

**Desired End State:** Human trafficking eradicated, and all victims (potential and actual) enduringly healed and ever more resilient, empowered to live their best lives.

**Vision:** Networked servant leader in delivering, researching, developing, and training trauma-informed care inside holistic counter trafficking approaches. (Model: St. Jude Children’s Research Hospital).

**Mission:** To restore victims of human trafficking, provide, develop, and train networked and trauma-informed crisis stabilization; trauma and addiction recovery; reintegration with work, family, and community; and lifelong sustainment.

**Values:** Faith based, servant leadership, protection and healing focused, partnership oriented, and supportive of trauma-informed prevention and victim-centered prosecution.



**Mid-Term Goals:** *Provide:* (Goal 1) Safehouses with Supervised, Trauma-Informed Recovery and Initial Residential Reintegration Services; (Goal 2) Transitional Reintegration Services and Semi-Autonomous Housing; and (Goal 3) Lifelong Recovery Sustainment and Survivor Leadership. *Create, Support:* (Goal 4) a Victim-Centered Counter Trafficking Center of Excellence in Greater Kansas City; (Goal 5) Victim-Centered Criminal Justice and Enhanced Collaborative Model Human Trafficking Task Forces; and (Goal 6) Networked Emergency, Rescue, and Crisis-Stabilization Capabilities integrated with General Services, e.g., shelter, medical, mental health, family, immigration, legal, and social services. *Oversee, Manage:* (Goal 7) Design, Develop, Integrate, Execute, and Resource Goals 1-6.

**Mid-Term Objectives:**

*Target Metrics 31 December 2024:* Standard Residential and Non-Residential Programs (1 to a Target 3 Years tailored to client requirements) established with resilient Graduates in effective Life-Long Sustainment Program; Total Filled Capacity, 49 or 400% growth (Fully Filled Adult Capacity of 35 and Minor Capacity of 14 with Safe Housing for 18 Adults, Transitional (Semi-Autonomous, Safe-Community) Housing for 17 Adults, Crisis Housing for 4 Minors, and Trauma-Informed Recovery Safe Housing for 10 Minors); Total Therapeutic Staff 11 Full-Time and 2 Part-Time (Split between 7 Full-Time for Adults and 8 Full-Time and 2 Part-time for Minors); Total Managerial Staff of 4 Full-Time and 2 Part-Time (President; Fundraising, Operations, and Service Integration Managers; Administrative Support); 80% of graduates in sustained recovery; 80% client satisfaction; 80% employee satisfaction; 80% network partner satisfaction; and demonstrated, continuous support of goals 4-6, and funded, integrated capacity building to achieve the vision by executing the mission in alignment with the values.

*Objective 1a.* Phased Capacity Growth (Adult Clients Served in R/H Farms Safe Housing) for Supervised Trauma-Informed Recovery and Initial Residential Reintegration: 5 (2020); 5 (2021); 18 (2022); 18 (2023); and 18 (2024).

*Objective 1b.* Phased Capacity Growth (Paid Staff at R/H Farms) for Supervised Trauma-Informed Recovery and Initial Reintegration (Full Time Equivalents or FTEs): 2 FTEs (2020); 2 FTEs with full

benefits package (2021); 4 FTEs with full benefits package (2022); and 5 FTEs with full benefits package (2023-2024).

*Objective 1c.* Renovation of Church into Housing for Supervised Adult Aftercare and Initial Reintegration to Support Objectives 1a and 1b: \$50,000.00 per annum recurring maintenance, utilities, etc. (2022-2024).

*Objective 1d.* Phased Capacity Growth (Minor Clients Served in Mabee Safe Housing) for Supervised Minor Aftercare and Reintegration: fill 4 to 7 (2020); 7 (2021); 7 (2022); 7 (2023); and 14 (2024), location and construction or renovation costs to be determined (2024).

*Objective 1e.* Outsourced Staffing for Supervised Minor Safehouse and Aftercare: 4 full-time (rotating day and night shifts) and 2 part-time paid FTE: payments caught up and current (2020-2021); payments current with one-year buffer fund (2022-2023); and 8 full-time (rotating day and night shifts) and 4 part-time paid FTE (2024)

*Objective 2a.* Phased Capacity Growth (Adult Clients Served at either R/H Farms or Offsite Rental Housing) for Peer-led Adult Transitional Reintegration and Housing: 0 (2020-2021); 5 (2022); 17 (2023); and 17 (2024).

*Objective 2b.* Phased Capacity Growth (Paid Staff at R/H Farms) for Peer-led Adult Transitional Reintegration and Housing (FTEs): 0 (2020); 1 with full benefits package (2021); 1 with full benefits package (2022); and 1.5 with full benefits package (2023).

*Objective 2c.* New Construction (at R/H Farms) of a “Safe Community” composed of community infrastructure (utilities, roads, and other requirements) and a mix of one, two, and three-bedroom tiny cabins and cottages (costs ranging from \$50,000.00 to \$90,000.00 apiece), with a combined capacity of seventeen bedrooms and total (infrastructure plus domiciles) estimated costs of \$1,400,000.00. The infrastructure estimated costs will vary until civil engineer and architect and construction design details, still in process, go final. The infrastructure plans and costs must include all phases in master site planning.

*Objective 3a.* Phased Capacity Growth (Graduated Adult Clients Served) of Lifelong Recovery Sustainment and Survivor Leadership: 5 (2023), 11 (2024).

*Objective 3b.* Phased Capacity Growth (Paid Staff at R/H Farms) for Lifelong Recovery Sustainment and Survivor Leadership (FTEs): 0 (2020); 0 (2021); 0 (2022); and 0.5 with full benefits package (2023-2024).

*Objective 4a.* Benchmark, learn from, and support the National Trafficking Sheltered Alliance (NTSA); the Kansas City Coalition Against Sexual Exploitation; and the Missouri Coalition Against Trafficking and Exploitation in developing Standards of Care and Management of Victim Services within Holistic Counter Trafficking Efforts. Work towards NTSA accreditation. Explore membership, partnership, or similar reciprocal learning relationships with the Thistle Farms Network and The Samaritan Women, Institute for Shelter Care.

*Objective 4b.* Partner with other providers of restorative and preventive victim services and general medical, psychiatric, social, educational, training, and job services in developing high quality and cost-effective approaches to trauma-informed restoration, reintegration, and lifelong sustained recovery.

*Objective 4c.* Support development of national and international best practices, best-of-breed solutions, and standards for trauma-informed services to victims of human trafficking.

*Objective 4d.* Achieve NTSA Accreditation in 2022-2023 and explore membership in the Shelter Mentorship Program, Samaritan Women.

*Objective 5a.* Partner with churches and service clubs, human trafficking coalitions, criminal justice efforts, and justice reform initiatives across the Kansas City Metro in victim-centered, holistic efforts to combat human trafficking.

*Objective 5b.* Support human trafficking task forces and efforts to provide such task forces with training and technical assistance as they seek to identify victims and provide them with services, conduct initiative-taking intelligence-led investigations and interdictions, and support victim-centered prosecutions.

*Objective 5c.* Submit a grant proposal to the US Department of Justice, Office of Victim Crime, to fund development and implementation of a startup Cass County Human Trafficking Task Force and Network with three-year Federal funding.

*Objective 6a.* Integrate Restoration House services with other relevant victim and general services, to create a victim-service value stream from identification of victims through rescue and crisis stabilization, trauma and addiction recovery and reintegration, to lifelong sustainment.

*Objective 6b.* Ensure deep partnership between victim and supporting general services, social and family services, and closely coordinated criminal justice activities and operations, including police and criminal intelligence, initiative-taking interdiction and investigation, victim-centered prosecution.

*Objective 7a.* Manage Restoration House and its three main components of Restoration House Farms (Adult Practice), Mabee House (Minor Practice), and ReHope Market and Café (Social Business).

*Objective 7b.* Plan and execute Restoration House partnerships and support to protection, prevention, and prosecution, and to the development of partnerships into a highly innovative and adaptive learning organization comprised of multidisciplinary teams of teams.

*Objective 7c.* Resource R|H capacity building, training, and technical assistance, both internal and with partners, and through strategic communications engage local, metro, bistate, regional, and national communities to dismantle human trafficking and heal all victims.

**Strategies:**

- Human Resources: Release staff passion and innovation through servant leadership, full compensation packages, training, incentives, and empowerment.
- Innovation and Learning: Starting from the best benchmarks create and transfer novel approaches, solutions, and practices for identification, rescue, crisis stabilization, restoration, reintegration, and sustainment services to victims of human trafficking.
- Marketing: Inculcate the justified conviction that R|H is a trusted partner and servant leader helping lead the way to a world where human trafficking hardly exists with all victims identified, healed, and reintegrated into a safe, healthy, and productive life.
- Fund Raising: Partner widely and wisely while mobilizing new methods to raise funds to put current operations on a sound and secure basis even in times of crisis while growing and improving capacity to provide state-of-the art care, innovative ideas for better care in the future, and to promote learning and standardization across the counter human trafficking community.

- Operations: Increase operational effectiveness through rebuilt and reimagined operations staff, technology, trauma-informed services, best practices, continuous process improvement, and value-stream / process integration and innovation.

**Priorities (Next 120 Days)**

- Support with funds and presence Human Trafficking Training Center training events and technical assistance forums.
- Coordinate with Cass County Prosecutor and other stakeholders development, funding, and startup of a Cass County Human Trafficking Task Force and Network, as prototype for unified action and capacity development in Victim-Centered Counter Trafficking Center of Excellence.
- Coordinate with Missouri legislative leaders and candidates on Justice Reform and support to counter-trafficking efforts of R\H and its mission partners.
- Develop action plan for outreach to Child Advocacy Centers, Hospitals, Social Services, and Criminal Justice System stakeholders to integrate and improve identification, rescue, and restoration of minor victims of human trafficking.
- Develop and implement adult Trauma-Therapy program, to include standardized program of twelve cognitive therapy sessions followed by at least three booster sessions; train-your brain group sessions; and continuous assessment, evaluation, and transformation using leading-edge expertise in cognitive behavioral therapy and cognitive neuroscience.
- Add two new five-women cohorts of program participants.
- Expand overnight mentors and volunteers.
- Implement new property access / protection plan, to include a security fence.
- In respect to staffing, hire, train and deploy two new case managers, utilize virtual assistant, find a Development Vista Volunteer.
- Utilize Colonel Jason Alvis, Army retiring, as Operations Manager paid for by US Army Transition Program (May-August 2022) while considering long-term employment based on mutual satisfaction during the internship.
- Develop action plans for both Over the Edge (OTE) and the Bluegrass Festival (October 8).
- Initiate planning for the 2023 Gala (28 January 2023 at Marriott in Overland Park).
- Develop further and use volunteer assistance teams for grant applications and major donors development and Sky's the Limit Campaign(the R\H Capital Campaign) .
- Develop an Action Plan to engage an identified and prioritized list of foundations and other funding sources.
- Streamline and enhance the grant identification and writing value stream.
- In respect to capital improvement preparations, continue to work with GC Straub Construction on developing Master Site Plan and ten new acres and with Mike Barr, Vice President of JE Dunn, who will help with resourcing project while advising as volunteer.
- Make Application to major foundations for construction to commence phase 3 infrastructure with first two tiny cabins / cottages in August/September of 2022.

Restoration House Strategic Planning Path

Green = Complete; Amber = In Progress; Red = Future

**Phase 1a 2015-2019, Establish Foundations**

Vision, adult and minor safe houses with services, and social business in place

**Phase 1b 2020, Complete COVID19 Innovation & Recovery Plan**

Survive, innovate, recover within prevent, protect, prosecute, partner approach

**Phase 2 2021, Expand Funding, Resume Growth, Aggressively Network**

Triple safehouse capacity, partner extensively with training a cornerstone

**Phase 3 2022, Transform Trauma Therapy, Transitional Living, Security**

Introduce Structured Trauma Recovery and Transitional Safe Community

**Phase 4 2023, Reorient to Lifelong Impact and Survivor Leadership**

Fully transform reintegration and launch lifelong sustainment program

**Phase 5 2024, Integrated Center of Excellence with Task Forces**

Construct lodge for operations and therapy center, training-event guests, and emergency shelter