



**HOPE'S
DOOR**
*Embracing Life Free
From Domestic Abuse*

Formerly The Northern Westchester Shelter, Inc.

Annual Report

July 2009 through June 2010

Mission Statement

Hope's Door seeks to end domestic violence and to empower victims to achieve safety, independence and healing from the trauma of abuse.

Board of Directors

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Selected Highlights of the Year

Organizational Name Change

After 29 years as the Northern Westchester Shelter, the Board of Directors, staff, and clients came together and selected a new name – one that would more clearly reflect our mission and scope of services and that would resonate more compellingly for those we serve. We are now “Hope’s Door.”



Love Shouldn't Hurt Teen Dating Abuse Program

Our award-winning teen program empowered 8,083 teens with potentially life-saving information about abuse and accorded peer leadership status to 53 STAR members.

Pictured: STAR Peer Leaders from Westlake High School.

Domestic Violence Awareness Month Luncheon



Pictured: Board Member Jean Marie Connolly, District Attorney Janet DiFiore, Cheryl Lynch, Executive Director CarlLa Horton

Annual Gala



Pictured: Debbie Lionetti and Nancy Klingenstein



Pictured left: Board Members and Staff celebrate the opening of the Family Justice Center.

Family Justice Center Opens May 2010

Pictured right: Hope's Door honors the Hanlon Family for their support of our mission.



Volunteer Recognition BBQ

Emergency Shelter

It takes tremendous courage for a battered woman to walk away from her home and into our shelter. Often she leaves behind not only her abuser but also her family, friends, neighbors, job, and other sources of love and support. Imagine just for a moment your life without these or similar comforts. It's almost unimaginable – perhaps equally as painful as the abuse and violence left behind.

At our shelter, we strive to create a welcoming environment where the residents can experience peace of mind and a sense of safety. We offer counseling and support groups that allow children and adults the opportunity to freely express their feelings about the violence they have endured.

Our primary goal is to provide the safety, support and encouragement that allow each woman the opportunity to reclaim the power and control in her life so she can provide a violence-free home for herself and her children. Here are selected outcomes from last year:

Service Delivery

- 94 residents received emergency shelter, including 48 children and 46 women.
- We provided 6,399 bed nights or units of service – up 7% over last year.
- The average shelter stay was 83 days.
- 543 persons were denied shelter due to lack of room.

Selected Performance Outcomes

- 98% of shelter clients stated that they were safer than when they first came to us.
- 96% stated that they were more empowered than when they first came to us.

Anne and Her Son

Anne had one two-year-old son and was seven months pregnant when she called our hotline, pleaded for help and was accepted into our shelter. Anne quickly explored her options and began to take advantage of our services. She met with our staff attorney about an order of protection but decided she was just too afraid to take that step. She expressed doubts that she could ever be self-sufficient, but with encouragement she reached out to Westchester Community College and decided to pursue a nursing career after she had a chance to give birth and to bond with her new baby. She told us that she felt more confident, empowered and now believed that she could become self-sufficient and successful – both as a person and as a mother. Anne secured transitional housing and the family moved out of the shelter. Sadly, a few weeks later and two weeks before her due date, Anne lost the baby. She is struggling with her grief and is not sure about her future. Our counselors continue to provide emotional support and guidance as she moves forward.

We gratefully acknowledge the support of the County of Westchester, the NYS Office of Children and Family Service, the MBIA Foundation, the NYS Crime Victims Board/Office of Victim Services, the NYS Division of Criminal Justice Services, the Child and Adult Care Food Program, the Emergency Shelter Grant Program, the Emergency Food and Shelter Program, the Entergy Charitable Foundation, the Westchester Community Foundation, and our many private donors for the funds needed for our shelter program.

Domestic Violence Victims with Special Needs

In their struggles to move on, abused women and their children must overcome enormous obstacles. If the woman or her child has special needs, that transition poses even more of a challenge. If the victim is an adult male or an LGBTQ victim, there are few readily available resources. We work to close the gap in services for these victims.

Samantha

Samantha endured verbal, emotional and sexual abuse for over a year before fleeing to a shelter and thinking she was safe. Then, one day she walked out of that shelter and went numb with terror to see her car missing and the abuser's car in its place. Frightened, Samantha called our hotline, and we made arrangements to safely relocate her. We quickly learned that Samantha had enormous obstacles to safety and independence. She is a recovering drug addict and attends a methadone clinic five times a week. She lost custody of her two oldest boys to her first husband and is embroiled in a bitter custody battle with her second husband who has custody of their daughter.

With our support, Samantha enrolled in an intensive outpatient-treatment program. She participates in a relapse prevention program, sees a psychiatrist, speaks with a social worker and attends weekly AA meetings. We secured supportive housing that will provide Samantha with the help she needs to sustain her goal of living a drug free, violence-free life.

Needless to say, Samantha has a difficult road ahead of her; but she is committed to her sobriety and with the help of a new lawyer will be petitioning soon for the opportunity to have visitation with her daughter and, ultimately, to resume her responsibilities as a mother.

Multi-Cultural and Immigrant Victims of Abuse

Domestic violence victims face enormous obstacles when they leave abusive partners and again when they move on from our shelter. For multi-cultural and immigrant victims, these difficulties are exacerbated by language and cultural barriers, discrimination, immigration hurdles and legal status. To address these barriers, we offer culturally appropriate services tailored to Latin, Hispanic, Asian and other multi-cultural victims. This year, we served 263 multicultural victims. Among these were 161 immigrants from 45 different countries.

Carmela

Carmela, a 31-year-old mother with a 2 year-old daughter, had suffered both physical and mental abuse at the hands of her partner. During her stay in our shelter, Carmela made tremendous progress. She enhanced her English-language abilities, participated in parenting skills classes, and attended a weekly support group run by a bilingual counselor.

Self-sufficiency and housing were two top priorities. We were successful in helping Carmela secure her previous job, which she had lost as a result of the abuse. Now that she could be more self-sufficient, we began to seek housing for Carmela and her daughter. Fortunately, Carmela had an uncle who was a superintendent at an apartment building and she was able to secure an affordable apartment for herself and her daughter.

*When she was moving out of the shelter, Carmela told us that only because of her stay and experience at the shelter, was she able to move forward and begin the process of becoming self-sufficient and independent. To use **her** words, "The shelter make me strong."*

We gratefully acknowledge the County of Westchester, the Entergy Charitable Foundation, the Mary Kay Ash Charitable Foundation, the NYS Office of Children and Family Services/Office of Victim Services, the Westchester Community Foundation and our many private donors for their support of our Special Needs Programs, including Esperanza and Hope for Immigrant Victims of Abuse.



Love Shouldn't Hurt and STAR Peer Leadership Program Teen Dating Abuse Awareness, Intervention and Prevention

The cornerstone of our teen dating abuse program is the knowledge that young victims of abuse are reluctant to reveal the abuse to adults. Our program empowers young people with the knowledge they need to help themselves, to give each other good advice and, ultimately, to stem the tide of teen dating abuse.



White Plains HS STAR leaders empower teens with knowledge about abuse.

School and Community Workshops on Abuse

We conducted 169 workshops on dating abuse in 32 schools and community locations. 3,537 young persons were empowered with knowledge about abuse and where to go for help.

In our workshops, young people learned:

- to identify abuse
- to recognize the warning signs of abuse
- to distinguish between abuse and respectful relationships
- to intervene more safely
- to access community resources for help on this issue

Students Talking About Relationship – 11th Annual Teen Dating Abuse Symposium

About 275 Westchester teens and educators attended our 11th Annual Teen Dating Abuse Symposium at Pace University.

STAR leaders challenged their peers to make a difference in their schools and communities by joining STAR and working to promote healthy relationships based on equality, respect, and trust.

STAR Chapters:

Alexander Hamilton HS
Hendrick Hudson HS
Pleasantville at Hope's Door
Maria Regina HS
Rye High HS
Westlake HS
White Plains HS



STAR Peer Leaders staff a table at symposium.

STAR Peer Leadership Program

- 101 teens participated in STAR.
- 53 attained the highest peer leadership level.
- STAR leaders helped organize 35 events reaching 3,745 persons.

Results of Our Work - Breaking the Silence

- teen victims who would tell no one about abuse dropped from 25% to 16%.
- teen victims who would tell a parent grew from 26% to 41%.
- teens who would tell a friend grew from 66% to 84%.



STAR School Outreach Event

We acknowledge the Avon Foundation, County of Westchester, Elizabeth Butler Angel Foundation, Ronald McDonald House Charities, TJJ Foundation, the Women of St. Matthew's and our donors for their support of our teen dating abuse program.

Counseling and Support Groups

Our counseling and support group program is a safe place for abuse victims to break the silence about the violence in their lives and to prudently plan for their future. In our counseling sessions and support groups, abuse victims learn the difference between a relationship dominated by power and control and a relationship based on equality, respect and trust. Here are selected results from our counseling and support group program for the year:

Service Delivery

- 433 victims were served – up 12%. This included 291 women, 135 children and 7 men.
- 342 victims participated in the counseling component. Units of service: 2,654.
- 128 victims participated in the support group program. Units of service: 1,000.

Selected Performance Outcomes

- 96% of clients stated they were safer than when they first came to us.
- 97% of clients stated they were more empowered.

Jennifer

When Jennifer, 64, first arrived at our support group, she questioned whether her boyfriend of 20 years was truly abusive to her (as she feared) or if she was imagining it (as he told her). Jennifer was convinced that no one would support her (emotionally) or believe her side of the story if she left him, as Frank had a good relationship with Jennifer's children and was like a grandfather to her grandchildren.

Over the year that she came to us, Jennifer began to recognize that Frank was truly verbally and emotionally abusive. She got him to move out of the house (which she owns), but there were complicated financial issues that she needed to address. She opened up to her family about Frank's abusive treatment of her, and has garnered their unconditional support.

She thrived in the support group environment, and although she states that she still misses him, she is much stronger and happier than when she first came here. She has cautiously begun to date other men.

Emily

Emily's husband began to be abusive soon after Adam was born. One day, when Emily was nursing Adam, her husband began to strangle her. She left him, but he stalked her and dragged her back to court every chance he got, using a free, court-appointed attorney after hiding his income from a cash business.

Emily suffered from post traumatic stress disorder when she came to us. At the time, the courts allowed Adam's father supervised visits at his grandmother's home. The father and grandmother had violent altercations that were heard by the neighbors who called the police. We succeeded in getting the visitation transferred. When the father continued his abuse, Emily went back to court, where the father lost visitation rights. Emily's lawyer uncovered her husband's hidden assets and he lost his free attorney, which stopped him from dragging her back to court.

Emily and Adam are moving forward and healing from the trauma they endured. Emily now wants to help other victims and serves as a member of our Victim Impact Panel.

We gratefully acknowledge the County of Westchester, the County Office for Women, the Mary Kay Ash Charitable Foundation, NYS Office of Children and Family Services, NYS Crime Victims Board/Office of Victim Services, NYS Division of Criminal Justice Services, the Town of Somers, the Westchester Community Foundation, and our many private donors for their support of our counseling and support group program.

Legal Services

If you ask someone what a victim of domestic violence should do, the ready response is *leave him*. What we know and what many survivors learn the hard way is that leaving is the most dangerous time for a victim and just the beginning of the arduous task of disentangling her life from that of her abuser. In their desperate struggle to maintain power and control, abusers often will wage protracted court battles over child custody, child support, visitation and marital dissolution. That's where we come in – with organizational, emotional, and legal support. Our goals are to keep a victim working in the system long enough to secure safety and economic security for her/himself and the children.

Service Delivery and Selected Performance Outcomes

- 59 adult victims were served with 95 children benefitting.
- 98% stated that we helped them identify their options.
- 98% stated that we helped them achieve their goals.
- 100% stated that they were safer than when they first came to us.
- 100% stated that they were more empowered than when they first came to us.

Mariposa

Mariposa, a 42-year-old immigrant from Peru, was married about seven years and had two young daughters when her husband began to accuse her over and over of having an affair – an affair that never happened. Things spiraled from there and the beatings began. Mariposa secured an order of protection and came to us after her husband served her with divorce papers. Mariposa had no money, as her husband had removed all of their funds from a joint checking account. We accepted her as a client and began to advocate on her behalf.

Over the next four months, our staff attorney negotiated with opposing counsel on issues related to custody, visitation, child support and equitable distribution. We negotiated a settlement and Mariposa got everything she wanted, including joint custody, child support and reasonable visitation. Most importantly, her ex-husband bought out her share of the marital residence, where she and her daughters may live for two years for a modest monthly rent.

Becca

Becca had no lawyer to advise her when John presented her with a pre-nuptial agreement that not only negated any financial interest but also prohibited her from seeking professional services in connection with any domestic relations dispute. She signed it, married him, had two children and began to endure ten years of abuse.

She ended up in Family Court and Child Protective Services launched an investigation against John for his abusive behavior with the children. John denied any wrongdoing and challenged the jurisdiction of the court with regards to custody and support, in accordance with the prenuptial agreement. The case dragged on and on while John challenged every allegation. A divorce action was launched, and during the protracted negotiations, John attempted to circumvent any financial responsibility by filing for bankruptcy.

In spite of the pre-nuptial, we persevered and our negotiations resulted in an out-of-court settlement. Becca was awarded sole custody, child support, and maintenance. Becca is moving forward and planning a new career.

We gratefully acknowledge the Avon Foundation, the County of Westchester, the County Office for Women, the NYS Division of Criminal Justice Services, the Westchester Women's Bar Association, our Pro Bono Panel and our many private donors for their support of our legal services program.

Children's Program

Children who witness or endure family violence suffer from trauma and display behaviors that thwart their ability to succeed in school and in life. Given this reality and its daunting implications on a child's future, we employ an array of strategies to achieve our goals with the ultimate purpose of helping the children begin to heal from the trauma of abuse. Here are selected outputs and outcomes for our children's program:

Service Delivery

- 172 children were served during the year.
- Units of service totaled 42,332.
- 134 children participated in the counseling program. Units of service: 1,910.
- 57 children participated in support groups. Units of service: 574.

Performance Outcomes

- 89% of the children were able to break the silence about the abuse in their lives.
- 90% of the children developed and implemented a safety plan.
- 90% of the children identified a safe person to turn to when things get dangerous.
- 91% of the children learned how to call 911 for emergency help.
- 94% began to heal and exhibit a greater degree of comfort and security.

Nicholas and His Sister Chloe

When Nicholas (8) and Chloe (6) first came to us, Nicholas could hardly speak from fear and confusion. Chloe on the other hand talked about how relieved she was that dad had left their home. She couldn't handle the cursing, shouting and pulling of hair. She said that she didn't care that dad was gone – so was the fighting. At the beginning, Nicholas would defend his father's behavior and stated "men get angry and they curse a lot." When we asked him how he felt about the shouting and cursing, Nicholas admitted that it did bother him. On the day his father threw his morning coffee at his mom but hit Nicholas instead was a turning point. Nicholas began to realize that his home life was not right. Nicholas and Chloe learned to share their feelings, to talk about abuse and how it hurts everyone. They learned that healthy relationships are good for them. They became focused in school and respectful to others. Nicholas became a leader in his support group and was very helpful to the other children. The children are now "graduates" of the support group and tell us that they feel much better and more hopeful about the future.

Miguel and Rosario

Miguel (13) and Rosario (8) came to us after a CPS investigation. Dad, an alcoholic, had verbally and physically abused their mother for as long as they could remember. Rosario was fearful of going to school and leaving her mom alone. She experienced anxiety attacks and went to the school nurse almost every day complaining of stomach aches. Initially, Miguel refused to talk about the abuse and condemned Rosario for openly expressing her fears. When Rosario stated that she didn't want to live with her dad, Miguel defended him. It took several sessions before Miguel could admit to his own fears and insecurities, particularly about his dad's drinking and driving.

Over time, their mother made the decision to flee the abuse and we provided support to the family during that transition. Things are improving, albeit slowly. Rosario is attending school on a regular basis and no longer complains of stomach aches. Miguel is coming to grips with his father's abuse and openly rejects his abusive and dangerous behaviors.

We gratefully acknowledge the County of Westchester, the County Office for Women, the MBIA Foundation, the Saint Faith's House Foundation, the NYS Crime Victims Board/Office of Victim Services, the Women of St. Matthew's and our private donors for their support of our work with children.

24-Hour Hotline

During the year, our hotline workers and volunteers responded to 1,012 callers in crisis.

We gratefully acknowledge the County of Westchester, the NYS Office of Children and Family Services, the NYS Crime Victims Board/Office of Victim Services, and our many private donors for their support of our Hotline Program.

The Imperative of Safety Planning

Victims are understandably afraid of their abusers – afraid to stay and afraid to leave. Indeed, in a recent survey of victims, 87% cited fear of retaliation as a reason they didn't leave or didn't leave sooner. We understand that effective and coordinated safety planning must be the first and the most important service we offer. We help tailor a safety plan with each individual and, as approved by the victim, coordinate the plan with the employer, children, family, school, friends, the criminal justice system and other relevant persons elicited from the victim.

Community Education and Outreach

Our community education and outreach campaign focused on communities of faith, communities of color, police departments, human service agencies, civic organizations, schools, youth-serving organizations, court personnel, elected officials, medical providers and corporate employers. During the year, our staff and volunteers presented our services or conducted awareness programs on 929 occasions to a combined estimated audience of 20,749.

If you would like a no-fee program tailored to your needs, please call us at (914) 747-0828.

We gratefully acknowledge the Bloomingdale Fund of the Macy's Foundation, the County of Westchester and our donors for their support of our community outreach program.

Working with Empowered Survivors – The Victim Impact Panel

In 2004, we began to envision a much greater role for survivors of abuse in our agency's work. To date, these survivors have assisted the creative team developing our first public service announcement, presented a performance piece at our 25th anniversary gala, assisted with advocacy, program development, client satisfaction initiatives, client assessment tools, review of proposed legislation, review of public policies affecting victims, and corporate fundraising at their places of employment.

We gratefully acknowledge the contributions of the VIP members in our work. We also acknowledge the Westchester County Domestic Violence Council for reaching out to the VIP for review of proposed protocols and legislation.

Westchester County Domestic Violence Council

We continue our activist membership in the Westchester County Domestic Violence Council, which is charged with improving our county's coordinated community response to domestic violence. Our executive director serves as the chair of the Human Face of Domestic Violence committee, which works to foster opportunities for the members of the council to better hear the diverse voices of survivors.

During the year, the committee focused on the work of the Victim Impact Panel, which provides survivors an opportunity to take a leadership role regarding policies and practices within the systems set up to protect them.

Client Demographics

Age		Shelter Program		Nonresidential		Legal Program		Unduplicated All	
Infants	0-4	30	32%	42	10%	0	0%	63	13.0%
Youth	5-12	13	14%	69	17%	0	0%	84	17.3%
Adolescents	13-17	5	5%	22	5%	0	0%	30	6.2%
Adults	18-25	11	12%	32	8%	4	7%	32	6.6%
Adults	26-34	19	20%	56	14%	13	22%	70	14.4%
Adults	35-49	13	14%	155	38%	34	58%	165	34.0%
Adults	50+	3	3%	37	9%	8	14%	41	8.5%
Subtotal									
All Children	0-17	48	51%	133	32%	0	0%	177	36.5%
All Adults	18+	46	49%	280	68%	59	100%	308	63.5%
Female Adult Victims		46	49%	276	67%	57	97%	302	62.3%
Male Adult Victims		0	0%	4	1%	2	3%	6	1.2%
Total		94	100%	413	100%	59	100%	485	100%

Race/Ethnicity		Shelter Program		Nonresidential		Legal Program		Unduplicated All	
White/European		13	14%	176	43%	13	22%	182	38%
African American		25	27%	23	6%	7	12%	40	8%
Hispanic/Latin		44	47%	147	36%	31	53%	187	39%
Native American		0	0%	0	0%	0	0%	0	0%
Asian		1	1%	33	8%	4	7%	33	7%
Other and Multi-racial		11	12%	34	8%	4	7%	43	9%
		94	100%	413	100%	59	100%	485	100%

Gender		Shelter Program		Nonresidential		Legal Program		Unduplicated All	
Male		21	22%	71	17%	2	3%	88	18%
Female		73	78%	342	83%	57	97%	397	82%
		94	100%	413	100%	59	100%	485	100%

Point of Origin		Shelter Program		Nonresidential		Legal Program		Unduplicated All	
Westchester County		62	66.0%	364	88%	54	92%	419	86.4%
New York City		25	26.6%	24	6%	2	3%	38	7.8%
Other Areas		7	7.4%	25	6%	3	5%	28	5.8%
		94	100.0%	413	100%	59	100%	485	100.0%

Household Income	Shelter Program		Nonresidential		Legal Program		Unduplicated All	
Less than \$10,000	94	100%	236	57%	37	63%	304	63%
\$10,000 to \$19,999	0	0%	53	13%	11	19%	57	12%
\$20,000 to \$29,999	0	0%	32	8%	4	7%	32	7%
\$30,000 to \$39,000	0	0%	38	9%	3	5%	38	8%
\$40,000 to \$49,999	0	0%	12	3%	1	2%	13	3%
More than \$50,000	0	0%	42	10%	3	5%	41	8%
	94	100%	413	100%	59	100%	485	100%

Orders of Protection	Shelter Program		Nonresidential		Legal Program		Unduplicated All	
Current/Previous Orders	49	52%	110	27%	31	53%	164	34%
To Pursue or Pending	20	21%	25	6%	2	3%	33	7%
Declined to Pursue	16	17%	108	26%	9	15%	119	25%
Unknown/None	9	10%	170	41%	17	29%	169	35%
Denied Order of Protection	0	0%	0	0%	0	0%	0	0%
	94	100%	413	100%	59	100%	485	100%

Relationship to Abuser	Shelter Program		Nonresidential		Legal Program		Unduplicated All	
Intimate Partner	26	57%	71	26%	4	7%	78	25%
Spouse	19	41%	173	64%	49	83%	194	63%
Former Spouse	1	2%	28	10%	6	10%	32	10%
Unknown	0	0%	4	1%	0	0%	4	1%
Adults Only	46	100%	276	100%	59	100%	308	100%

Immigrants Served	Shelter Program	Nonresidential	Legal Program	Unduplicated All
Number of Immigrants	19	137	47	161
Number of Countries	9	41	23	45

Special Needs Victims	Shelter Program	Nonresidential	Legal Program	Unduplicated All
Limited English Proficiency	17	72	36	101
Disability	18	96	5	106
Other Special Needs	28	94	45	144

Financial Statement

Condensed Statement of Support, Revenue, and Expenses
For the Years Ended June 2007; June 2008; June 2009 and June 2010

Public Support and Revenue	2007	2008	2009	2010
Public Support				
Contributions and Special Events	\$311,253	\$266,513	\$226,160	\$282,989
Bequests	\$52,169	\$ 46,101	\$45,581	\$42,100
United Way	\$26,556	\$ 7,843	\$1,623	\$926
Other Public Support	\$109,249	\$140,150	\$195,611	\$113,250
Total Public Support	\$ 499,227	\$ 460,607	\$468,975	\$439,265
Government Support				
DSS Shelter Fees	\$453,022	\$470,131	\$587,193	\$585,810
NYS Crime Victims Board	\$200,751	\$218,285	\$226,175	\$261,470
Westchester County Office for Women	\$196,718	\$230,991	\$233,168	\$240,982
USDOJ – Survivors Law Project				
Division of Criminal Justice Services	\$32,037	\$28,702	\$29,969	\$30,347
Other Government Grants	\$191,551	\$199,086	\$83,041	\$72,763
Total Government Support	\$1,074,079	\$ 1,147,195	\$1,159,546	\$1,191,372
Revenue				
Interest Income	\$26,716	\$ 25,788	\$12,728	\$5,413
Other Revenue	\$1,211		\$530	\$803
Total Revenue	\$27,927	\$ 25,788	\$13,258	\$6,216
Total Support and Revenue	\$1,601,233	\$ 1,633,590	\$ 1,641,779	\$1,636,853
Expenses				
Program Services				
Shelter Program	\$ 583,396	\$689,608	\$656,414	\$679,439
Non-Residential Program	\$ 463,946	\$450,222	\$475,940	\$453,606
Legal Program	\$ 152,485	\$133,189	\$114,971	\$106,514
Total Program Services	\$1,199,827	\$ 1,273,019	\$1,247,325	\$1,239,559
Support Services				
Management and General	\$230,104	\$265,914	\$291,400	\$286,437
Fund Raising	\$81,037	\$86,346	\$77,982	\$106,398
Total Support Services	\$311,141	\$352,260	\$369,382	\$392,835
Total Expenses	\$1,510,968	\$1,625,279	\$1,616,707	\$1,632,394
Excess of Support and Revenue	\$ 90,265	\$ 8,311	\$25,072	\$ 4,459
Percentage for Programs	79%	78%	77%	76%
Percentage Administration and Overhead	21%	22%	23%	24%

Five-Year Average for Program and A&OH

78% Programs; 22% Administration and Overhead

Note: 2010 figures corrected 1/5/2011.