because so many are now attending our groups. Also, we have been holding pot-luck lunches once a month and inviting staff, volunteers, board members and guests to attend. These lunches give all of us a break from our busy activities and afford us an opportunity to get reconnected with one-another. I am very fortunate to work with so many wonderful people here at Women's Services and our clients are blessed to be served by their dedication and commitment.

## Shelter Statistics

### Total Number of Guests

**Sheltered in The Greenhouse**                      **257**

**Total Domestic Violence Adults**                      **112**

**Total Domestic Violence Children**                      **100**

**Total Other Crisis Adults**                      **27**

**Total Other Crisis Children**                      **18**

### Total Number of Days Guests

**Spent in The Greenhouse**                      **5,940**

**Total Domestic Violence Adults Days**                      **2,367**

**Total Domestic Violence Children Days**                      **2,541**

**Total Other Crisis Adult Days**                      **693**

**Total Other Crisis Children Days**                      **339**







**Vicki Wood**  
Education Outreach Supervisor

*The comments below are quite indicative of the feedback we receive from school teachers and students...*

*“We are so lucky to have this program as part of the 10th grade.”*

*High School Teacher*

*“I didn’t know about date battering before this program but now I know what happened to me and I’m glad I ended my relationship before it got too bad.”*

*High School Student*



# Education & Outreach

## “Making the Grade”

The Women’s Services’ Education Outreach Department consists of three service components: Prevention Education and Community Outreach, Advocacy (Legal, Medical, Individual, and Systems), and Counseling. Each service component underwent some major changes this year. Like many other social service agencies and those in education, WSI is consolidating, restructuring, and trying to maintain quality services with much less monies and staff. The Education Outreach Department felt the pinch. But we are working hard to continue services, reach out to the community, be creative and innovative, progressive, and enthused about the future.

### Prevention Education

One of the senior members of my team, Connie Graham, is cross-trained to facilitate pre-school, elementary, middle school, community, parents and special needs programming. She continues to be the creator and expert with the Modified Abuse Awareness program and Matt Capron assists with these programs. The programming for special needs classes needs to be fluid and adaptable because of the wide range of ability and disability in each classroom. Sometimes that means that we offer two different programs in the same classroom. When asked, “What do you consider highlights for the Special Needs classrooms this past year,” Connie responded, “We experience highly memorable events, days, and or programs every year. School year 2010-2011 was no exception.” Matt and she developed and presented programming for a classroom of very young elementary students, five of which were from a local Amish community. These students not only were challenged because of deafness or hearing impairment, but their learning needs were very different from their classmates. Connie noted that it was interesting working with an autism classroom; interesting to get a glimpse of the world seen through their eyes, and their questions and observations which led to some great discussions. She added that it is always a pleasure working with a particular emotional support classroom; most of whose students they have seen every year since Kindergarten. As a group, these fourth, fifth and sixth graders have plenty of experience with the issues of domestic violence, sexual violence, bullying and lack of safety. They have an incredibly supportive teacher, who makes these issues a part of the classroom discussions when necessary and appropriate. She often uses her own lessons to augment our program. Connie says that discussions in those classes are always rich and relevant and that many times it is Matt and she who learn the most from the students.

Connie and Matt were excited to be asked to provide a keynote address for parents at the Annual Title 1 Conference. This conference is attended by over 200 parents whose children receive services through the Federal Title 1 Act. The presentation included information about bullying, an experiential activity to give parents an emotional ‘taste’ of what their children may experience at school, and a followed -up take-home assignment for parents to complete with their children and to return to us for some prizes. Unfortunately, only a handful of parents completed their ‘assignment.’ Fortunately for those that did, they received a gift certificate for dinner and a movie for their family. And, those parents expressed a renewed understanding

of the social pressures that their children are under and a willingness to address the issues with them.

Anyone who knows Matt Capron, knows that he always gives his full attention and energy, and does so with a positive attitude. Matt was commended for these qualities this year. He won the *Elmer M. Nelson Award for Excellence*. This award is given to those in social services who provide significant assistance to the Crawford County community. We, at WSI, are very proud of him. He has always given WSI his very best. When he accepted the award he was asked, "What motivates you in your work." Matt's response was, "It's the kids themselves. They give me the energy. I love what I do." This year Matt participated in the PENNCREST School District Health fair in February and March reaching 578 students through 44 mini sessions on sexual harassment. He continued the Masculinity and Violence Program at Maplewood Middle School for a third year and introduced the program to Cambridge Springs Middle School, who jumped on board this year. When Matt wasn't teaching special needs students, elementary, middle, or high school students, and parent groups, standing up as a male role-model and advocating for non-violence, he was pounding nails (sharing his expertise in the construction arena). He has been such an asset to WSI in making WSI's building renovation a reality.

Rebecca Guanzon is one the newest addition to the PE service component. She learned seven new curriculums and mastered the skill of classroom facilitation this year. Rebecca is very enthusiastic, passionate about making a societal change, and full of new ideas on how to accomplish that goal. The students relate so well to her, especially the high school and college age students. The current DATE curriculum (High School/College), although sufficient, is in need of an update to make it relevant to today's youth and the world of technology. Rebecca has been researching and networking in preparation of this update/revision. We will begin piloting some of her ideas this coming year. In addition, Rebecca has been instrumental in making a re-connect with Allegheny College's RA (Residential Assistant) program. Matt and she provided training on dating violence to Allegheny's RAs and Rebecca sat on an Allegheny College panel discussing sexual violence. She, along with Jacquie Kondrot from Allegheny College, attended a state training on College Campus Risk Reduction which directly pertains to RA and freshman trainings. Rebecca has tentatively made plans to be even more involved next school year with continual training and support for the RAs. This collaboration with Allegheny is very exciting.

Rebecca also wore the counselor/advocate hat-accepting new clients. Her expertise in the fields of domestic and sexual violence will be a tremendous asset to the counseling department. Furthermore, if you need anything organized, thrown out, moved, painted-Rebecca is your person. She has greatly contributed to this year's renovations and fundraisers.

## Education & Outreach Statistics

This year the PE team (Connie Graham, Matt Capron, and Rebecca Guanzon, Vicki Wood, and volunteer, Wendy Horn-ing) presented 950 programs to an unduplicated audience of 6674 students and adults (17,799 duplicated audiences). The breakdown is as follows:

- Preschool: 126 presentations; 386 unduplicated audience; 2,316 duplicate audience
- Elementary K,3 & 5: 249 presentations; 2,362 unduplicated audience; 4,779 duplicate audience
- Middle School: 131 presentations; 743 unduplicated audience; 2,612 duplicate audience
- High School: 185 presentations; 797 unduplicated audience; 3602 duplicate audience
- 6th & 9th grade Harassment: 84 presentations; 969 unduplicated audience; 1,997 duplicate audience
- Masculinity & Violence/Sexual Harassment Health Fairs: 96 presentations; 679 unduplicated audience; 1,313 duplicate audience
- Special Needs: 64 presentations; 90 unduplicated audience; 529 duplicate audience
- Community Ed. facilitated by PE staff: 15 presentations; 651 total audience
- General Community Ed. facilitated by agency staff: approximately 25 additional presentations per year

# Education & Outreach continued...

Another highlight for the PE component is in regards to our volunteer, Wendy Horning, who has signed up to facilitate programs per our request. This year she graciously accepted a request for help with our preschool programming and PENNCREST Health Fairs. This coming year, Wendy has agreed to facilitate the female version of the Males and Masculinity Program at PENNCREST School District, alongside Matt Capron.

## Counseling/Advocacy

This service component underwent the most change and flux. Prior to this fiscal year, the counseling/advocate department was being reduced to two full time staff. When staffing and finances became an issue, this component was downsized to one full-time person who would provide services to both DV and SV clients. Deb Olivieri, our Counselor/ Advocate weathered the storm. Despite the fact that she was the only full-time counselor/advocate this year serving both SV and DV clients, she provided services to 201 new clients (2814 total contacts) and provided 1745.40 hours of service. Most of these hours fall into three main categories: individual /personal advocacy, individual counseling in-person and over the phone, and group counseling. Deb provided counseling services for those clients from the general public, Bethesda, public schools and added clients to her caseload from our shelter facility.

In addition to counseling and facilitating groups, Deb shares her skills in other areas at WSI. Deb is the supervisor of Rose Hilliard's DV/D&A support group. As the supervisor, she is required to attend twelve hours of training on relevant topics per year. Deb has attended a number of other trainings this year as well. One of the trainings she particularly liked was, *Applying Trauma Informed Principles to Women-centered/Survivor-centered Advocacy*. She is very enthused about this new discipline and is looking forward to learning more. Deb is very adept in Excel and developed a new service plan form for use by all direct service staff.

## Legal Advocacy

At the beginning of the year, this service component did not have a regular full-time legal advocate position staffed. Support Staffer, Dee Munhall stepped in and was performing legal advocacy tasks solo until Donnarae Morrison accepted the position of full time Advocate. Dee enjoyed her new role so much that she has continued fulfilling legal advocate responsibilities alongside Donnarae. Together, these two dynamic women have re-established the legal advocacy component to its previous glory. Additional WSI staff, Karen Bendure and Rose Hilliard, attend PFA court and preliminary hearings and complete PFAs as needed to meet the needs of clients as well as to keep themselves in tune with the legal process. We are fortunate that many of our staff are willing to cross-train and perform a variety of tasks.

Since last year, this service component has grown in leaps and bounds. This year, the Legal Advocacy team provided a total of 855.33 hours of service which includes PFA Petitions, telephone advocacy, and court accompaniment. They provided services to 590 people. This represents a 126% increase in service hours and 205 % increase in number of clients compared to year 2009/10.

It did not take long for the new legal advocate team to establish an excellent working relationship with the key players in the judicial system either, including judges, attorneys, district magistrates, local and state police personnel. This team recognizes that establishing good working relationships with all of these key players is an important part of advocacy and benefits our clients in many seen and unforeseen ways. Furthermore, both Donnarae and Dee have taken advantage of training opportunities this year and have been able to fit in community/state trainings, webinars, and on-line training classes. They developed an information packet for clients pursuing a PFA, distributed WSI resource material to community agencies and law enforcement, and have participated in community education and public speaking activities.

This is my team and I am very fortunate to have such wonderful and professional colleagues to work with.



# Progress & Excitement Marks FY 2010/2011

Included in my report is the Statement of Activities for Fiscal Years 10/11 and 09/10 for comparison. In addition, I have included two new spreadsheets: a five year trend of Revenues and Expenditures for fiscal years 2006/07 through 10/11 and Balance Sheets for the five year end dates from June 30, 2007 through 2011.

## Statement of Activities

Grants from governmental agencies remains our largest source of funds, however, this category has steadily declined over the past five years. For the 10/11 fiscal year, the decrease was \$14,273 or 2% from \$682,174 last year to \$667,907 this year. Increases in Fundraising and Contributions, and conservative operational spending have kept our cash flow positive. The addition of some small local grants from Kiwanis, Rotary, Crawford Heritage Foundation and others have also kept our revenues at a workable level. Having a large cash balance in the bank has doubled the interest income that was earned this year even though the interest rate is historically low, approximately 1%.

Revenues earned in excess of expenses increases our net asset value. Our net assets increased from \$515,017 at June 30, 2010 to \$642,975 on June 30, 2011, an increase of \$127,958, or 24%.

From 2007 to 2011, grants from governmental agencies decreased \$53,746, or 7%. This is a trend we expect to continue, as the state and federal budgets are squeezed more tightly each year. As mentioned above, grants from local agencies and small foundations have increased in this same time period from \$3,971 to \$7,000, \$3,029 or 76%. United Way support has decreased by \$7,733 over this same five year period; a 25% drop. The estate distributions received from the Mary Berry and Fannie Jackson Estates has inflated the Contribution line and while wonderful to receive, there is no way to anticipate the receipt of such largesse.



**Carol Stewart**  
Fiscal Director

*Women's Services, Inc. has had another exciting year. The receipt of the final Fannie Jackson Estate gift has allowed us to continue with much needed maintenance to our biggest physical asset, our real estate. Our progress is very apparent to everyone who enters the building including community members, staff, clients and guests. Upgrades to our façade, including the new roof and landscaping are also readily apparent to the community and makes the agency look like a vibrant, active entity, rather than a tired one. And we aren't done yet; the addition of a fence on the east side of front yard will make our appearance better yet.*



**WOMEN'S SERVICES, INC.**  
**STATEMENTS OF ACTIVITIES**

Years Ended June 20, 2011 and 2010

	2011	2010
Changes in unrestricted net assets:		
Support and revenue		
Grants from governmental agencies	\$ 667,901	\$ 682,174
Grants from foundations	7,000	500
United Way	21,329	14,217
Fundraising	50,541	51,185
Contributions	218,854	54,535
Interest Income	6,040	2,845
<b>Total unrestricted support and revenue</b>	<b>\$ 971,665</b>	<b>\$ 805,456</b>
Add: Net assets released from restrictions		
Depreciation of restricted property	13,368	16,195
Distributions from donor designated fund	(842)	1,423
<b>Total net assets released from restrictions</b>	<b>12,526</b>	<b>17,618</b>
Less: Expenses		
Domestic violence	376,655	411,284
Other crises	39,294	35,354
Sexual violence	177,432	132,651
Crawford County SART project	-	2,510
Management and general	258,001	231,042
Fundraising	13,367	18,496
<b>Total expenses</b>	<b>\$ 864,749</b>	<b>831,337</b>
Other non-operating expense		
Loss on disposal of asset	-	1,432
Increase (decrease) in unrestricted net assets	<b>\$ 119,442</b>	<b>(9,695)</b>
Changes in temporarily restricted net assets:		
Donor restricted contributions	500	420
Net assets released from restrictions	(13,868)	(17,020)
(Decrease) in temporarily restricted net assets	<b>(13,368)</b>	<b>(16,600)</b>
Changes in permanently restricted net assets:		
Donor restricted contributions	500	700
Net assets released from restrictions	-	(598)
Change in fair value of beneficial interest in assets held by others	21,384	11,235
Increase in permanently restricted net assets	21,884	11,337
Change in net assets	<b>\$ 127,958</b>	<b>(14,958)</b>
Net assets, beginning of year	515,017	529,975
Net assets, end of year	<b>\$ 642,975</b>	<b>\$ 515,017</b>

WOMEN'S SERVICES, INC.

COMPARISON OF REVENUES AND EXPENSES FROM FY 2007 TO 2011

	FY 2006-7	FY 2007-8	FY 2008-9	FY 2009-10	FY 2010-11	Increase (Decrease) from 2007-2011
<b>SUPPORT AND REVENUE:</b>						
<b>Grants from governmental agencies</b>	\$ 721,647	\$ 703,512	\$ 684,335	\$ 682,174	\$ 667,901	\$ (53,746)
Grants from foundations	3,971	8,298	1,002	500	7,000	3,029
<b>United Way</b>	29,062	26,179	17,555	14,217	21,329	(7,733)
Fundraising	33,043	36,062	45,832	51,185	50,541	17,498
Contributions	35,053	137,838	89,745	54,535	218,854	183,801
Interest Income	3,059	5,805	5,118	2,845	6,040	2,981
<b>Total unrestricted support</b>	<b>\$ 825,835</b>	<b>\$ 917,694</b>	<b>\$ 843,587</b>	<b>\$ 805,456</b>	<b>\$ 971,665</b>	<b>\$ 145,830</b>
						Increase (Decrease) from 2007-2011
<b>EXPENDITURES:</b>						
<b>Salaries &amp; Wages</b>	<b>\$ 504,263</b>	\$ 486,105	\$ 464,446	\$ 455,763	<b>\$ 485,399</b>	<b>\$ (18,864)</b>
<b>Payroll tax expense</b>	<b>51,337</b>	49,626	48,598	45,897	<b>49,536</b>	<b>(1,801)</b>
<b>Employee Benefits</b>	<b>86,480</b>	94,988	96,630	89,564	<b>76,725</b>	<b>(9,755)</b>
Workers compensation	8,423	8,972	9,465	11,303	10,860	2,437
<b>Retirement contribution</b>	<b>23,456</b>	14,377	13,852	13,085	<b>14,320</b>	<b>(9,136)</b>
Utilities	19,533	19,028	20,492	17,783	19,114	(419)
<b>Food &amp; housekeeping</b>	<b>7,025</b>	8,252	<b>11,419</b>	20,300	<b>17,437</b>	<b>10,412</b>
Telephone	7,267	7,015	8,061	4,687	4,897	(2,370)
Insurance	14,847	15,255	14,816	15,326	13,788	(1,059)
<b>Equipment Maintenance</b>	<b>2,410</b>	3,185	2,202	5,080	<b>6,119</b>	<b>3,709</b>
Audit	8,250	11,000	12,270	13,715	11,700	3,450
Travel and conferences	13,501	16,830	11,550	14,180	15,770	2,269
Office Supplies	3,889	3,824	5,129	6,291	8,947	5,058
<b>Printing</b>	<b>1,396</b>	5,150	2,645	9,161	<b>11,135</b>	<b>9,739</b>
Postage	2,400	2,335	2,460	2,384	3,208	808
Client Relocation	8,392	10,411	11,411	12,990	14,324	5,932
<b>Service Contracts</b>	<b>22,623</b>	21,562	14,623	14,640	<b>14,625</b>	<b>(7,998)</b>
Educational supplies	2,726	384	221	323	1,023	(1,703)
Work study students	236	324	259	564	74	(162)
Advertising	466	359	2,583	528	1,343	877
Administrative dues and fees	8,645	9,165	9,999	9,452	10,063	1,418
Equipment rental	7,129	7,036	8,713	9,044	10,693	3,564
<b>Building maintenance</b>	<b>7,010</b>	11,937	13,023	17,490	<b>20,728</b>	<b>13,718</b>
Supplies	1,804	1,327	308	4,675	4,399	2,595
Dues and memberships	660	505	595	1,744	1,237	577
<b>Depreciation</b>	<b>33,391</b>	34,049	30,578	28,152	<b>27,532</b>	<b>(5,859)</b>
Small equipment and furnishings	1,060	840	1,358	1,159	2,951	1,891
Investments	-	-	-	700	360	360
Mission Fund	-	-	-	370	2,738	2,738
<b>Other expenses</b>	<b>1,363</b>	1,029	<b>10,726</b>	4,987	3,704	2,341
<b>Total expenditures:</b>	<b>\$ 849,982</b>	<b>\$ 844,870</b>	<b>\$ 828,432</b>	<b>\$ 831,337</b>	<b>\$ 864,749</b>	<b>\$ 14,767</b>
<b>Increase (decrease) in retained earnings:</b>	<b>\$ (24,147)</b>	<b>\$ 72,824</b>	<b>\$ 15,155</b>	<b>\$ (25,881)</b>	<b>\$ 106,916</b>	<b>\$ 131,063</b>



# FY 2010-2011 continued from page 8...

## Balance Sheet Summary

The place where the impact of our estate windfalls really shows up is on our Balance Sheet. Overall, the total assets of Women's Services, Inc. have increased by \$48,863 in the past fiscal year. In particular, three items have increased significantly. The first is the cash balance which has increased by \$44,002 from last year as a result of receiving the remainder of the Fannie Jackson estate distribution. Over the five year period from 2007 to 2011, our assets value has increased from \$463,807 to \$720,406, for an increase of \$256,599, or 55.3%. To the best of my knowledge, WSI is in the strongest financial position it has ever been in since the beginning of the agency in 1977.

The second increase is in the value of the endowment and restricted funds held by Crawford Heritage Foundation which increased by \$23,810. Only \$1,718 of this increase was due to donations to the funds, the rest, \$22,092, is the result of market improvement. These funds are listed under assets as a "beneficial interest in assets held by others" and under Net Assets as Permanently restricted assets. It should be noted that these funds are the only assets on the balance sheet listed at market value. All others are at cost net of depreciation, including the real estate. It might be useful for future planning to have the building appraised when the majority of the renovations has been completed.

The third is the higher net Property and Equipment balance which increased by \$28,701 in fiscal year 10/11, representing expenditures made in building renovations and equipment purchases, net of depreciation. However, over the five year span provided, the net Property and Equipment value has decreased by \$12,699, or 6.9%. This is because many of the older large assets have been fully depreciated such as the purchase of the building which had a cost in 1988 of \$73764.50 and now has a net book value of zero. Other large assets, such as the building addition in 1996, which started at a cost of \$177,605 now has a net value of \$45,141. Older assets are depreciating faster than new ones are being purchased.



## Key Financial Ratios and Analysis

When analyzing a business entity, it is customary to use some standard financial ratios to determine how successful and healthy the business is. These common ratios are also used to compare the business to other similar ones within the same industry. The most common are Profitability, Liquidity, Debt and Efficiency ratios. Profitability ratios use net profit, profit margins, cost of goods sold, etc. to determine how well the company's assets are being used to generate an acceptable return on investment (ROI). Liquidity ratios are used to determine if the business has the cash flow to cover accounts payable and short term debt. Debt ratios are used to determine whether the business has the capacity to borrow funds or is already in too much debt for the value of its assets, is "over leveraged." Efficiency ratios are used to determine how well the business' resources are being used to generate profits. The main problem with using these common ratios on a not-for-profit organization such as WSI should be obvious: we do not generate profits, we do not have inventories, or goods for sale, and we are in the enviable position of not having any debt, short term or long term.

There are some categories of ratios that have been specifically developed for the not-for-profit organization that attempt to address some of the unique aspects of operating a human service agency. One group of ratios addresses the Adequacy of Resources. Similar to the Liquidity ratio, these ratios calculate the cash value of liquid assets and calculate how many months the organization could operate if no additional funds were received. For these calculations, the June 30, 2011 balances will be used.

**WOMEN'S SERVICES, INC**  
**COMPARISON OF STATEMENTS OF FINANCIAL POSITION AT JUNE 30, 2007,**  
**2008, 2009, 2010 AND 2011.**

		2007	2008	2009	2010	2011	Increase (Decrease) from FY 2007- 2011
<b>ASSETS</b>							
Cash and cash equivalents		106,084	227,297	237,680	336,492	380,514	274,430
Grants receivable		61,184	30,318	71,628	78,446	39,376	(21,808)
Other receivables		418	1,542	1,170	5,235	42	(376)
Prepaid expenses		14,214	24,899	24,769	8,937	7,456	(6,758)
Beneficial Interest in assets held by others		98,470	108,639	89,059	100,396	122,280	23,810
Property and equipment, net		183,437	152,311	137,717	142,037	170,738	(12,699)
<b>Total assets</b>		<b>463,807</b>	<b>545,006</b>	<b>562,023</b>	<b>671,543</b>	<b>720,406</b>	<b>256,599</b>
			Inc 81,199	Inc 17,017	Inc 109,520	Inc 48,863	
<b>LIABILITIES AND NET ASSETS</b>							
<b>LIABILITIES</b>							
Accounts payable		8,771	9,726	25,057	44,288	43,254	34,483
Accrued Expenses		4,656	4,235	4,426	34,238	34,177	29,521
Deferred Revenue		5,900	-	2,565	78,000	-	(5,900)
<b>Total Liabilities</b>		<b>19,327</b>	<b>13,961</b>	<b>32,048</b>	<b>156,526</b>	<b>77,431</b>	<b>58,104</b>
<b>NET ASSETS</b>							
Unrestricted		219,521	318,903	356,847	347,152	466,594	247,073
Temporarily restricted		126,489	103,503	84,069	67,469	54,101	(72,388)
Permanently restricted		98,470	108,639	89,059	100,396	122,280	23,810
<b>Total net assets</b>		<b>444,480</b>	<b>531,045</b>	<b>529,975</b>	<b>515,017</b>	<b>642,975</b>	<b>198,495</b>
<b>Total liabilities and net assets</b>		<b>463,807</b>	<b>545,006</b>	<b>562,023</b>	<b>671,543</b>	<b>720,406</b>	<b>256,599</b>





## Adequacy of Resources Ratios

### Defensive Interval (DI)

$$\frac{\text{Cash + Marketable Securities + Receivables}}{\text{Average Monthly Expenses}} = \frac{\$ 542,212}{\$ 72,062} = 7.52 \text{ months}$$

### Liquid Funds Indicator (LFI)

$$\frac{\text{Total Net Assets – Restricted Net Assets – Fixed Assets}}{\text{Average Monthly Expenses}} = \frac{\$ 427,388}{\$ 72,062} = 5.93 \text{ months}$$

**Debt Ratio (DR)** is used for not-for-profits but does not apply to WSI as noted above, we have no debt!

### Savings Indicator (SI): the ability of an organization to add to its net assets each year

$$\frac{\text{Revenue – Expense}}{\text{Total Expense}} = \frac{\$ 971,665 - \$864,749}{\$ 864,749} = .1236 \text{ (compare to a prior year to determine an increased or decreased ability to add to assets)}$$

This ratio is inflated this year due to the addition of the Jackson estate and the fact that our expenses were higher than normal due to using these funds for increased building maintenance, etc.

**REVENUE RATIOS** – used to determine how dependent the organization is on each unique revenue source; for example, PCAR, PCADV, United Way, Fundraising, etc. Just as with a personal asset portfolio, diversity is important for long term stability. Just a few of the major ones will be calculated here.

$$\frac{\text{Revenue Source}}{\text{Total Revenue}} = \frac{\text{Grants from Gov't agencies}}{\text{Total Revenue}} = \frac{\$ 667,901}{\$ 971,655} = 68.73\% \quad \begin{array}{l} \text{PCADV} = 29.47\% \\ \text{PCAR} = 16.45\% \\ \text{VOCA} = 7.90\% \end{array}$$

$$\frac{\text{Grants from foundations}}{\text{Total Revenue}} = \frac{\$ 7,000}{\$ 971,655} = .72\%$$

$$\frac{\text{United Way}}{\text{Total Revenue}} = \frac{\$ 21,329}{\$ 971,655} = 2.19\%$$

$$\frac{\text{Fundraising}}{\text{Total Revenue}} = \frac{\$ 50,541}{\$ 971,655} = 5.2\%$$

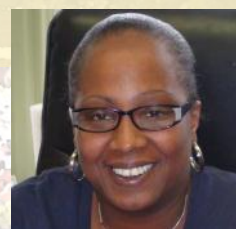
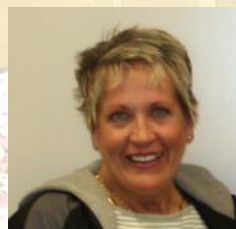
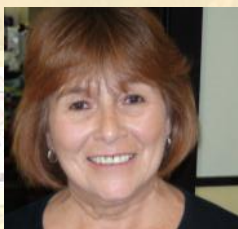
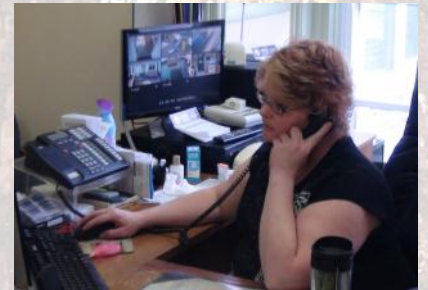
In summary, Women's Services, Inc. is in excellent financial health. The infusion of the estate gifts received in the past three years has provided the agency with a stability that it has not had before. As the local, state and federal funding continues to decrease, we will need to develop new ways to generate funds, such as a wider donor base, new fundraisers, new sources of grant opportunities and other as yet unknown options. The future looks bright at Women's Services, Inc.





## STAFF

Bruce Harlan	<i>Executive Director</i>
Julie Hunter	<i>Executive Assistant</i>
Carol Stewart	<i>Fiscal Director</i>
Karen Smith	<i>Fiscal Assistant</i>
Vicki Wood	<i>Education Outreach Supervisor</i>
Connie Graham	<i>Education Specialist</i>
Matt Capron	<i>Education Specialist</i>
Rebecca Guanzon	<i>Education Specialist</i>
Donnarae Morrison	<i>Legal Advocate</i>
Dee Munhall	<i>Legal Advocate</i>
Deb Olivieri	<i>Counselor/Advocate</i>
Jane Buchanan	<i>Shelter Services Supervisor</i>
Rose Hilliard	<i>Family Advocate</i>
Lorrie Stallsmith	<i>Night Manager</i>
Karen Bendure	<i>Night Manager</i>
Kim Raszman	<i>Support Staff</i>
Patricia Prince	<i>Support Staff</i>
John Petrus	<i>Support Staff</i>
Tiffany Ogden	<i>Support Staff</i>
Anita Carpenter	<i>Support Staff</i>





# Service Statistics Domestic Violence (DV) & Other Crisis (OC)

RECIPIENTS:	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	TOTAL
Victims - new adults DV	94	47	66	53	50	32	37	35	49	24	43	41	571
- new adults OC	11	14	6	3	8	6	7	4	3	5	6	10	83
<b>TOTAL ADULTS</b>	<b>105</b>	<b>61</b>	<b>72</b>	<b>56</b>	<b>58</b>	<b>38</b>	<b>44</b>	<b>39</b>	<b>52</b>	<b>29</b>	<b>49</b>	<b>51</b>	<b>654</b>
Children - new DV	25	16	18	12	8	4	8	4	16	6	7	14	138
- new OC	5	4	0	4	0	3	1	0	1	0	0	0	18
<b>TOTAL CHILDREN</b>	<b>30</b>	<b>20</b>	<b>18</b>	<b>16</b>	<b>8</b>	<b>7</b>	<b>9</b>	<b>4</b>	<b>17</b>	<b>6</b>	<b>7</b>	<b>14</b>	<b>156</b>
Significant Others DV	0	2	3	1	0	3	2	0	1	1	0	0	13
Significant Others OC	0	0	0	0	0	0	0	0	0	0	0	0	0
Total DV Recipients	119	65	87	66	58	39	47	39	66	31	50	55	722
Total OC Recipients	16	18	6	7	8	9	8	4	4	5	6	10	101
<b>TOTAL # OF RECIPIENTS</b>	<b>135</b>	<b>83</b>	<b>93</b>	<b>73</b>	<b>66</b>	<b>48</b>	<b>55</b>	<b>43</b>	<b>70</b>	<b>36</b>	<b>56</b>	<b>65</b>	<b>823</b>

## COUNSELING/ADVOCACY: # of Hrs

DV Adults	340	325	249	375	351	341	270	233	388	229	217	330	3648
OC Adults	29	48	38	38	8	142	133	31	14	66	9	31	587
<b>TOTAL ADULTS</b>	<b>370</b>	<b>373</b>	<b>288</b>	<b>413</b>	<b>359</b>	<b>483</b>	<b>403</b>	<b>264</b>	<b>402</b>	<b>296</b>	<b>226</b>	<b>361</b>	<b>4235</b>
<b># OF ADULTS @ GROUP</b>	<b>54</b>	<b>51</b>	<b>63</b>	<b>86</b>	<b>78</b>	<b>72</b>	<b>65</b>	<b>91</b>	<b>128</b>	<b>91</b>	<b>25</b>	<b>139</b>	<b>943</b>
<b># OF HRS FOR GROUP</b>	<b>113</b>	<b>110</b>	<b>144</b>	<b>217</b>	<b>194</b>	<b>178</b>	<b>171</b>	<b>203</b>	<b>280</b>	<b>248</b>	<b>243</b>	<b>210</b>	<b>2309</b>
<b>TOTAL HRS FOR DV and</b>	<b>453</b>	<b>435</b>	<b>393</b>	<b>591</b>	<b>545</b>	<b>519</b>	<b>441</b>	<b>436</b>	<b>668</b>	<b>477</b>	<b>459</b>	<b>540</b>	<b>5957</b>
<b>TOTAL S/O HRS</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>12</b>
	<b>453</b>	<b>438</b>	<b>396</b>	<b>591</b>	<b>545</b>	<b>522</b>	<b>442</b>	<b>436</b>	<b>669</b>	<b>478</b>	<b>460</b>	<b>540</b>	<b>5969</b>
<b># of Hrs:</b>													
DV Children	16	10	65	66	146	76	83	13	50	17	97	13	650
OC Children	0	0	0	2	0	10	0	0	0	0	0	0	12
DV Other Children's Activities	64	79	95	81	65	81	13	91	139	196	82	116	1099
OC Other Children's Activities	1	1	0	0	0	9	0	0	0	0	0	0	11
<b>TOTAL CHILDREN</b>	<b>81</b>	<b>89</b>	<b>159</b>	<b>149</b>	<b>210</b>	<b>176</b>	<b>96</b>	<b>104</b>	<b>188</b>	<b>213</b>	<b>179</b>	<b>128</b>	<b>1771</b>
<b># of Hrs Significant Others DV</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>12</b>
<b># of Hrs Significant Others OC</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL DV HOURS</b>	<b>534</b>	<b>526</b>	<b>555</b>	<b>738</b>	<b>755</b>	<b>679</b>	<b>537</b>	<b>540</b>	<b>857</b>	<b>691</b>	<b>638</b>	<b>668</b>	<b>7718</b>
<b>TOTAL OC HOURS</b>	<b>30</b>	<b>49</b>	<b>38</b>	<b>40</b>	<b>8</b>	<b>161</b>	<b>133</b>	<b>32</b>	<b>14</b>	<b>66</b>	<b>9</b>	<b>31</b>	<b>610</b>
<b>TOTAL COUNSELING HOURS</b>	<b>563</b>	<b>575</b>	<b>593</b>	<b>778</b>	<b>763</b>	<b>839</b>	<b>670</b>	<b>572</b>	<b>871</b>	<b>757</b>	<b>647</b>	<b>699</b>	<b>8327</b>



# Service Statistics Sexual Violence

*Women's Services provides crisis intervention, counseling, support group, medical advocacy and accompaniment, court accompaniment, and systems advocacy to survivors of sexual assault.*

CLIENTS	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
NEW ADULT VICTIMS-FEMALE	16	4	5	7	3	4	7	2	2	1	0	1	52
NEW ADULT VICTIMS-MALE	3	0	1	1	0	0	0	0	0	0	0	0	5
#NEW CV-FEMALE	23	4	4	8	5	3	11	3	6	2	1	2	72
#NEW CV-MALE	3	0	1	1	0	1	3	1	0	0	0	0	10
#NEW SO-FEMALE	10	4	5	4	2	2	1	3	5	2	3	0	41
NEW SO-MALE	1	0	0	1	1	0	1	0	0	0	1	2	7
<b>TOTAL # NEW CLIENTS</b>	<b>56</b>	<b>12</b>	<b>16</b>	<b>22</b>	<b>11</b>	<b>10</b>	<b>23</b>	<b>9</b>	<b>13</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>187</b>
CONT ADULT VICTIMS-FEMALE	0	13	13	12	14	18	18	16	13	12	14	12	155
CONT ADULT VICTIMS-MALE	0	2	1	1	1	0	0	0	0	1	1	0	7
CONT CV-FEMALE	0	18	7	10	10	13	13	16	10	13	13	15	138
CONT CV-MALE	0	0	0	0	1	1	0	0	0	0	0	0	2
CONT SO-FEMALE	0	3	4	6	7	6	3	4	6	6	7	9	61
CONT SO-MALE	0	0	0	0	0	1	1	1	1	1	1	2	8
TOTAL # CON'T CLIENTS	0	36	25	29	33	39	35	37	30	33	36	38	371
<b>TOTAL # OF ALL CLIENTS</b>	<b>56</b>	<b>48</b>	<b>41</b>	<b>51</b>	<b>44</b>	<b>49</b>	<b>58</b>	<b>46</b>	<b>43</b>	<b>38</b>	<b>41</b>	<b>43</b>	<b>558</b>
<b>HOTLINE</b>													
VICTIM RELATED HOTLINE CALLS	21	16	37	36	38	34	34	29	40	34	20	52	391
HOURS TO ALL ADULT VICTIMS	59	42	69	63	61	75	72	62	54	51	50	61	719
HOURS TO ALL CHILD VICTIMS	83	70	29	49	50	46	52	46	58	40	41	36	600
HOURS TO ALL SIGNIFICANT OTHERS	17	18	16	17	21	16	13	18	24	10	14	11	195
<b>TOTAL # OF HOURS TO ALL CLIENTS</b>	<b>159</b>	<b>130</b>	<b>114</b>	<b>129</b>	<b>132</b>	<b>137</b>	<b>137</b>	<b>126</b>	<b>136</b>	<b>101</b>	<b>105</b>	<b>108</b>	<b>1514</b>
<b>GROUP COUNSELING</b>													
AV IN GROUPS	25	1	0	0	0	8	0	0	0	0	0	0	34
GROUP HOURS TO ALL ADULTS	49	4	0	0	0	12	0	0	0	0	0	0	65
CV IN GROUPS	0	11	0	0	0	0	0	0	0	0	0	0	11
GROUP HOURS TO ALL Children	0	44	0	0	0	0	0	0	0	0	0	0	44
SO IN GROUPS	0	1	0	0	0	0	0	0	0	0	0	0	1
GROUP HOURS TO ALL SO	0	4	0	0	0	0	0	0	0	0	0	0	4
<b>TOTAL NO OF PEOPLE IN GROUPS</b>	<b>25</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46</b>
<b>TOTAL # HRS TO ALL CLIENTS</b>	<b>49</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>113</b>

**KEY: AV = Adult Victim**

**CV = Child Victim**

**SO = Significant Other**

**CONT = Continuing**





# Building Renovations

## Executive Director's Office



*Before*



*After*



## First Floor Hallway



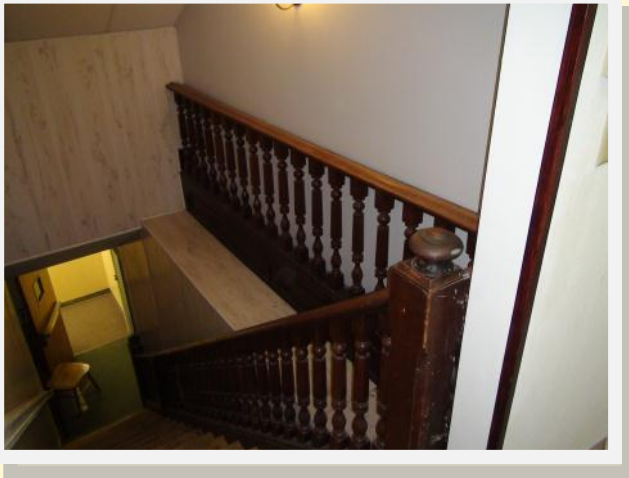
*Before*



*After*



**Stairs Before**



**Stairs After**

**The Greenhouse Living Room**



*Before*



*After*







**Advocating**  
**Empowering**  
**Educating**

## **MISSION STATEMENT**

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Women's Services, Inc. strives to meet the needs of the children and adults of Crawford County who are in crisis due to domestic violence, sexual violence or homelessness. Honoring the roots of the organization, we place special emphasis on the needs of women and children.



## **Women's Services, Inc.**

**P.O. Box 537  
Meadville, PA 16335**

**814.724.4637 phone  
814.337.4394 fax  
814.333.9766 24-hour hotline**

**[www.womensservicesinc.org](http://www.womensservicesinc.org)**

**Autumnal Photographs by: Bruce Harlan  
Building Photographs by: Julie Hunter**