



The Dogwood House
Rooted in beauty. Restored in spirit.

The Dogwood House Sanctuary

Business Plan

2026 Edition

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Mission & Vision

Belief Statement

At The Dogwood House, we believe in the power of restoration through Christ. Inspired by the dogwood tree—an enduring symbol of strength, protection, and new life—we are committed to providing refuge and renewal for women who have survived sex trafficking.

Mission Statement

The Dogwood House provides faith-based transitional and independent housing for women who have survived sex trafficking, offering a safe place to live, financial guidance, life-skills development, Christ-centered community, and opportunities for spiritual renewal as they rebuild independence and stability through Christ.

Vision Statement

To see every survivor of trafficking in Kansas and the greater Kansas City area safely housed, financially stable, spiritually renewed, and fully empowered to thrive independently – breaking the cycle of exploitation and transforming generations.

Core Values

Restoration

We believe healing is possible — through safe space, compassion, and time.

Strength

Like the dogwood tree, we stand strong in the face of adversity, offering unwavering support to women rebuilding their lives.

Grace

We meet every story with empathy, humility, and unconditional love.

Dignity

We honor each woman's worth, voice, and journey toward renewal.

Faith

Guided by Christian hope and compassion, we serve as a sanctuary of light in dark places.

The Dogwood House is more than a place to stay. It is a place to rise.

Executive Summary

The Dogwood House Sanctuary (DBA: The Dogwood House) is a faith-based nonprofit providing transitional housing with an independent living model for women who have survived sex trafficking and exploitation. We are not a crisis shelter or clinical program. Instead, we provide a stable, supportive home where graduates of long-term recovery programs can continue healing while building the skills, confidence, and stability needed to successfully integrate back into society.

Residents live independently while remaining anchored in support: private apartments that provide dignity and privacy; quiet shared spaces for connection; monthly life-skills workshops led by community partners; optional community dinners and worship opportunities; and a faith-forward culture that encourages healing, hope, and restoration.

Our model fills a critical gap in Kansas and the Kansas City region. Women often graduate 2–3 year recovery programs prepared to continue healing, but without the financial resources, rental history, furnishings, or support system needed to successfully live independently. These barriers make immediate independence unrealistic and place many survivors at risk of returning to unsafe environments. The Dogwood House bridges the critical gap between long-term recovery and successful independent living.

Key program elements include independent apartments; continued financial coaching through mandatory monthly meetings with a financial advisor; encouragement to remain engaged in therapy and a local church; monthly life-skills workshops; active employment; and consistent, trauma-informed staff support.

Initial capacity is planned at 10–15 apartments (final count pending building assessment), with a phased staffing model that grows alongside occupancy and resident needs.

Business Description

Overview

Legal Name: *The Dogwood House Sanctuary.*

DBA: *The Dogwood House.*

Mission (short reference): To provide faith-based transitional housing that empowers women who have survived sex trafficking to rebuild stability, develop independent living skills, and successfully integrate back into society through continued healing and support.

Distinctives: Private independent apartments within a supportive community; a faith-forward environment; financial coaching and employment stability; monthly life-skills workshops led by community partners; and a collaborative service model that complements existing recovery programs rather than duplicating them.

Purpose & Need

Kansas and neighboring communities offer crisis response and long-term residential recovery—but very few transitional homes. Graduates frequently lack savings, belongings, and rental history. Many also face landlord screening barriers (credit, deposits, references). Without a safe place to go, many women are forced back into unsafe environments — with national estimates suggesting that up to 80% of trafficking survivors are re-exploited when stable housing is not secured.

The Dogwood House bridges the critical gap between long-term recovery and independent living by providing the time, community, accountability, and practical support women need to secure income, build savings, establish rental history, and confidently integrate back into society.

Programs & Approach

- **Housing:** Residents live in private apartments that provide dignity, privacy, and independence within a supportive community. Apartment layouts may include studio, one-bedroom, and multi-bedroom units to accommodate varying resident needs, including family reunification when appropriate. Quiet shared spaces encourage connection, optional community gatherings, worship opportunities, and monthly life-skills workshops.
- **Support:** Daily staff presence and on-call support; individualized transition plans; mandatory monthly meetings with a financial advisor; connections to therapy, medical and dental care, legal aid, education, workforce development, and other trusted community partners.
- **Culture:** The Dogwood House Sanctuary is a faith-based organization committed to creating a culture of dignity, hospitality, and hope. Residents are encouraged to participate in a local church and faith community as part of their continued healing and restoration. While spiritual growth is an important part of our mission, participation in faith-based activities is not required to receive housing or services.

Legal Structure

The Dogwood House Sanctuary is a 501(c)(3) public charity governed by a volunteer Board of Directors. Organizational policies include conflict-of-interest, financial accountability, resident safety, confidentiality, and mandatory reporting compliance to ensure responsible governance and ethical program operations.

Market Research & Community Need

Landscape & Gap Analysis

Regional stakeholders—including survivor service organizations, law enforcement, long-term residential recovery programs, churches, and community nonprofits—consistently identify a shortage of safe transitional housing as one of the greatest barriers to long-term recovery and successful reintegration into society.

Women graduating long-term recovery programs often leave prepared to continue healing but without the financial resources, rental history, furnishings, or support system needed to live independently. Landlord requirements for credit history, security deposits, references, and proof of stable income create additional barriers to obtaining housing.

In the Kansas City metropolitan area, average monthly rent exceeds **\$1,500 for many apartments**, meaning renters need an annual income of more than **\$61,000** to comfortably afford housing. Beyond monthly rent, securing an apartment typically requires a security deposit, utility setup fees, and basic household furnishings—often resulting in several thousand dollars in upfront expenses before move-in.

These financial barriers make immediate independent housing unrealistic for many survivors despite their progress in recovery. The Dogwood House bridges this critical gap by providing the time, stability, accountability, and practical support women need to secure income, build savings, establish rental history, and confidently transition to independent living.

Housing Barriers

The financial demands of establishing an independent household extend well beyond monthly rent. Residents often need assistance overcoming barriers such as:

For many women leaving long-term recovery programs, these costs represent a significant obstacle to securing safe, permanent housing. By providing stable housing, financial coaching, and time to prepare for independent living, The Dogwood House helps remove these barriers and establish a strong foundation for long-term success.

Target Population

Adult women who have successfully completed a recognized long-term recovery program for sex

Typical Move-In Expense	Estimated Cost
First month's rent	\$1,200–\$1,600
Security deposit	\$1,200–\$1,600
Utility deposits & connection fees	\$200–\$500
Basic furnishings (bed, sofa, table, etc.)	\$2,000–\$4,000
Kitchen & household essentials	\$500–\$1,000
Initial groceries & household supplies	\$200–\$400

trafficking or exploitation and are prepared to continue healing while developing the skills, stability, and confidence needed for independent living.

Common needs upon entry include employment stability, reliable transportation, continued therapy, financial literacy, budgeting, emergency savings, rental history, and a supportive community while transitioning toward independent living.

Demand Signals

Referral sources include partner recovery programs, churches, anti-trafficking task forces, social service agencies, and community organizations. Conversations with regional partners

consistently indicate a shortage of transitional housing options and a strong referral pipeline, with anticipated demand exceeding the initial capacity of 10–15 apartments.

Organization & Management

Governance

The Dogwood House is governed by a mission-aligned Board of Directors that provides fiduciary oversight, strategic direction, and long-term organizational accountability. The board is intentionally structured to include leaders with expertise in nonprofit governance, fundraising, trauma-informed care, community partnerships, finance, legal compliance, and property oversight.

Board members are selected not only for professional expertise, but also for their integrity, leadership, and commitment to supporting survivors with dignity, stability, and hope. The Executive Director oversees daily operations and organizational leadership while working collaboratively with the Board of Directors to advance the mission and long-term vision of The Dogwood House Sanctuary.

As a faith-based organization, The Dogwood House is led by a Board of Directors and staff who are committed to advancing the organization's Christian mission and values. Leaders are expected to uphold the organization's Statement of Faith and model its values through integrity, compassion, and a shared commitment to supporting women on their journey toward healing and independence.

Board Leadership & Composition

Chair

Provides overall leadership to the Board of Directors and ensures strong governance in alignment with the mission of The Dogwood House. Works closely with the Executive Director to support strategic planning, organizational direction, and long-term sustainability while serving as an ambassador for the organization.

Vice Chair

Supports the Chair in Board leadership and governance and assumes Chair responsibilities when necessary. Assists with strategic initiatives, board development, and leadership continuity.

Secretary

Maintains official corporate records, meeting minutes, governance documentation, and Board communications while supporting effective Board operations and organizational compliance.

Treasurer

Provides oversight of the organization's financial health by monitoring budgets, financial reporting, audits, financial strategy, and accountability. Supports sound financial stewardship and long-term sustainability.

Standing Board Roles

Development & Fundraising Chair

Provides strategic leadership in fundraising and donor engagement to strengthen the organization's financial sustainability. Supports donor cultivation, fundraising campaigns, grant strategy, and community partnerships while encouraging active Board participation in philanthropy.

Real Estate & Facilities Advisor

Provides expertise in property acquisition, renovation planning, facilities management, and long-term campus development to ensure safe, cost-effective, and mission-aligned facilities.

Trauma-Informed & Survivor Advocacy Advisor

Provides guidance to ensure the organization remains grounded in trauma-informed care, survivor-centered practices, ethical decision-making, and resident well-being.

Strategic Partnerships Chair

Builds and strengthens relationships with churches, businesses, community organizations, volunteers, and referral partners to expand awareness, collaboration, and support for The Dogwood House Sanctuary.

Members-at-Large

Provide additional leadership and professional expertise that supports the organization's mission, governance, fundraising, strategic growth, and long-term sustainability.

Advisory Councils & Ad Hoc Committees

As The Dogwood House grows, additional advisory councils and ad hoc committees may be established to provide specialized expertise, strengthen community engagement, and support the work of the Board of Directors. These groups serve in an advisory capacity and do not possess governing or fiduciary authority.

Advisory Council

A non-voting group of professionals and community leaders who provide expertise, mentorship, strategic guidance, and community connections to support the organization's mission and long-term sustainability.

Areas of expertise may include:

- Law
- Accounting & Finance
- Real Estate & Construction
- Human Resources
- Healthcare
- Mental Health & Trauma
- Nonprofit Leadership
- Marketing & Communications
- Business Leadership
- Faith Community Leadership
- Philanthropy & Fundraising
- Survivor Services

Survivor Advisory Council

A non-voting council of individuals with lived experience who provide valuable insight into survivor-centered practices, resident programming, and organizational decision-making. The council helps ensure The Dogwood House remains informed by the voices and experiences of those it exists to serve.

Ad Hoc Committees

The Board of Directors may establish temporary committees as needed to support specific organizational initiatives or projects. Examples include:

- **Events Committee** – Assists with planning and executing fundraising and community engagement events.

- **Audit Committee** – Provides independent oversight of financial reporting, internal controls, and financial accountability when appropriate.

Ad hoc committees are created for specific purposes and are dissolved upon completion of their assigned responsibilities unless otherwise directed by the Board of Directors.

Recruitment & Growth

The Dogwood House is intentionally building a mission-aligned Board of Directors composed of experienced nonprofit, business, and community leaders committed to advancing the organization's faith-based mission and long-term sustainability. Recruitment focuses on individuals who bring expertise in nonprofit governance, finance, fundraising, real estate and facilities, trauma-informed care, legal compliance, marketing and communications, community partnerships, and strategic leadership.

Board members are selected not only for their professional expertise, but also for their integrity, leadership, and commitment to serving women who have survived sex trafficking with dignity, stability, and hope. Together, they provide the strategic guidance necessary to support property acquisition, organizational growth, program expansion, and long-term sustainability.

Staffing Plan

Phase 1: Hire a full-time **Program Director** to oversee resident support, intake, move-ins, volunteer coordination, community programming, and day-to-day operations while providing a consistent on-site presence and on-call support. Hire a part-time **Community Liaison** to cultivate community partnerships, coordinate volunteer engagement, support fundraising initiatives, represent The Dogwood House through speaking engagements and networking opportunities, and strengthen relationships with churches, businesses, and community organizations. Contract with a professional **Grant Writer** to identify funding opportunities, prepare grant proposals, and support long-term fundraising sustainability.

Phase 2: As occupancy and programming expand, add a **Program Coordinator, Operations & Administrative Assistant**, and contracted facilities support to strengthen resident services, volunteer coordination, organizational operations, and continued program growth.

Volunteers and community partners will play a vital role in supporting residents through mentoring, monthly life-skills workshops, move-in support, welcome kits, transportation assistance, administrative support, and community engagement opportunities.

Community Partnerships

The Dogwood House intentionally partners with trusted community organizations and licensed professionals to provide comprehensive support while avoiding duplication of existing services. This collaborative model allows residents to access specialized care and resources while The Dogwood House remains focused on providing safe transitional and independent housing, community, and stability.

Strategic partnerships include:

- Trauma-informed therapists and mental health providers
- Primary care physicians, OB/GYN providers, and other healthcare professionals
- Financial advisors and credit-building partners
- Legal aid organizations
- Workforce development agencies and employment partners
- Colleges, vocational schools, and GED programs
- Banks and credit unions
- Transportation providers and Department of Motor Vehicles resources
- Churches and faith communities for optional spiritual support
- Community organizations that provide mentoring and volunteer support

These partnerships strengthen each resident's individualized plan by providing access to professional expertise, expanding available resources, and supporting long-term independence and successful reintegration into society.

Programs & Services

Length of Stay

Typical stay is 6–18 months, individualized to each resident's progress and long-term housing readiness. Extensions may be approved when residents are actively working their plan toward stable permanent housing.

Eligibility

- Graduation from a long-term recovery program (verification required)
- Employment (part- or full-time) at entry or within a brief on-ramp
- Reliable transportation (vehicle, rideshare budget, or public transit)

Resident Expectations

Residents are expected to maintain employment or educational pursuits, meet monthly with a financial advisor, adhere to safety policies and apartment care standards, honor community guidelines, and participate in regular staff check-ins.

Residents are also encouraged to actively engage in continued personal growth, healthy community involvement, and long-term independence planning throughout their stay.

Independent Living

Residents live in private apartments that promote dignity, privacy, and independent living within a supportive community. Apartment configurations may include studio, one-bedroom, and multi-bedroom units to accommodate varying resident needs, including family reunification when appropriate.

Residents manage their own schedules, meals, transportation, employment, and daily routines while living in private apartments within a supportive community. Optional community dinners, educational workshops, and faith-based gatherings provide opportunities for connection while respecting each resident's independence and personal journey.

Optional community dinners, educational workshops, and faith-based gatherings provide opportunities for connection while respecting each resident's independence and personal journey.

Housing Stability

Residents participate in a graduated housing contribution designed to build financial responsibility, establish rental history, and prepare for long-term independent housing.

The first month of residency is provided at no cost, allowing each woman time to settle into a safe, stable environment and focus on employment, routine, and transition. After the initial month, residents contribute a percentage of their earned income toward housing through a graduated step-up model:

- Month 1: No housing contribution
- Months 2–3: 10% of earned income
- Months 4–6: 20% of earned income
- Month 7 and beyond: 30% of earned income (not to exceed 30%)

The housing contribution remains capped at 30% of earned income, consistent with the widely accepted standard for affordable housing. Housing contributions help offset the cost of operating the residence, including utilities, internet, maintenance, and other shared household expenses,

while allowing residents to gradually assume greater financial responsibility in a supportive environment.

This step-up approach helps residents establish healthy budgeting habits, prepare for the true cost of independent living, and transition into permanent housing with greater financial confidence and stability.

Financial Guidance

Every resident meets regularly with a financial advisor to establish goals related to budgeting, debt management, credit building, savings, and long-term housing readiness. Residents also learn practical financial skills such as banking, saving for future housing expenses, understanding credit, and preparing for long-term financial independence. The goal is for residents to depart with an emergency fund, improved financial stability, and a sustainable budget for independent living.

Therapeutic Support

Residents are connected to licensed trauma-informed providers and continued therapy is strongly encouraged throughout their stay.

Faith & Renewal

The Dogwood House is a faith-based community that encourages spiritual renewal, church involvement, and connection within a supportive faith community. While participation in spiritual activities is never required, residents are strongly encouraged to engage in faith-centered support as part of their continued healing and restoration.

Life Skills & Community Workshops

Residents will have access to ongoing life-skills development opportunities through monthly workshops led by local professionals, volunteers, and community partners. Workshop topics may include financial literacy, budgeting, cooking, nutrition, gardening, home maintenance, vehicle care, employment readiness, healthy relationships, parenting, wellness, tenant responsibilities, and other practical skills that support long-term independence and successful reintegration into society.

These workshops are designed to build confidence, strengthen practical life skills, and foster meaningful community connection within a supportive environment.

Community Engagement

Mentors, volunteers, peer support, and community partnerships foster healthy relationships, accountability, encouragement, and meaningful community connection

throughout each resident's transition toward independent living. Residents are encouraged to build lasting support networks that continue well beyond their time at The Dogwood House.

Daily Life

Daily life at The Dogwood House balances work or education, therapy, financial coaching, household responsibilities, rest, and optional community gatherings, and personal time for rest and renewal. Staff maintain a consistent on-site presence during the day and remain on-call to provide support and oversight as needed.

A Bridge to Independence

The Dogwood House Sanctuary exists to bridge the gap between long-term recovery and independent living. Our goal is for every resident to leave with stable housing, reliable income, financial confidence, continued therapeutic support, healthy community connections, and the skills necessary to successfully reintegrate into society with dignity, stability, and hope.

Marketing & Fundraising Strategy

The Dogwood House's marketing and fundraising strategy is built on education, relationship-building, and transparency. By increasing public awareness of the gap between long-term recovery and independent living, the organization seeks to inspire lasting partnerships that advance its mission and create sustainable impact.

Donor Engagement

The Dogwood House will cultivate long-term relationships with individuals, churches, foundations, businesses, and community partners who share a commitment to restoring hope and independence for women who have survived sex trafficking. Fundraising efforts will focus on building a diversified revenue base through individual giving, major gifts, corporate sponsorships, foundation grants, church partnerships, fundraising events, and planned giving opportunities.

Donor engagement is centered on authentic storytelling, measurable impact, transparency, and opportunities for supporters to witness the organization's mission firsthand through volunteer engagement, events, and facility tours as the campus develops.

Fundraising leadership is provided by the Development & Fundraising Chair in partnership with the Executive Director and supported by Board members who actively participate in donor cultivation, relationship building, and philanthropic engagement.

Community Outreach

Community outreach focuses on educating the public about the realities of sex trafficking while increasing awareness of the critical need for transitional and independent housing. Outreach efforts include presentations to churches, civic organizations, businesses, healthcare organizations, professional associations, and anti-trafficking coalitions throughout the Kansas City metropolitan area.

Digital communication through the organization's website, social media platforms, email newsletters, and educational content helps expand awareness, strengthen community engagement, and build long-term support for the mission. Media opportunities and strategic partnerships further increase visibility while honoring the dignity and privacy of the women served.

Fundraising Tactics

- Individual major gifts
- Foundation and corporate grants
- Church partnerships
- Corporate sponsorships
- Dogwood Circle monthly giving program
- Peer-to-peer fundraising campaigns
- Annual signature fundraising event
- Planned giving (future growth)

Financial Goals

The Dogwood House is pursuing a phased funding strategy that supports both capital development and long-term operational sustainability. Financial priorities include:

- Property acquisition and pre-development
- Renovation and code compliance
- Program launch and resident services
- Long-term operational sustainability through diversified revenue sources

Detailed startup, capital, and operating budgets are included in the Appendix and will be updated as the organization progresses through each phase of development.

Phased Development Plan

Phase 1 – Community Awareness & Organizational Development

Build public awareness of the need for transitional and independent housing for survivors while establishing the organizational foundation. Focus on board development, strategic partnerships, community presentations, social media, grant readiness, fundraising infrastructure, donor cultivation, and organizational capacity.

Phase 2 – Property Acquisition & Pre-Development

Secure funding, identify and acquire an appropriate property, complete due diligence, and begin planning for renovations, permitting, and capital improvements.

Phase 3 – Capital Improvement & Program Development

Complete renovations, ensure code compliance and accessibility, hire staff, formalize community partnerships, develop policies and procedures, and prepare for resident intake.

Phase 4 – Program Launch & Sustainable Growth

Launch resident services and begin full program operations. Welcome residents, evaluate program outcomes, strengthen operational sustainability, expand community partnerships, and continue building long-term financial support.

Implementation Flexibility

The phased development plan provides the strategic framework for The Dogwood House's long-term growth. While the organization's long-term vision is the acquisition and renovation of a permanent campus designed specifically for independent transitional housing, the Board of Directors may determine that beginning services in a leased or purchased residential home is the most responsible course of action based on funding availability, property opportunities, organizational readiness, and long-term sustainability.

If pursued, an interim residential home would allow The Dogwood House Sanctuary to begin serving survivors sooner while continuing to advance its long-term vision for a permanent facility. This approach would not alter the organization's phased development strategy but would provide flexibility in implementation while ensuring responsible stewardship of donor resources.

Sponsorship Levels

- Apartment Sponsor (\$25,000)
 - Welcome Home Sponsor (\$10,000)
 - Stability Sponsor (\$5,000)
 - Dogwood Circle monthly donors (any amount)
-

Operations Plan

Timeline

The Dogwood House will launch through a phased development approach beginning with organizational development and community awareness, followed by property acquisition, renovation, and program implementation. A detailed phased development strategy is outlined in the **Marketing & Fundraising Strategy** section of this business plan.

Once the program is operational, residents will be welcomed through a phased occupancy process to ensure high-quality services, appropriate staffing, and sustainable program growth.

Daily Operations

The Executive Director provides overall organizational leadership, strategic planning, fundraising, partnership development, and oversight of daily operations.

The Program Director serves as the primary on-site staff member, coordinating resident support, intake, move-ins, volunteer engagement, community programming, vendor coordination, apartment readiness, and day-to-day operations while maintaining a consistent staff presence and on-call support.

As the organization grows, additional program and administrative staff will be added to strengthen resident services and organizational capacity.

Intake Process

Referral → Application & eligibility verification → Interview & safety assessment → Acceptance → Apartment assignment → Orientation → Individualized transition plan → Initial meeting with financial advisor → Move-in

Safety

Safety is maintained through trauma-informed policies, visitor protocols, confidential resident information, emergency preparedness, staff training, mandatory reporting compliance, and coordination with local law enforcement and community partners when appropriate.

Operational Rhythms

- Daily resident check-ins
- Weekly staff meetings
- Monthly resident goal reviews
- Quarterly program outcome reviews

Partnerships

The Dogwood House collaborates with trusted community organizations and licensed professionals to ensure warm handoffs and coordinated care. Strategic partnerships include mental health providers, healthcare professionals, financial advisors, workforce agencies, legal aid organizations, churches, educational institutions, and other community partners that support each resident's individualized transition plan.

Maintenance

Professional vendors for HVAC, electrical, plumbing, structural work; routine inspections; capital reserve planning for a ~96-year-old building needing new systems and upgrades.

Volunteer Roles

Move-in support, welcome home preparations, transportation assistance, mentoring, monthly life-skills workshops, administrative projects, prayer teams, fundraising events, and campus beautification.

Evaluation & Outcomes

Program effectiveness is evaluated through ongoing measurement of resident progress and organizational outcomes. Quarterly dashboards track key performance indicators, including:

- Housing stability
- Employment retention
- Income growth
- Emergency savings
- Credit building

- Rental history
- Therapy participation
- Community engagement
- Church participation (when desired by the resident)
- Successful transition into permanent housing

Outcome data is used to strengthen programming, evaluate organizational effectiveness, demonstrate impact to funders, and support continuous quality improvement.

Financial Plan

Funding Strategy

The Dogwood House will pursue a diversified funding model designed to support both initial launch and long-term sustainability. Revenue will come from a combination of individual donations, major gifts, foundation grants, church partnerships, corporate sponsorships, fundraising events, monthly giving through the Dogwood Circle, and resident housing contributions.

Maintaining multiple revenue streams reduces reliance on any single funding source and strengthens long-term financial stability.

Phase 1: Startup Budget

The Phase 1 Startup Budget represents the investments required to establish The Dogwood House's organizational foundation. During this phase, the organization will focus on building public awareness of the need for transitional housing for women who have survived sex trafficking while developing the infrastructure, funding capacity, and strategic partnerships necessary for long-term success.

Phase 1 investments include organizational formation, board development, legal and financial compliance, branding and communications, technology, fundraising infrastructure, donor cultivation, strategic partnerships, grant development, community engagement, administrative capacity, and key startup personnel to support organizational growth and long-term sustainability. These foundational investments position the organization to successfully enter Phase 2 of the development plan.

A detailed Phase 1 Startup Budget is provided in the financial appendices.

Phase 2: Property Acquisition & Pre-Development Budget

The Phase 2 Property Acquisition & Pre-Development Budget represents the anticipated costs associated with securing funding, identifying and acquiring an appropriate property, completing due diligence, and preparing for redevelopment.

While the organization's long-term vision is the acquisition and renovation of a former church building into a purpose-designed transitional housing community featuring approximately 10–15 independent apartments and shared community spaces, the Board of Directors will evaluate available properties and determine the most responsible path forward based on funding opportunities, property availability, organizational readiness, and long-term sustainability.

Projected Phase 2 costs include property acquisition, environmental and property assessments, due diligence, legal and professional services, architectural and engineering planning, permitting, financing and closing costs, and other pre-development activities necessary to prepare the property for renovation.

A detailed Phase 2 Property Acquisition & Pre-Development Budget is provided in the financial appendices.

Phase 3: Capital Improvement & Program Development Budget

The Phase 3 Capital Improvement & Program Development Budget supports the renovation of the selected property and preparation for resident services. During this phase, the organization will complete renovations, ensure code compliance and accessibility, hire staff, formalize community partnerships, develop operational policies and procedures, procure furnishings and equipment, and prepare the facility for resident occupancy.

Projected Phase 3 costs include construction and renovation, mechanical, electrical, and plumbing (MEP) improvements, fire protection and life safety systems, accessibility upgrades, furnishings, fixtures and equipment (FF&E), security and technology systems, staffing, resident apartment setup, licensing, insurance, and other expenses necessary to prepare for program launch.

A detailed Phase 3 Capital Improvement & Program Development Budget is provided in the financial appendices.

Phase 4: Operating Budget

The Phase 4 Operating Budget supports program launch, ongoing resident services, and the sustainable operation of The Dogwood House. During this phase, the organization will welcome residents, evaluate program outcomes, strengthen operational systems, expand community partnerships, and continue building long-term financial support.

Major expense categories include personnel and employee benefits, insurance, utilities, maintenance, resident support services, technology, professional services, administrative operations, volunteer engagement, program supplies, and outcome evaluation.

Operating expenses will increase strategically as resident capacity grows, ensuring that staffing, services, and organizational infrastructure expand responsibly while maintaining financial sustainability and providing high-quality, trauma-informed housing and supportive services.

Detailed Phase 4 Operating Budgets are provided in the financial appendices.

Revenue Model

The Dogwood House will maintain a balanced revenue portfolio consisting of:

- Individual Giving
- Major Gifts
- Foundation Grants
- Church Partnerships
- Corporate Sponsorships
- Dogwood Circle Monthly Giving
- Fundraising Events
- Resident Housing Contributions
- In-Kind Donations

This balanced approach provides financial resilience while allowing the organization to pursue both operational support and long-term capital projects.

Resident Housing Contributions

Residents begin their stay without a housing contribution, allowing time to establish employment, stabilize financially, and adjust to independent living. As residents increase their financial independence, they begin contributing toward household operating expenses through a graduated housing contribution model.

Housing contributions begin at **10% of monthly income**, increase to **20%**, and then **30%**, which remains the maximum contribution throughout the resident's stay. These contributions help offset utilities, maintenance, and other shared operating expenses while allowing residents to build healthy financial habits and prepare for the cost of independent housing. Even at the highest contribution level, residents continue paying less than market-rate housing, enabling them to build savings and strengthen long-term housing stability.

Financial Sustainability

The Dogwood House is committed to long-term financial stewardship through diversified revenue streams, responsible budgeting, and strategic growth. Annual operating budgets will be reviewed and approved by the Board of Directors, with financial performance monitored throughout the year.

As the organization grows, The Dogwood House will prioritize building operating reserves, expanding monthly recurring giving, strengthening community partnerships, and pursuing sustainable funding sources that support both program operations and future expansion.

Financial Accountability

The Dogwood House is committed to responsible financial stewardship and transparency. Financial oversight is provided by the Board of Directors through the Treasurer and appropriate financial review processes. Annual budgets, financial reports, internal controls, and donor-restricted funds will be managed in accordance with nonprofit best practices.

As the organization grows, independent financial reviews or audits will be conducted as appropriate based on organizational size, funding requirements, and applicable regulations. Financial reporting and program outcomes will be shared with donors, grantmakers, and community partners to demonstrate accountability and measurable impact.

Impact & Outcomes

Resident Outcomes

The Dogwood House measures success by the long-term stability and independence of each resident. Through safe housing, financial coaching, employment support, trauma-informed care, and a faith-based community, residents are equipped to transition confidently into permanent independent living.

Key outcomes include:

- Stable permanent housing
- Employment retention or career advancement
- Increased savings and improved financial stability

- Established rental history and improved credit
- Continued participation in therapy and supportive services
- Healthy community relationships and long-term support networks

Community Impact

The Dogwood House strengthens the continuum of care for survivors by providing the critical bridge between long-term recovery and independent living.

Long-term community outcomes include:

- Reduced risk of homelessness and re-exploitation
- Increased workforce participation
- Stronger collaboration among service providers
- Expanded opportunities for churches, volunteers, and community partners to serve survivors
- Increased long-term housing stability for women exiting recovery programs

Faith-Based Support

As a faith-based organization, The Dogwood House offers opportunities for spiritual growth through church involvement, pastoral care, Bible studies, prayer, and Christian community. Participation is always voluntary and offered with dignity, respect, and freedom of choice.

Measuring Success

Organizational success will be evaluated through measurable outcomes, including:

- Resident occupancy and successful program completion
- Permanent housing placement after graduation
- Employment retention and income growth
- Emergency savings accumulated
- Credit improvement and rental history established
- Continued engagement with therapy and support services
- Resident satisfaction and program feedback
- Financial sustainability and fundraising performance

Long-Term Vision

As The Dogwood House grows, the organization seeks to become a recognized model for faith-based transitional housing by demonstrating that safe housing, financial stability, community support, and compassionate accountability can produce lasting independence for survivors of sex trafficking and exploitation.

Projected Outcomes

Following full implementation, The Dogwood House anticipates maintaining high occupancy, developing a consistent referral pipeline from partner organizations, and demonstrating measurable improvements in housing stability, financial independence, and successful transitions into permanent housing. As organizational capacity grows, additional apartments—including multi-bedroom units to support family reunification when appropriate—will expand the organization's ability to meet community needs.

Closing

Thank you for considering a partnership with The Dogwood House.

Together, we can create a place where women who have survived trafficking find more than safe housing—they find stability, dignity, community, and the opportunity to build a future marked by hope, stability, and lasting independence.

We would be honored to partner with you in making this vision a reality for the women we serve.



Rooted in beauty. Restored in spirit.

Appendix

Supporting Documentation

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Appendix A – Organizational Documents

The following documents establish the legal formation, governance foundation, and guiding principles of The Dogwood House Sanctuary.

IRS Determination Letter

 Department of the Treasury Internal Revenue Service Tax Exempt and Government Entities P.O. Box 2508 Cincinnati, OH 45201	Date: January 17, 2026 Employer ID number: 39-3872185 Person to contact: Name: Alex Krickl ID number: 4023226 Telephone: 877-829-5500 Accounting period ending: December 31 Public charity status: 170(b)(1)(A)(vi) Form 990 / 990-EZ / 990-N required: Yes Effective date of exemption: September 2, 2025 Contribution deductibility: Yes Addendum applies: No DLN: 26053647002485
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THE DOGWOOD HOUSE SANCTUARY
14709 W 90TH STREET
LENEXA, KS 66215

Dear Applicant:

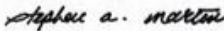
We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,

Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements

Letter 947 (Rev. 2-2020)
Catalog Number 35152P

Articles of Incorporation

Articles of Incorporation of The Dogwood House Sanctuary

Article I – Name

The name of this corporation is The Dogwood House Sanctuary (hereinafter referred to as the "Corporation").

Article II – Duration

The period of duration for the Corporation is perpetual.

Article III – Registered Agent and Office

The name of the registered agent of the Corporation is: Kellie Musick

The registered office address of the Corporation is: 14709 W 90th Street, Lenexa, KS 66215

Article IV – Incorporator

The name and address of the incorporator of the Corporation is:

Kellie Musick

14709 W 90th Street, Lenexa, KS 66215

Article V – Purpose

This Corporation is organized exclusively for charitable, religious, and educational purposes as defined in Section 501(c)(3) of the Internal Revenue Code.

The specific purpose of the Corporation is to provide Christ-centered refuge, renewal, and restoration for women who have survived sex trafficking, by offering safe housing, supportive services, and spiritual guidance.

Article VI – Nonprofit Nature

1. The Corporation is a nonprofit organization and shall not issue stock.
2. No part of the net earnings shall inure to the benefit of or be distributable to its members, directors, officers, or other private persons, except that the Corporation shall be authorized to pay reasonable compensation for services rendered.
3. The Corporation shall not engage in activities prohibited for an organization exempt under Section 501(c)(3).

Article VII – Board of Directors

The affairs of the Corporation shall be managed by a Board of Directors. The number of directors shall not be fewer than three (3). The names and addresses of the initial directors

shall be determined at the first organizational meeting of the Corporation.

Article VIII – Dissolution

Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all liabilities, distribute all assets of the Corporation for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.

The Board of Directors shall have full discretion to determine the recipient organization(s), provided that such recipient(s) are organized and operated exclusively for charitable, religious, or educational purposes and qualify as exempt under Section 501(c)(3) of the Internal Revenue Code.

Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction in the county in which the principal office of the Corporation is located, exclusively for such purposes.

Article IX – Amendments

These Articles of Incorporation may be amended as provided by the laws of the State of Kansas.

Article X – Liability

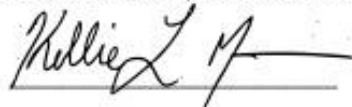
To the fullest extent permitted by Kansas law, no director or officer of the Corporation shall be personally liable to the Corporation for monetary damages for breach of fiduciary duty as a director or officer.

Article XI – Powers

The Corporation shall have the power to acquire, purchase, hold, lease, convey, mortgage, and pledge both real and personal property within the State of Kansas, in other states of the United States, and elsewhere, as may be necessary or convenient for carrying out the business of the Corporation and fulfilling its purposes.

Execution

Executed this September 02, 2025.

A handwritten signature in black ink, appearing to read "Kellie L. Musick", written over a horizontal line.

Kellie Musick, Incorporator

Kansas Certificate of Good Standing

STATE OF KANSAS OFFICE OF SECRETARY OF STATE CERTIFICATE OF GOOD STANDING	
I, SCOTT SCHWAB, Kansas Secretary of State, certify that the records of this office reveal the following:	
Business ID: 10044161	
Business Name: The Dogwood House Sanctuary	
Type: Domestic Not For-Profit Corporation	
Jurisdiction: Kansas	
was filed in this office on August 19, 2025, and is in good standing, having fully complied with all requirements of this office.	
No information is available from this office regarding the financial condition, business activity or practices of this entity.	
	In testimony whereof: I affix my official certification seal. Done at the City of Topeka, on this day April 13, 2026.  SCOTT SCHWAB KANSAS SECRETARY OF STATE
Certification Number: 621963-20260413 To verify the validity of this certificate please visit https://www.sos.ks.gov/eforms/BusinessEntity-CertifiedValidationSearch.aspx and enter certificate number.	

Employer Identification Number (EIN)



EIN Assistant

Your Progress: 1. Identify ✓ 2. Authenticate ✓ 3. Addresses ✓ 4. Details ✓ 5. EIN Confirmation

Congratulations! The EIN has been successfully assigned.

EIN Assigned: 39-3872185

Legal Name: THE DOGWOOD HOUSE SANCTUARY

The confirmation letter will be mailed to the applicant. This letter will be the applicant's official IRS notice and will contain important information regarding the EIN. Allow up to 4 weeks for the letter to arrive by mail.

We strongly recommend you print this page for your records.

Bylaws

Article I – Name and Purpose

1.1 Name

The name of this organization is The Dogwood House Sanctuary (the “Corporation”).

1.2 Purpose

The Corporation is organized exclusively for charitable and religious purposes under Section 501(c)(3) of the Internal Revenue Code. Its mission is to provide Christ-centered refuge, restoration, and renewal for women who have survived sex trafficking.

Article II – Offices

2.1 The principal office of the Corporation shall be located in the State of Kansas. The Board of Directors may change the office location as needed.

Article III – Board of Directors

3.1 Powers

The Board of Directors (“Board”) shall manage the affairs of the Corporation and is empowered to make all policy and financial decisions consistent with the mission.

3.2 Composition

The Board shall consist of not fewer than 4 and not more than 15 members.

3.3 Term

Directors shall serve a term of three (3) years and may be re-elected. Terms shall be staggered to ensure continuity.

3.4 Meetings

The Board shall meet at least quarterly. Special meetings may be called by the President or a majority of the Board.

3.5 Quorum and Voting

A majority of directors shall constitute a quorum. Decisions require a majority vote of directors present.

3.6 Removal and Vacancies

Any director may be removed by a two-thirds vote of the Board. Vacancies may be filled by majority vote of remaining directors.

3.7 Participation by Electronic Means

Directors may participate in any meeting of the Board by means of conference telephone, video conferencing, or similar communications equipment by which all persons participating in the meeting can hear each other at the same time. Participation by such means shall constitute presence in person at such meeting.

3.8 Action Without a Meeting

Any action required or permitted to be taken by the Board of Directors may be taken without a meeting if all Directors consent in writing or by electronic transmission. Such consent shall have the same force and effect as a unanimous vote at a meeting.

3.9 Notice of Meetings

Notice of any regular or special meeting of the Board shall be given at least forty-eight (48) hours in advance by email or other reasonable means. The notice shall include the time and location of the meeting.

Article IV – Officers

4.1 Officers

The officers shall include a President, Vice President, Secretary, and Treasurer. Additional officers may be appointed as needed.

4.2 Duties

- President (Chair) – Provides leadership to the Board of Directors, presides over meetings, and ensures the Board fulfills its governance responsibilities. The President may execute documents and contracts on behalf of the Corporation as authorized by the Board.
- Vice President (Vice Chair) – Assists the President and performs the duties of the President in their absence.
- Secretary – Maintains accurate records of all Board meetings and official documents, ensures proper notice of meetings, and serves as custodian of corporate records.
- Treasurer – Oversees the financial affairs of the Corporation, including financial reporting, budgeting, and safeguarding of assets. The Treasurer provides regular financial updates to the Board.

4.3 Terms

Officers serve one-year terms and may be re-elected.

Article V – Committees

5.1 The Board may establish committees as needed to carry out the mission. Each committee shall report to the Board.

5.2 The Board may designate standing committees, including but not limited to Governance, Fundraising/Development, Property, Survivor Advocacy, and Community & Partnerships Committees, to support the work of the organization.

Article VI – Faith and Values

6.1 The Corporation affirms Jesus Christ as the foundation of its mission. All programs, leadership, and services shall be consistent with Christian values of grace, dignity, compassion, and restoration.

Article VII – Fiscal Year

7.1 The fiscal year shall begin on January 1 and end on December 31.

Article VIII – Indemnification

8.1 To the fullest extent allowed by law, the Corporation shall indemnify any director, officer, or volunteer for actions taken in good faith on behalf of the Corporation.

Article IX – Amendments

9.1 These bylaws may be amended by a two-thirds majority of the Board of Directors, provided written notice is given at least ten (10) days before the vote.

Article X – Conflict of Interest Policy

10.1 The Corporation shall adopt and maintain a Conflict of Interest Policy to protect the integrity of its decision-making process.

10.2 No director, officer, or member of the Corporation shall derive any personal profit or gain, directly or indirectly, by reason of their participation in the Corporation.

10.3 Any director or officer who has a financial, personal, or official interest in, or conflict (or appearance of a conflict) with, any matter pending before the Board of Directors that would prevent such member from acting on the matter in an impartial manner shall disclose such interest to the Board.

10.4 The Board shall determine the appropriate course of action, and the interested person shall abstain from discussion and voting on the matter.

Article XI – Executive Director

11.1 The Board of Directors may appoint an Executive Director to oversee the day-to-day operations of the Corporation.

11.2 The Executive Director shall:

- Be responsible for implementing the strategic direction established by the Board
- Manage the daily operations, programs, and activities of the organization
- Hire, supervise, and manage staff, as applicable
- Provide regular updates and reports to the Board
- Be authorized to execute contracts and agreements on behalf of the Corporation as approved by the Board

11.3 The Executive Director shall not be a voting member of the Board but may attend meetings as requested.

Certification

These bylaws were adopted by the Board of Directors of The Dogwood House Sanctuary on September 2, 2025

Statement of Faith

At The Dogwood House, our mission is rooted in the hope, truth, and transforming love of Jesus Christ. We believe lasting restoration is ultimately found in Him, and we seek to lead our organization with biblical integrity, compassion, humility, and grace.

Our faith compels us to care for those who have been exploited, oppressed, and marginalized. We believe every woman is created in the image of God and is worthy of safety, dignity, restoration, and hope. As we seek to reflect the love of Christ, we are committed to walking alongside each resident with compassion, integrity, and grace as she rebuilds her life.

As members of the Board of Directors, we are entrusted with preserving the mission, vision, and values of The Dogwood House. We therefore seek leaders who share the following foundational beliefs:

We Believe...

- The Bible is the inspired, authoritative, and trustworthy Word of God and serves as our foundation for faith and practice.
- There is one God, eternally existing as Father, Son, and Holy Spirit.
- Jesus Christ is the Son of God who lived a sinless life, died on the cross for our sins, rose bodily from the dead, and offers salvation and eternal life to all who place their faith in Him.
- Salvation is a gift of God's grace through faith in Jesus Christ alone and cannot be earned through human effort.
- Every person is created in the image of God and possesses inherent dignity, worth, and value.
- God calls His people to love mercy, pursue justice, care for the vulnerable, and serve others with compassion and humility.
- The Holy Spirit equips and empowers believers to live faithfully, grow in Christlikeness, and serve others.

Our Commitment

The Dogwood House exists to provide a safe, dignified, and supportive environment where women rebuilding their lives after trafficking and exploitation can continue moving toward long-term stability and independence.

While we are unapologetically Christ-centered, we serve every woman with dignity, compassion, and respect regardless of her background, beliefs, or stage in her faith journey. Participation in spiritual activities is encouraged but never coerced.

As leaders of The Dogwood House, members of the Board of Directors are expected to affirm this Statement of Faith and actively support the Christ-centered mission and values of the organization through their leadership, service, and decision-making.

Just as the dogwood blooms after hardship, we believe Christ brings new life, redemption, and hope. We are committed to creating a place where every woman has the opportunity to heal, grow, and flourish in the life God has prepared for her.

Mission, Vision, Core Values & Beliefs

Belief Statement

At The Dogwood House, we believe in the power of restoration through Christ. Inspired by the dogwood tree—an enduring symbol of strength, protection, and new life—we are committed to providing refuge and renewal for women who have survived sex trafficking.

Mission Statement

The Dogwood House Sanctuary provides faith-based transitional housing for women who have survived sex trafficking, offering a safe place to live, continued healing, and financial and spiritual guidance as they rebuild independence and stability through Christ.

Vision Statement

To create a world where women who have survived sex trafficking are not only safe, but deeply restored — emotionally, spiritually, and physically — in a space that honors their dignity and renews their strength. Just as the dogwood blooms after hardship, we envision every woman blossoming into wholeness and purpose.

Our Core Values

Restoration

We believe healing is possible — through safe space, compassion, and time.

Strength

Like the dogwood tree, we stand strong in the face of adversity, offering unwavering support to women rebuilding their lives.

Grace

We meet every story with empathy, humility, and unconditional love.

Dignity

We honor each woman's worth, voice, and journey toward renewal.

Faith

Guided by Christian hope and compassion, we serve as a sanctuary of light in dark places.

The Dogwood House is more than a place to stay. It is a place to rise.

Appendix B — Board & Governance

The following information outlines the governance structure, board leadership, and oversight responsibilities of The Dogwood House. Together, they demonstrate the organization's commitment to accountability, strategic leadership, and long-term sustainability.

Board Governance

The Dogwood House Sanctuary is governed by a volunteer Board of Directors responsible for providing strategic leadership, financial oversight, and long-term accountability for the organization. The Board ensures the organization remains faithful to its mission while maintaining strong governance practices, fiscal responsibility, and compliance with all applicable nonprofit regulations.

The Founder & Executive Director oversees the day-to-day operations of the organization, while the Board focuses on governance rather than management. Working collaboratively, the Board and Executive Director establish strategic priorities, ensure organizational sustainability, evaluate performance, and steward the resources entrusted to the organization.

As a faith-based nonprofit, Board members are expected to uphold the organization's Christian values and support its mission of providing safe, independent transitional housing for women who have survived sex trafficking and exploitation.

Board Composition

The founding Board of Directors is intentionally composed of individuals with diverse professional expertise and a shared commitment to the mission of The Dogwood House Sanctuary. Members are selected based on leadership experience, professional knowledge, strategic insight, and their willingness to actively support the organization through governance, fundraising, and community engagement.

Executive Officers

- Chair
- Vice Chair
- Treasurer
- Secretary

Standing Board Roles

- Development & Fundraising Chair
- Survivor Advocacy & Trauma-Informed Advisor
- Community Partnerships Representative

- Real Estate & Facilities Advisor
- Members-at-Large (appointed based on organizational needs and professional expertise)

As the organization grows, additional directors may be added to strengthen governance and provide expertise in areas such as healthcare, legal affairs, finance, marketing, construction, business leadership, ministry, and nonprofit management.

Board Member Responsibilities

Each Board member shares responsibility for advancing the mission and ensuring the long-term success of The Dogwood House Sanctuary.

Board members are expected to:

- Uphold the organization's mission, vision, values, and Statement of Faith.
- Provide strategic leadership and long-term organizational guidance.
- Ensure sound financial stewardship and approve annual budgets and major financial decisions.
- Maintain fiduciary responsibility by fulfilling the duties of care, loyalty, and obedience.
- Support fundraising efforts through personal giving, donor cultivation, community connections, and advocacy.
- Serve as ambassadors for the organization within the community.
- Participate in strategic planning and organizational growth initiatives.
- Monitor organizational performance and evaluate program outcomes.
- Serve on at least one standing committee.
- Maintain confidentiality regarding Board discussions and sensitive organizational information.
- Support Board decisions once officially adopted.

Board members are expected to attend a minimum of **80% of scheduled Board meetings**, actively participate in committee work, remain informed about organizational activities, and contribute meaningfully to Board discussions.

The Board embraces an active governance model in which directors contribute their professional expertise, relationships, and leadership to advance the organization's mission beyond regular meeting attendance.

Executive Officer Responsibilities

Chair

The Chair serves as the chief volunteer leader of the Board and provides strategic leadership for governance activities. Responsibilities include leading Board meetings, setting meeting agendas in

collaboration with the Executive Director, supporting long-term strategic planning, overseeing Board development, and serving as an ex-officio member of all committees.

Vice Chair

The Vice Chair assists the Chair in fulfilling leadership responsibilities and assumes the Chair's duties when necessary. The Vice Chair supports governance initiatives, committee coordination, strategic planning efforts, and leadership succession.

Treasurer

The Treasurer provides financial oversight for the organization, chairs the Finance & Audit Committee, reviews financial reports, assists with annual budgeting, monitors financial policies and internal controls, and helps ensure compliance with nonprofit financial regulations.

Secretary

The Secretary maintains official Board records, meeting minutes, corporate documents, governance records, and Board communications. The Secretary also ensures accurate documentation of Board actions and supports compliance with organizational recordkeeping requirements.

Standing Board Roles

Development & Fundraising Chair

Provides leadership for fundraising strategy, donor stewardship, grant development, sponsorship opportunities, and annual fundraising initiatives while helping cultivate relationships with donors and community partners.

Trauma-Informed & Survivor Advocacy Advisor

Provides guidance to ensure organizational policies, programming, and resident support remain trauma-informed, survivor-centered, and aligned with best practices for serving women who have experienced exploitation.

Strategic Partnerships Chair

Builds and strengthens relationships with churches, businesses, nonprofits, healthcare organizations, government agencies, and community stakeholders to expand awareness and collaborative opportunities.

Real Estate & Development Advisor

Provides expertise regarding facility planning, property management, renovations, capital improvements, maintenance planning, safety considerations, and long-term stewardship of organizational assets.

Members-at-Large

Members-at-Large provide additional expertise based on organizational needs and may contribute experience in finance, law, healthcare, marketing, nonprofit leadership, construction, business, ministry, or other strategic disciplines.

Advisory Councils & Ad Hoc Committees

To provide specialized expertise while maintaining an efficient governance structure, The Dogwood House Sanctuary may utilize advisory councils and temporary ad hoc committees rather than permanent standing committees.

These groups serve in an advisory capacity and do not possess fiduciary or voting authority. Recommendations are presented to the Board of Directors for consideration and action.

Advisory Council

The Advisory Council consists of professionals and community leaders who provide subject matter expertise, strategic insight, and community connections to strengthen the organization's mission. Members may include individuals with experience in areas such as:

- Trauma-informed care
- Survivor advocacy
- Mental health
- Healthcare
- Law enforcement
- Legal services
- Nonprofit leadership
- Business and finance
- Real estate and facilities
- Construction and property development
- Human resources
- Marketing and communications
- Faith leadership

Advisory Council members are appointed by the Board of Directors and may participate in meetings, strategic planning discussions, and organizational initiatives as requested. They do not serve as voting members of the Board and have no fiduciary responsibilities.

Survivor Advisory Council

The Survivor Advisory Council provides valuable lived-experience perspectives that help ensure programs, policies, and organizational decisions remain survivor-informed and trauma-responsive.

Members may include graduates of long-term recovery programs and other survivors who wish to contribute to the organization's mission. Participation is voluntary, and members are invited to provide feedback on resident experience, program development, and organizational initiatives. The Survivor Advisory Council serves solely in an advisory capacity and does not exercise governance authority.

Ad Hoc Committees

The Board of Directors may establish temporary ad hoc committees as organizational needs arise. These committees are created for specific projects or initiatives and dissolve upon completion of their assigned responsibilities.

Examples may include:

- Capital Campaign Committee
- Building & Renovation Committee
- Executive Director Search Committee
- Gala or Special Event Committee
- Strategic Planning Committee
- Board Recruitment Committee
- Policy Review Committee

Ad hoc committees may include Board members, Advisory Council members, volunteers, community partners, or other individuals with relevant expertise. Each committee reports directly to the Board of Directors and operates under a clearly defined scope and timeline.

Governance Commitment

The Board of Directors is committed to operating with integrity, transparency, accountability, and faithful stewardship. Through strong governance and collaborative leadership with the Executive Director, the Board seeks to ensure that The Dogwood House Sanctuary remains financially sustainable, mission-focused, and equipped to provide safe, independent housing where survivors can rebuild their lives with dignity, stability, and hope.

Appendix C – Phase 1: Startup Budget

The following budget represents the estimated costs associated with **Phase 1 – Community Awareness & Organizational Development**. These investments establish the legal, operational, governance, and fundraising infrastructure necessary to prepare The Dogwood House Sanctuary for Phase 2: Property Acquisition & Pre-Development.

Category	Estimated Budget	Purpose
Organizational Formation & Legal Compliance	\$3,000	Legal formation, regulatory compliance, governance documentation
Strategic Consulting & Organizational Development	\$12,000	Organizational planning, nonprofit consulting, fundraising strategy
Board Development & Governance	\$2,000	Board recruitment, orientation, governance resources
Branding & Communications	\$3,500	Brand identity, website content, marketing collateral
Technology & Operational Infrastructure	\$3,500	Software, website hosting, communications, financial systems
Contracted Grant Writing Services	\$20,000	Grant research, proposal development, grant management
Fundraising Readiness	\$3,500	Grant preparation, donor materials, campaign infrastructure

Community Engagement & Networking	\$2,500	Relationship development, networking, presentations
Community Liaison (Part-Time)	\$35,840	Community engagement, relationship building, speaking engagements, volunteer coordination
Administrative Operations	\$2,000	General administrative expenses and office operations
Insurance & Risk Management	\$2,500	Organizational insurance coverage
Total Estimated Phase 1 Budget	\$90,340	

Budget estimates are based on actual organizational startup expenses incurred during Phase 1, current market pricing, and projected costs required to complete organizational development prior to entering Phase 2.

Phase 1 Objectives

During **Phase 1**, The Dogwood House Sanctuary will focus on building the organizational foundation necessary to support future property acquisition and program operations. Primary objectives include:

- Establishing a qualified founding Board of Directors and strong governance practices.
- Maintaining legal, financial, and regulatory compliance.
- Completing organizational branding, communications, and public awareness initiatives.
- Developing strategic partnerships with nonprofits, churches, businesses, and community stakeholders.
- Building relationships with referral partners and service providers.
- Establishing fundraising infrastructure and cultivating founding donors.
- Pursuing grant opportunities and philanthropic partnerships.
- Strengthening administrative systems, technology, and organizational capacity.
- Preparing the organization to enter **Phase 2: Property Acquisition & Pre-Development**.

Funding Strategy

Phase 1 startup costs will be funded through a combination of:

- Individual charitable contributions
- Founding donor campaign
- Private foundation grants
- Corporate sponsorships
- Church partnerships
- Community fundraising events
- In-kind donations of professional services, technology, and equipment

Completion of Phase 1 establishes the organizational capacity, governance, and fundraising readiness necessary to successfully enter Phase 2: Property Acquisition & Pre-Development.

Appendix D – Phase 2: Property Acquisition & Pre-Development Budget

The Phase 2 Property Acquisition & Pre-Development Budget represents the anticipated investments required to secure funding, identify and acquire an appropriate property, complete due diligence, and prepare for redevelopment in accordance with the organization's phased development plan.

During this phase, The Dogwood House will evaluate potential properties, complete professional assessments, secure the selected property, and finalize the planning necessary to begin renovation in Phase 3.

While the organization's long-term vision remains the redevelopment of a permanent campus designed specifically for independent transitional housing, the Board of Directors will evaluate available properties and determine the most responsible path forward based on funding opportunities, property availability, organizational readiness, and long-term sustainability.

The estimates below represent preliminary planning figures and will be refined following property selection and professional assessments.

Estimated Phase 2 Capital Requirements

Capital Expense Category	Estimated Cost
Property Acquisition	\$750,000–\$1,250,000
Environmental & Property Assessments	\$50,000–\$100,000
Due Diligence & Professional Services	\$75,000–\$125,000
Architectural & Engineering Services	\$200,000–\$300,000
Permitting & Regulatory Approvals	\$50,000–\$100,000

Financing & Closing Costs	\$50,000–\$100,000
Project Planning & Pre-Development	\$100,000–\$150,000
Phase 2 Contingencies	\$75,000–\$125,000
Total Estimated Capital Investment	\$1,350,000–\$2,250,000

Estimated costs represent preliminary planning ranges based on current market conditions and anticipated pre-development activities. Actual costs will vary depending on the property ultimately acquired, negotiated purchase terms, professional assessments, and financing structure.

Phase 2 Objectives

During Phase 2, The Dogwood House Sanctuary will:

- Secure funding for property acquisition.
- Identify and evaluate potential properties.
- Acquire the selected property.
- Complete environmental assessments, inspections, surveys, and due diligence.
- Engage architects and engineers to develop conceptual plans.
- Obtain preliminary permitting and regulatory approvals.
- Develop project timelines and renovation plans.
- Position the organization to enter **Phase 3: Renovation & Program Development**.

Funding Strategy

Funding for Phase 2 will be pursued through a diversified capital campaign that may include:

- Major individual donors
- Private foundation grants
- Corporate philanthropy
- Church partnerships
- Naming opportunities

- Capital campaign gifts
- Government funding opportunities
- Community fundraising initiatives
- In-kind professional services

Transition to Phase 3

Completion of Phase 2 provides The Dogwood House with the property, planning, professional documentation, and organizational readiness necessary to begin **Phase 3: Capital Improvement & Program Development**, during which the selected property will be renovated and prepared for resident occupancy.

Appendix E – Phase 3: Capital Improvement & Program Development Budget

The Phase 3 Capital Improvement & Program Development Budget represents the anticipated investments required to renovate the selected property and prepare The Dogwood House for resident occupancy.

During this phase, the organization will complete renovations, ensure compliance with applicable building codes and accessibility requirements, furnish resident apartments and shared spaces, establish operational systems, hire and train staff, and prepare for program launch.

The following estimates represent preliminary planning ranges for the renovation and preparation of a permanent transitional housing facility. Final costs will be refined following property acquisition, architectural and engineering design, contractor estimates, and final construction documents.

Estimated Phase 3 Capital Improvement Budget

Investment Category	Description	Estimated Investment
Resident Living Spaces	Construction and furnishing of approximately 10–15 independent apartments, including kitchens, bathrooms, appliances, furnishings, and resident amenities.	\$2.0M–\$3.0M
Shared Living & Community Spaces	Development of shared spaces that encourage healing, connection, and personal growth, including a community kitchen, dining area, gathering spaces, classrooms, wellness areas, and other resident amenities.	\$1.0M–\$1.8M
Infrastructure & Building Systems	Structural improvements, HVAC, electrical, plumbing, roofing, accessibility upgrades, fire protection, security systems, technology	\$1.8M–\$2.8M

	infrastructure, and other building improvements necessary for safe occupancy.	
Project Management & Contingency	Architectural and engineering coordination during construction, project oversight, unforeseen construction conditions, and contingency planning.	\$600K–\$900K
Total Estimated Phase 3 Investment		\$5.4M–\$8.5M

Estimated costs represent preliminary planning ranges for budgeting purposes. Actual costs will vary based on the selected property, project scope, architectural design, contractor estimates, market conditions, and final construction documents.

Phase 3 Objectives

During Phase 3, The Dogwood House will:

- Complete renovations and capital improvements necessary for program operations.
- Ensure compliance with applicable building, fire, safety, and accessibility requirements.
- Create safe, comfortable, and trauma-informed resident living spaces.
- Develop shared community spaces that foster healing, connection, life skills development, and spiritual growth.
- Furnish resident apartments and common areas.
- Install security, technology, and operational systems.
- Hire and train staff.
- Finalize operational policies, procedures, and community partnerships.
- Prepare the facility for resident occupancy and program launch.

Phase 3 Funding Strategy

Funding for Phase 3 will be pursued through a combination of:

- Capital campaign contributions
- Major individual gifts
- Private foundation grants

- Corporate sponsorships
- Church partnerships
- Naming opportunities
- Government funding opportunities
- In-kind donations of construction materials, furnishings, appliances, equipment, and professional services

Transition to Phase 4

Completion of Phase 3 positions The Dogwood House Sanctuary to enter **Phase 4: Program Launch & Sustainable Growth**, welcoming residents into a safe, purpose-designed environment that promotes healing, dignity, stability, and long-term independence.

Appendix F – Phase 4: Operating Budget

The Phase 4 Operating Budget represents the estimated annual expenses required to operate The Dogwood House following program launch. The budget supports resident services, facility operations, staffing, and organizational sustainability while maintaining a safe, stable, and trauma-informed environment for women transitioning to independent living.

The operating budget reflects the organization's commitment to responsible financial stewardship by maintaining a lean staffing model and leveraging strategic community partnerships, volunteers, and in-kind professional services whenever possible.

Estimated Annual Operating Budget

Operating Category	Description	Estimated Annual Budget
Personnel	One full-time Program Director, one part-time Community Liaison, and one volunteer Executive Director.	\$125,000
Resident Services	Emergency assistance, move-in assistance, life-skills workshops, community dinners, resident activities, and graduation support. <i>(Residents are responsible for their own food, household supplies, and personal expenses.)</i>	\$15,000
Facility Operations	Mortgage or lease, utilities, internet, maintenance, repairs, landscaping, snow removal, waste services, pest control, and janitorial supplies.	\$115,000
Insurance	Property, general liability, Directors & Officers (D&O), workers' compensation, cyber liability, and other organizational insurance.	\$25,000

Professional Services	Accounting, legal, audit, contracted grant writing, software subscriptions, and administrative expenses.	\$18,000
Technology & Administrative Operations	Google Workspace, QuickBooks, Grasshopper, website, domain, donor management software, Ring security system, office supplies, printing, postage, and software subscriptions.	\$38,000
Marketing & Fundraising	Donor stewardship, annual appeals, fundraising events, sponsorship materials, grant development, and public awareness initiatives.	\$15,000
Operating Reserve & Capital Replacement	Annual reserve funding for major repairs, equipment replacement, and long-term facility sustainability.	\$24,000
Total Estimated Annual Operating Budget		\$375,000

Projected operating expenses are estimates based on anticipated staffing and program needs. Actual expenses will be refined as facility size, resident capacity, and operational requirements are finalized.

Staffing Assumptions

Phase 4 assumes an initial operating model consisting of **one full-time Program Director**, **one part-time Community Liaison**, and a **volunteer Executive Director**. The Program Director will provide daytime program oversight, resident support, and coordination of services. The Community Liaison will cultivate community partnerships, coordinate volunteer engagement, support fundraising initiatives, and represent The Dogwood House through outreach and speaking opportunities.

Residents will live independently, with after-hours accountability supported through established community policies and secure building access, including monitored entry technology when appropriate.

Specialized services—including licensed therapy, financial advising, life-skills instruction, and mentoring—will be provided through contracted professionals, community partnerships, and volunteers whenever possible. As resident capacity and organizational resources grow, the Board of Directors will evaluate additional staffing based on operational needs and financial sustainability.

Resident Financial Responsibility

Residents are expected to assume increasing responsibility for their personal living expenses as part of The Dogwood House's step-up rent model and independent living philosophy. This approach encourages financial responsibility while preparing residents for long-term housing stability after graduation from the program.

Residents are responsible for expenses including:

- Rent through the step-up rent model
- Groceries and meal preparation
- Household and personal care supplies
- Transportation and vehicle expenses (if applicable)
- Auto insurance and fuel (if applicable)
- Cell phone and personal expenses
- Other day-to-day living costs

The Dogwood House provides safe, stable housing; life-skills education; financial advising; community programming; and supportive services. Limited emergency financial assistance may be available on a case-by-case basis when unexpected hardships arise.

Phase 4 Funding Strategy

Annual operating expenses will be supported through a diversified funding model that includes:

- Individual charitable contributions
- Monthly recurring donors
- Private foundation grants
- Corporate sponsorships
- Church partnerships
- Annual fundraising events
- Resident rent and housing contributions through the step-up rent model
- Investment income and reserve earnings

- In-kind donations and volunteer support

Financial Sustainability

The Dogwood House is committed to long-term financial sustainability through diversified revenue sources, prudent fiscal management, strategic partnerships, and responsible growth. Annual operating budgets will be reviewed and approved by the Board of Directors and adjusted as organizational needs, resident capacity, and available resources evolve.

Appendix G — Financial Sustainability Strategy

The Dogwood House is committed to building a financially sustainable organization capable of providing long-term housing and supportive services for survivors of sex trafficking while maintaining responsible stewardship of every resource entrusted to the organization.

Financial sustainability will be achieved through diversified revenue sources, conservative financial management, strategic community partnerships, and disciplined organizational growth. The organization will expand only as financial resources, operational capacity, and community support allow, ensuring long-term stability without compromising its mission or the quality of services provided.

Diversified Revenue Strategy

To reduce reliance on any single funding source, The Dogwood House will pursue a diversified funding model that includes:

- Individual charitable contributions
- Monthly recurring donors
- Major gifts
- Private foundation grants
- Corporate sponsorships
- Church partnerships
- Annual fundraising events
- Resident housing contributions through the step-up rent model
- In-kind donations of goods and professional services
- Planned giving opportunities as the organization matures

This diversified approach helps strengthen long-term financial stability while reducing dependence on any one revenue stream.

Responsible Financial Stewardship

The Dogwood House is committed to managing financial resources with transparency, accountability, and integrity.

Financial stewardship practices include:

- Annual operating budgets approved by the Board of Directors
- Regular financial reporting and Board oversight
- Appropriate internal financial controls and segregation of duties
- Annual financial review or independent audit, as appropriate

- Compliance with applicable nonprofit accounting standards and regulatory requirements
- Responsible procurement and vendor management
- Strategic use of donated and in-kind resources

Sustainable Growth Strategy

The Dogwood House will expand thoughtfully through its phased development plan, ensuring that organizational growth is supported by available financial resources and operational capacity.

Growth strategies include:

- Maintaining a lean staffing model during the organization's early years
- Leveraging volunteers and community partnerships whenever appropriate
- Expanding staffing only as resident capacity and financial sustainability increase
- Building operating reserves to strengthen long-term stability
- Investing in organizational infrastructure before expanding programs
- Evaluating future growth opportunities through Board oversight and strategic planning

Long-Term Financial Planning

To strengthen long-term sustainability, The Dogwood House will:

- Develop and maintain annual operating budgets
- Monitor cash flow and financial performance throughout the year
- Build operating reserves for unexpected expenses and future capital needs
- Periodically evaluate resident housing contributions through the step-up rent model
- Regularly review fundraising performance and revenue diversification
- Update financial projections as organizational capacity and strategic priorities evolve

Long-Term Financial Commitments

The Dogwood House is committed to:

- Maintaining diversified revenue streams to reduce dependence on any single funding source.
- Practicing responsible stewardship through transparent financial management and Board oversight.
- Building and maintaining operating reserves to strengthen long-term organizational stability.
- Growing at a pace supported by available resources rather than financial pressure.
- Investing in organizational infrastructure and resident services in a manner that promotes long-term sustainability.

- Regularly evaluating financial performance and adjusting strategies as organizational needs evolve.

Commitment to Stewardship

Financial stewardship is a core organizational value of The Dogwood House. Every financial decision will be guided by the organization's mission, a commitment to responsible management of donor resources, and the desire to create a lasting impact for the women it serves.

The Board of Directors will regularly review the organization's financial performance, sustainability strategies, and long-term planning to ensure The Dogwood House remains financially healthy while continuing to fulfill its mission.

Appendix H – Risk Management & Safety Plan

The Dogwood House is committed to providing a safe, stable, and trauma-informed environment for residents while maintaining responsible stewardship of organizational resources and ensuring compliance with applicable laws, regulations, and nonprofit governance standards.

This Risk Management & Safety Plan outlines the organization's approach to resident safety, facility security, operational oversight, financial accountability, and emergency preparedness. Detailed operational policies and procedures will be developed prior to program launch and reviewed regularly by the Board of Directors.

Resident Safety

The Dogwood House is designed to promote both safety and independence. Residents are expected to live independently while following community policies that foster accountability and mutual respect.

Key safety measures include:

- Controlled building access for residents and authorized visitors
- Monitored entry systems and exterior security cameras
- Curfew accountability through secure entry monitoring
- Visitor policies to protect resident privacy and safety
- Emergency contact procedures for all residents
- Community expectations outlined in the Resident Handbook
- Confidential handling of resident information

Facility Safety & Security

The organization will maintain the property to provide a safe, secure, and welcoming environment.

Safety measures include:

- Routine building maintenance and inspections
- Fire detection and suppression systems
- Smoke and carbon monoxide detectors
- Emergency lighting and exit signage
- Exterior lighting and secure parking areas
- ADA accessibility, where applicable
- Regular review of building security systems

Emergency Preparedness

The Dogwood House will establish written procedures for responding to emergencies, including:

- Medical emergencies
- Fire and severe weather events
- Utility outages
- Security incidents
- Resident behavioral or mental health crises
- Mandatory reporting situations

Residents will receive emergency procedures during orientation, and staff will receive ongoing training to respond appropriately.

Organizational Risk Management

To protect the organization and ensure responsible operations, The Dogwood House will maintain:

- Appropriate insurance coverage
- Strong financial controls and segregation of duties
- Annual budget approval by the Board of Directors
- Regular financial reporting and oversight
- Independent financial review or audit, as appropriate
- Background checks for employees, Board members, and volunteers when applicable
- Confidential records management and data security practices

Partnerships & Professional Support

The Dogwood House recognizes that no single organization can meet every resident need. Strategic partnerships will strengthen both resident outcomes and organizational resilience.

The organization will cultivate partnerships with:

- Licensed therapists
- Financial advisors
- Healthcare providers
- Churches
- Community nonprofits
- Legal professionals
- Local businesses
- Volunteer mentors
- Educational and workforce development organizations

These partnerships expand available resources while allowing The Dogwood House to maintain a lean staffing model and focus organizational resources on resident support.

Governance & Continuous Improvement

The Board of Directors will provide oversight of organizational risk management through regular review of financial performance, insurance coverage, operational policies, and organizational compliance.

Risk management practices will be evaluated periodically to ensure they continue to support resident safety, organizational sustainability, and the mission of The Dogwood House.

Appendix I – Community Partnerships

The Dogwood House recognizes that long-term success for survivors is strengthened through collaboration. Rather than duplicating services already available in the Kansas City region, The Dogwood House will intentionally build relationships with organizations, businesses, churches, and professionals that complement its transitional housing program.

These partnerships will expand resources available to residents while allowing the organization to remain focused on its core mission of providing safe, stable housing and supportive community.

Referral Partnerships

The Dogwood House will accept referrals exclusively from approved long-term residential recovery programs serving adult women who have survived sex trafficking and exploitation.

This referral model ensures that prospective residents have successfully completed a comprehensive recovery program and are prepared for the next stage of their journey toward independent living. By serving women who have already established a strong foundation in their recovery, The Dogwood House can focus on providing stable housing, financial stewardship, life skills development, community support, and the practical tools needed for long-term independence.

The organization will cultivate relationships with trusted recovery programs throughout the region to create a seamless transition from residential recovery to independent living. These partnerships help ensure continuity of care while addressing the critical gap that often exists between graduation from a recovery program and permanent housing.

Clinical & Behavioral Health Partnerships

Residents are encouraged to continue their mental health care throughout their stay. While most intensive trauma treatment will have occurred during their long-term recovery program, ongoing counseling remains an important part of maintaining emotional health, navigating life transitions, and supporting continued personal growth.

The Dogwood House intends to partner with:

- Licensed Professional Counselors (LPC)
- Licensed Clinical Social Workers (LCSW)
- Psychologists
- Psychiatrists
- Primary care physicians
- Women's health providers

Whenever possible, The Dogwood House will prioritize providers who are trauma-informed or have experience working with survivors of trafficking and complex trauma to ensure continuity of care should specialized support be needed.

Financial & Employment Partners

Helping residents achieve long-term independence requires access to employment and financial education.

The Dogwood House will seek partnerships with:

- Local employers
- Workforce development organizations
- Financial advisors
- Credit counseling services
- Banking institutions
- Job training programs
- Educational institutions
- Trade schools

Faith & Community Partners

As a faith-based organization, The Dogwood House values partnerships with local churches, ministries, and community organizations that share a commitment to compassion, restoration, and supporting women as they rebuild their lives.

These partnerships may provide opportunities for spiritual encouragement, mentorship, volunteer engagement, prayer support, life skills instruction, and practical assistance for residents. While participation in faith-based activities is highly encouraged, residents are never required to participate, and each woman's individual journey is treated with dignity and respect.

Potential partners include:

- Local churches
- Faith-based ministries
- Volunteer mentors
- Bible study leaders
- Prayer teams
- Community service organizations

Housing & Property Partners

Strategic partnerships will help prepare residents for successful independent living after graduation.

Potential partners include:

- Apartment communities
- Property management companies
- Realtors
- Moving companies
- Furniture and household donation organizations
- Utility assistance organizations

Volunteer Partnerships

Volunteers play an important role in supporting residents and strengthening the organization.

Volunteer opportunities may include:

- Life skills instruction
- Professional mentoring
- Financial advising
- Event support
- Apartment preparation
- Administrative assistance
- Prayer support
- Special projects

All volunteers will complete an application process, background screening when appropriate, and orientation before serving.

Community Collaboration

The Dogwood House believes collaboration is more effective than competition. The organization will actively seek opportunities to work alongside existing nonprofits, churches, government agencies, and businesses to strengthen the continuum of care for survivors throughout the Kansas City region.

Partnerships will be developed based on shared values, professional excellence, and a commitment to serving survivors with dignity, accountability, and compassion.

Appendix J - Program Outcomes & Evaluation

The Dogwood House is committed to measuring program effectiveness through meaningful outcomes that reflect both resident progress and organizational impact. Data will be collected throughout each resident's stay to evaluate program success, identify opportunities for improvement, and demonstrate accountability to donors, grantmakers, and community partners.

Program Goals

The Dogwood House seeks to equip each resident with the stability, skills, and support necessary to successfully transition into permanent independent living.

Key program goals include:

- Maintain safe, stable housing throughout residency.
- Build financial independence through budgeting, savings, and responsible money management.
- Strengthen employment and career stability.
- Develop practical life skills necessary for independent living.
- Foster healthy relationships and community connections.
- Encourage continued physical, emotional, and spiritual well-being.
- Successfully transition into permanent housing.

Key Performance Indicators (KPIs)

The Dogwood House intends to monitor outcomes including, but not limited to:

Housing Stability

- Percentage of residents who successfully graduate from the program.
- Percentage of graduates who obtain permanent housing.
- Housing stability at follow-up intervals, when available.

Financial Readiness

- Emergency savings accumulated during residency.
- Credit score improvement, when voluntarily shared.
- Reduction in personal debt, when applicable.
- Consistent rent payments throughout residency.

Employment & Education

- Employment retention.
- Wage growth or career advancement.

- Completion of educational or vocational goals.

Resident Development

- Participation in life skills workshops.
- Achievement of individualized goals established during residency.
- Resident satisfaction and program feedback.

Organizational Effectiveness

- Occupancy rate.
- Volunteer engagement.
- Community partnerships established.
- Financial sustainability and fundraising progress.

Evaluation Process

Program outcomes will be reviewed regularly by organizational leadership and shared with the Board of Directors through periodic reports. Findings will be used to strengthen programming, improve resident services, and guide strategic planning.

As the organization grows, The Dogwood House will continue refining its evaluation methods to ensure its programs remain effective, evidence-informed, and responsive to the needs of the women it serves.

The Dogwood House believes that meaningful success extends beyond graduation. True impact is reflected in women who continue to live safely, independently, and with dignity as they build stable futures within their communities.