



ASPEN
Magdalene House

Aspen

Magdalene House

Strategic Plan 2020 - 2022



Dear Friend,

Aspen Magdalene House ("Aspen") was established to support the victims of human trafficking and sexual exploitations while confronting the dark underbelly occurring on our Salt Lake City streets, in our motels and hotels, and online, among our most vulnerable populations. Human trafficking is the use of fraud, force or coercion to cause a commercial sexual act. A promise of protection, a home or adventure are used to lure and manipulate populations who are high-risk, including those experiencing homelessness and youth aging out of foster care.

Aspen has joined as a sister organization of Thistle Farms, a national network of nonprofits helping women survivors of trafficking find healing, hope and freedom. We are guided by the declaration "Love Heals." Love is the most powerful force for change in the world by building a movement that connects survivors, customers, advocates and communities. In March 2018, in partnership with Becca Stevens, founder and president of Thistle Farms, a kick-off event was held in Salt Lake City. Community officials, leaders and advocates learned about trauma-informed care and garnered insight shared by survivors.

In June 2019, a needs assessment was completed by a University of Utah research team, in partnership with Salt Lake City Mayor's Office, Salt Lake City Council and Salt Lake District Attorney's Office. Results recommended to grow support and coordinate community response for long-term comprehensive service provision for survivors of human trafficking.

Since then, Aspen has created a 16-member board of directors and established a 501(c)(3) nonprofit organization. Aspen Magdalene House is one-of-a-kind. No model currently exists in Utah with comprehensive programming, services, and housing for this underserved population.

Our society is held together through the power of community, with community it brings hope, strength, and the wonderful power of collaboration for the greater good. I welcome you, I ask that you join us, as we move forward through our phases of ideation, to creation, to implementation, and finally, evaluation.

Warm Regards,
Kori Renwick
Board Chair

Board Members

Pamela Atkinson

Jana Christiansen

Robynn Eccles

Marlise Fisher

Fernando Rivero

Brittney Garcia

Amy Herold

Rep. Sandra Hollins

Amy Leininger

Callaway McKay

Anne "Petey" McKnight

Claire Mosby

Terry Palmer

Kori Renwick

Ed Snoddy

Amy Spencer



Vision

We believe that victims and survivors of human trafficking and sexual exploitation deserve healing, dignity and opportunity

Mission

Provide a home-like residence offering a safe and nurturing environment to empower women on a path to self-sufficiency

Motto

Love Heals

Our Name

The Aspen Magdalene House is named after the Utah state tree, the Quaking Aspen, and is a symbol of sustainability and interconnectedness. The tree is a single clone of the Quaking Aspen connected by one, massive and extensive underground root system — Aspens share a root system and are foundationally stronger together. The Aspen is so much more than a tree; it's one small part of a larger organism. The conditions need to be just right for this tree to grow. They need an abundance of sunshine and can also grow in harsh winters. Much like Aspen trees, each survivor is one part of a larger healing process. Survivors will have ups and downs, go through mountains and valleys, and will face good days and bad days. Through the healing powers of love, survivors will thrive together in a supportive environment filled with sunshine.

Core Values

Healing

Find the power in your past and the strength in your story

Dignity and Respect

You deserve the opportunity to acknowledge your worthiness and your voice

Openness and Collaboration

We are stronger together

Opportunity and Growth

You can become the best version of yourself



Our mission yields our objectives which include:



Provide a home-like residence



Empower women on path to self sufficiency



Provide holistic healing centered on trauma-informed care



Build a strong network of community partners



Secure financial support to fulfill the mission



Provide a home-like residence

a. Acquire and set up a residence

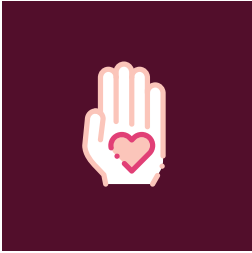
- o Provide two-year program and housing at no cost for 8 - 10 women
- o Use soothing colors, natural light, pleasant sounds, cleanliness, visual stimuli such as artwork or other healing elements into the design
- o Engage local law enforcement in a walk-through of the property and seek advice on safety measures
- o Provide office space for staff and community partners
- o Comply with zoning restrictions
- o Near public transportation
- o Near other residences and points of interest
- o Near nature, such as views to the outside, interior or exterior gardens

b. Maintain the residence as you'd maintain your home

- o Take care of plants inside and out
- o Ensure grounds are well-maintained
- o Reduce environmental stressors such as noise, glare from lights, and poor air quality
- o Encourage residents to personalize their room with special personal items that provide comfort
- o Implement all safety measures advised by local experts
- o Encourage peer to peer support

c. Create and maintain a home-like atmosphere, offering a safe and nurturing environment and encourage personal growth and development

- o Ensure physical safety of participants with emergency preparedness plans
- o Keep the residence location private
- o Build policies and procedures that are victim-centered
- o Teach, promote, and reinforce prosocial behavior, including self-regulatory behaviors



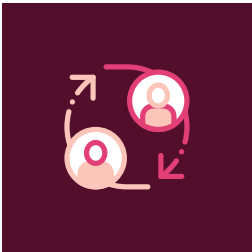
Empower women on path to self sufficiency

- a. Build a social enterprise which encourages economic independence within 3-years of opening the residence**
 - o Create the business idea within 18 months of opening the residence
 - o Explore partnerships with other businesses such as coffee shops, candles, jewelry, apparel
 - o Create the business plan supporting the idea
 - o Stand-up social enterprise within three years
- b. Actively include residents in business decisions to build their engagement and confidence**
 - o Include early residents in the ideation of the business concept
 - o Engage residents in discussions with local businesses
 - o Employ residents as workforce of social enterprise
 - o Use empowerment model of advocacy and case management
- c. Offer job training and experience**
 - o Provide on-the-job training as part of the social enterprise
 - o Conduct vocational training on standards and protocols that help the social enterprise succeed and residents sharpen their skills
 - o Enlist professional trainers and partner organizations to conduct vocational training across multiple topics.



Provide holistic healing centered on trauma-informed care

- a. Create policies and procedures that prioritize the best interest of survivors**
 - o Enact policies and procedures to consider the trauma residents have experienced and reflect support of residents regardless of their barriers
 - o Review sister agencies' policies and procedures as well as those of relevant, local agencies
 - o Confer with trauma and mental health experts
 - o Train staff on trauma-informed care and hold the board of directors, staff, and partnering agencies to the standard of trauma-informed care practices
- b. Administer trauma-informed intake process**
 - o Avoid overstimulation or excessive questioning in order to enhance safe and calm experience and not overwhelm residents during intake
 - Identify and assign one staff member to gather pertinent resident history and background to ensure resident tells her story once, eliminating repetition
 - Ensure residents settle in their room and ensure immediate needs are met prior to onboarding to promote an easy transition into the program
 - o Obtain and review pertinent information provided by referral source
- c. Provide comprehensive care**
 - o Ensure adequate level of staffing (e.g., case managers)
 - o Provide private space for on-site mental health services
 - o Provide on-site medical screening with appropriate referral to established community partners
 - o Provide on-site supportive groups, legal counseling, life skills sessions, and job referrals with transportation to other needed services
 - o Establish a broad network of community partners, programs and resources



Build strong network of community partners

- a. **Establish a community advisory board with active participation including: health providers, civic and faith-based leaders, media representatives, business professionals, financial and educational institutions and more**
 - o Convene group of accomplished experts to offer innovative advice and dynamic perspectives
 - o Determine advisory board members' roles and responsibilities based on individual interests
 - o Schedule regular meetings or workgroup sessions for advisory board members, assigning at least one board member to attend and participate
 - o Recruit individuals and organizations from referral network of community partners
- b. **Actively recruit a broad range of community partners**
- c. **Establish MOUs with partners to set standard of care and respect for Aspen residents**
 - o Create a referral network of community partners
 - o Institute and administer confidentiality agreements
 - o Partner with organizations that incorporate victim-centered policies and programs and shared goals and missions
 - o Agree on time, frequency of service, and associated costs (if any)



Secure financial support to fulfill the mission

- a. **Establish budget to purchase a property to house 8-10 women and start operations, including hiring executive director and residential manager**
 - o Research operating budgets from other Magdalene Houses
 - o Create job descriptions for executive director and residence manager; obtain salary comparisons in SLC area
 - o Update and revise budget, including operating budget, for years 1 to 5 to include residence purchase
- b. **Raise sufficient funds to establish a foundation for the residence**
 - o Identify prospective donors, individuals and/or corporate foundations
 - o Research and apply for available grants and funding sources
 - o Establish a fundraising committee and establish a capital fund campaign
 - o Research Legislative funds
 - o Become a focal point of corporate social responsibility efforts
- c. **Create annual marquee fundraising event that creates PR opportunities with a target to raise significant operating funds for the year**
- d. **Hold a variety of regular donor events**
- e. **Establish and regularly maintain a website and social media platform (with links to donate), along with other forms of communication to keep in regular communication with donors and potential donors**
- f. **Establish an economic enterprise which with the goal of breaking-even in three years and then contributing to operating funds**



HUMAN TRAFFICKING IS IN UTAH

Human trafficking is a \$150 billion industry worldwide that uses force, fraud and coercion to sexually exploit individuals. The International Labour Organization estimates that there are 40.3 million victims of human trafficking globally. It is the most profitable, second to drug trafficking. In Utah, we have identified a number of survivors who have escaped and there is a large, indeterminate number of those trying to get out.



Source: Asian Association of Utah and Utah Trafficking in Persons



1,034
calls to the Human
Trafficking Hotline
have come from
Utah since 2007

184 calls were
made in 2018

NATIONAL

51,919

number of human
trafficking cases identified
in the U.S. since 2007

229,020

human trafficking contacts
reported to the human
trafficking hotline since 2007

10,949

human trafficking cases
reported in 2018

Source: HumanTraffickingHotline.org
Numbers reflect reporting prior to December 31, 2018



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info@aspenhouseslc.org

PO Box 526253, Salt Lake City, UT 84152

