

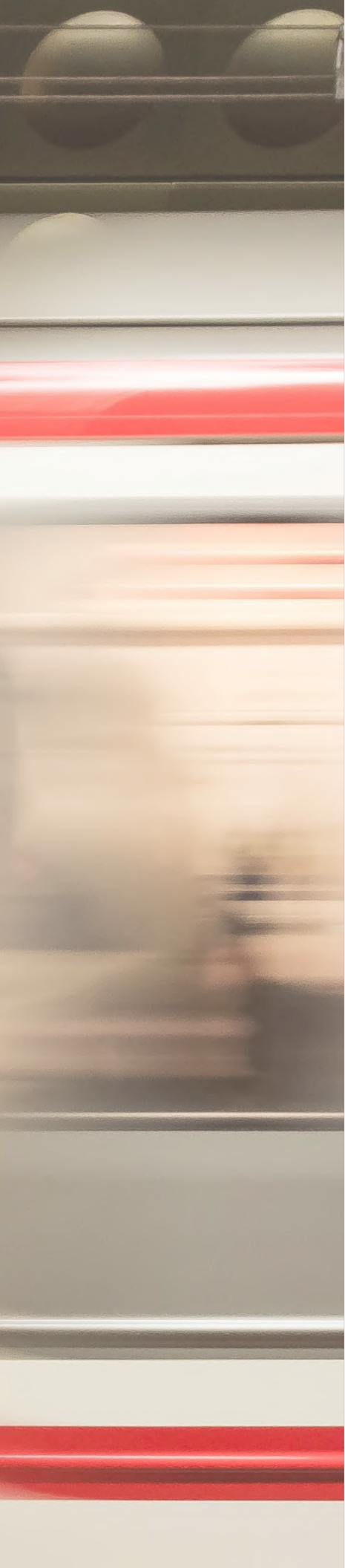


RESTORE

FY2017
GRATITUDE REPORT

*Ending modern-day slavery
in America*





“ *We believe that sex trafficking
is a problem with a **solution.**”*

— JIMMY LEE

EXECUTIVE DIRECTOR OF RESTORE NYC

ANNUAL REPORT 2017

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A MESSAGE FROM EXECUTIVE DIRECTOR JIMMY LEE

Dear friends,

As our 10-year anniversary of serving survivors of sex trafficking quickly approaches (2019), we are first and foremost deeply grateful for the vision that launched Restore, the many partners who invest in our work, a talented team and healthy organizational culture, and the opportunity to be part of this hard but rewarding work.

In this report, you'll see the difference you've made in the lives of the hundreds of brave women we have the privilege to serve. From counseling to case management and housing to job placement, Restore has been able to go deeper and broader because of you. You'll get a sense of our

commitment to outcomes and metrics that show the impact of your investment. Most importantly, you'll get a glimpse of the joy we have in walking with a survivor of sex trafficking who is empowered to become a blessing to this city, to our country.

Thank you for partnering with us.

Though we look to grow in a variety of ways, this next year will be characterized by a theme of sharpening our programs and people so that we can build a more solid foundation for the years to come. We are so grateful that you are with us.

Sincerely,

A handwritten signature of Jimmy Lee in black ink. The signature is written in a cursive, flowing style. The name 'Jimmy' is clearly legible, followed by a stylized 'L' and a short horizontal line.

LOOKING BACK, LOOKING FORWARD



Launched
Client Services Program
(originally Outreach)

2009



Opened
Safehome Program

2011

Restore granted
501(c)(3) status

2005

2004

2008

2012



RESTORE

Restore NYC identifies and serves survivors of sexual slavery. We believe trafficking is a problem that has a solution, and we are fighting this injustice in NYC and across the country.



Our vision is to
serve **1,000**
survivors of
sex trafficking
each year
by **2020**



Launched
Economic Empowerment
Program

2016

2014

2016

2020

Since we served our first client in 2009, Restore has grown, refined, and developed our approach to accomplishing our ultimate mission: restoration for survivors of sex trafficking. Program names have changed, staff have advanced or transitioned, offices have relocated, and the field has evolved, but our commitment to the women we serve has not wavered.



Part of our team at a recent Quarterly Retreat (2017)

In the last nine years, we have grown from serving 19 women in 2009 to 319 clients this year, with the intention of serving 1,000 women each year by 2020. Our team has grown from two clinical staff serving clients in one program to a strong team of twenty frontline staff serving women through our three programs: Client Services, Safehome, and Economic Empowerment.



The early team of Restore (2009)

GROWTH IN PROGRAMS, STAFFING, AND CLIENTS SERVED FROM 2009 TO 2017

2009

2017



1 of 5

ANTI-TRAFFICKING ORGANIZATIONS* THAT RECEIVE FEDERAL FUNDING FROM THE DEPARTMENT OF JUSTICE OFFICE FOR VICTIMS OF CRIME:

1. RESTORE NYC (NY)
2. GEMS (NY)
3. CAST LA (CA)
4. AMARA LEGAL CENTER (DC)
5. BREAKING FREE (MN)

**Note: These organizations have a sole mission to serve survivors of trafficking*

Today, there are 98 nonprofits across the U.S. with a primary mission of serving survivors of trafficking.¹ Of these nonprofits, Restore was one of five organizations that received federal funding from the Department of Justice Office for Victims of Crime in fiscal year 2017.²

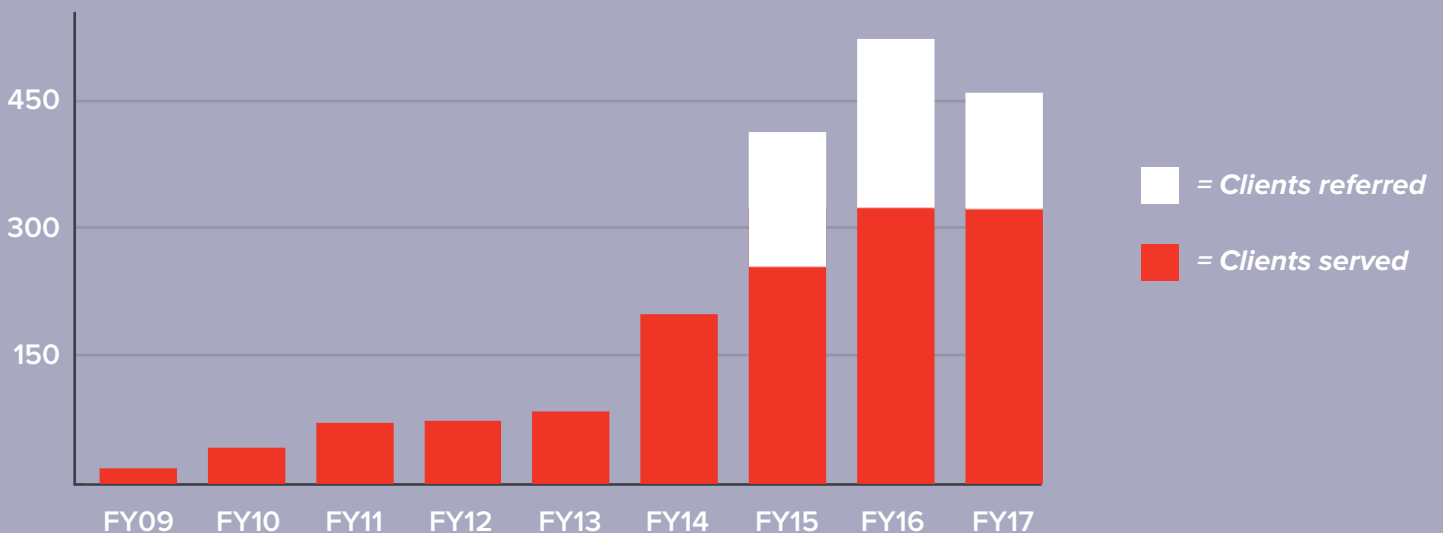
Restore's national leadership has developed in part because of the specific population and location that we serve. We are the only nonprofit in the country with a mission focused solely on serving foreign-national survivors of trafficking. Through our work, we have

learned that foreign-national survivors' strengths and needs are unique (e.g., collectivism, family-oriented culture, high levels of faith and spirituality, drive to provide financially for family and children, immigration and work authorization needs, limited to no English language and U.S. life skills, debt bondage, stigma and shame, somatic trauma symptoms), making a specialized approach to serving this population essential.

¹ EXCELLENCE IN GIVING (2017)

² DEPARTMENT OF JUSTICE (2017)

CLIENTS REFERRED & SERVED BY FISCAL YEAR



THREE KEY AREAS

In last year's fiscal-year report, we outlined three key areas of opportunity to focus on in 2017 to effectively and holistically serve survivors: **(1) invest in Economic Empowerment, (2) grow crisis and transitional housing, and (3) train and equip law enforcement.**

We are encouraged looking back, reflecting on the progress we have made this year and the important work ahead.

1 INVEST IN ECONOMIC EMPOWERMENT

In 2016, we hired a full-time Manager of Job Development to continue growing our workers' cooperative while building relationships with half a dozen local businesses interested in employing the women we serve. Through these efforts, 83% of members who started and completed our Economic Empowerment program this year are employed and are averaging a 193% increase in income since joining the program (average net monthly income = \$1,227).

2 GROW CRISIS AND TRANSITIONAL HOUSING

This year has also proved a pivotal year for Restore's housing strategy. Late last year, we decided to begin searching for a new Safehome location with the possibility of expanding to emergency housing, and in December 2016 we hired our first Chief Operating Officer to help spearhead this effort. After months of searching, we are now preparing to move into a permanent residential location that will offer 7 Safehome beds and 3-4 emergency beds. In addition, we secured two independent living units with a Restore partner (with the potential for future growth); clients pay a monthly rent and live safely in the community.

3 TRAIN AND EQUIP LAW ENFORCEMENT

Our focus on training and equipping law enforcement has led to stronger partnerships across states and agencies. This year, Restore trained five law enforcement partners including the Department of Homeland Security (NY Field Office), FBI (NY Field Office), FBI (NJ Field Office), NYPD, and Metro Nashville Police Department. These partnerships have confirmed that investing in training and capacity building for departments across the country is an effective and worthwhile vehicle to share what we are learning on the ground in New York City. As law enforcement are often the first officials to come in contact with a potential victim, we are equipping these strategic partners to know the signs of trafficking to identify and serve survivors in their respective cities.

3 TYPES OF HOUSING SERVICES AVAILABLE FOR SURVIVORS OF TRAFFICKING:



EMERGENCY HOUSING

Emergency housing provides short-term housing relief (generally a few days, up to 90 days) to offer stabilization post-exit of an individual's trafficking situation.



TRANSITIONAL HOUSING

Transitional housing is a 12-18 month program designed for rehabilitation with an emphasis on holistic care, including economic empowerment for survivors of trafficking.



INDEPENDENT LIVING

Independent living is a community-based long-term living placement designed for survivors who are self-sufficient.





Restore's work with its clients is proof that ugliness can't stand in the presence of beauty, and what Restore does to give these women a future is beautiful. Trafficking is a big issue, but it's a solvable one. And I like solutions!"

— SUSIE CASE

BOARD MEMBER

RESTORE'S STRATEGY

As intelligence in the anti-trafficking field grows and we learn more about the women we serve, our approach to this work continues to evolve. We are 100% committed to our mission to end sex trafficking and restore the well-being of survivors, and we are equally committed to sharpening and shifting our strategies when needed to most effectively work toward it.

In 2014, we began conducting annual needs assessments with the women we serve to identify survivors' top requests and understand important gaps in our programs. Since then, we have committed to creating programs and resources in response to these client-stated needs, most recently launching job training, ESL classes, and case management. As the volume of client referrals has grown considerably at Restore and more survivors have come forward, it has allowed us to provide more holistic care and service delivery through our evolving model.

We believe that by 2020, we can grow to meet the demand and serve up to 1,000 survivors of trafficking annually. Over the next three years, we will be living more deeply into our four-step strategy to end trafficking and free survivors of this crime.



IDENTIFY

Identify foreign-national victims through Human Trafficking Intervention Courts, law enforcement, and nonprofit partners



SERVE

Serve survivors through trauma counseling, safe housing, case management, job training and placement

*We believe that by 2020 we can grow to meet the demand and serve up to **1,000** survivors of trafficking **annually**.*



MEASURE

Measure impact to evaluate what does and does not work to always improve outcomes for the survivors we serve



TRAIN

Train law enforcement and service providers across the country to effectively identify victims and serve survivors



IDENTIFY

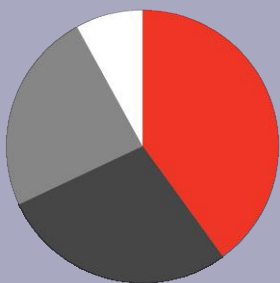
Restore is working to solve the problem of how to effectively identify a population that is difficult to bring out of the shadows. Trauma, shame, and documentation status make it difficult for victims to come forward and identify as survivors of trafficking. But it is through identification that a survivor can gain access to resources to set her on a path to healing and independence.

Restore's clinical staff are trained and work tirelessly to determine if a potential victim meets the federal definition of a survivor of trafficking. The Trafficking Victims Protection Act (TVPA) defines trafficking as the act of recruiting, harboring, transporting, or obtaining a person for compelled labor

or commercial sex acts through the use of force, fraud, or coercion.

In 2017, Restore received referrals from 109 sources across 22 states for potential victims of trafficking. Our referral sources continue to increase as Restore's network grows and our expertise sharpens. This year, 40% of referrals to Restore came via the court system, 28% from NGOs (anti-trafficking organizations, hospitals, churches), and 24% from law enforcement. The final 8% are self-referrals, or women reaching out to Restore directly for help. In 2017, we experienced a 275% increase in self-referrals compared to 2014.

DID YOU KNOW?



Referral sources in 2017:

- 40% Court System
- 28% NGOs
- 24% Law Enforcement
- 8% Self or Peer-to-Peer

1 TO 15

Meetings needed to determine whether someone meets criteria for trafficking

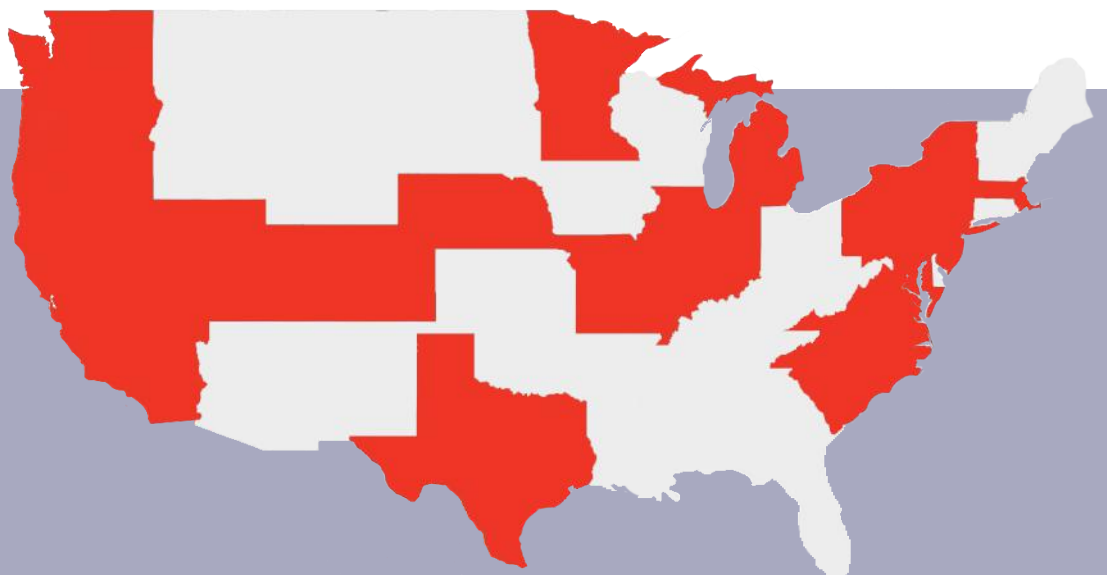
This year, the NYPD began implementing a change for which we have long advocated: cease arresting women for prostitution with the understanding that they are rarely in this position without some form of exploitation, coercion, or force. As a result, court referrals — our primary source of volume — have decreased, yet we still aim to increase referrals by turning our attention to new strategies to find more victims.

We believe that approximately 50% of the women who engage with us at some level are trafficked. Our identification rate for women we assessed for trafficking last year was 20%, and this fiscal year we have increased the rate to 36%. We aim to maintain at least this rate of new identifications next year while executing on these seven new strategies of identification.

NEW STRATEGIES TO FIND VICTIMS OF TRAFFICKING:

1. PROCESS T VISA APPLICATIONS (IMMIGRATION RELIEF) INTERNALLY
2. OUTREACH THROUGH CULTURALLY RELEVANT TECHNOLOGY
3. HIRE SURVIVOR ADVOCATES
4. HOSPITAL OUTREACH
5. GROW ECONOMIC EMPOWERMENT PROGRAM
6. CRISIS RESPONSE WITH NYPD
7. OFFER EMERGENCY HOUSING

Survivors working with Restore have reported being trafficked in these 24 states or districts:





SERVE

Once a woman is identified as a survivor of trafficking, she can then enroll in our long-term programs for continued support in her restoration journey. In serving survivors, we aim to create a path to healing and independence through our Safehome and Economic Empowerment programs.

Going forward, our goal is simply to turn away fewer women. We have been unable to meet the current demand for our services due to capacity restraints and will therefore prioritize hiring three new program staff in 2018. By enhancing training for our clinical staff, adapting our Safehome model, and growing our Economic Empowerment program, we can continue to improve the quality of care we offer to every survivor we serve.

DID YOU KNOW?



**12-18
months**

*Average stay of
a resident in our
Safehome*

86

*Restore received 86 referrals in 20
months for Economic Empowerment*





SAFEHOME

Clients who meet the federal definition of human trafficking and are pursuing immigration relief can enter into our Safehome program, a transitional housing placement for 12-18 months.

In the Safehome, residents engage in community with diverse women, while participating in life-skills trainings and wellness-care activities. After the resident's stay in the home, we desire for her to live independently in the community. In order to do so, she needs to find safe work.



ECONOMIC EMPOWERMENT

The number one request of the survivors we serve is "help me find work." Our Economic Empowerment program was developed out of this need and designed using survivor feedback. In our program, survivors of trafficking enter a 12-week job readiness program that includes one-on-one coaching, weekly group trainings, and workshops on topics including labor rights and career exploration.

Members also may join weekly ESL classes. Once a woman has completed the Economic Empowerment program, she can enter into our social-enterprise cooperative and be connected with a job partner.

SURVIVOR STORY:

A survivor we serve through our Economic Empowerment program recently used the metaphor 娘家, meaning "mother's house," to describe Restore.

In her culture, when a woman would marry a man in China that she had never met before, she would have to move from her mother's house to a new, unknown place — her now-husband's house. To her, a mother's house is always a warm, safe, and supportive place for a woman. Especially during conflict with her husband or his family, her first reaction would be to run back to her mother's house.

This client shared that the husband's house is a metaphor for her new and unfamiliar

experience in the United States and that conflict in the house represents her traumatic experience here.

For her, Restore is her mother's house.



***Restore is a home
for me."***

— ECONOMIC EMPOWERMENT
MEMBER



MEASURE

Measuring impact and tracking outcomes has become a driving principle in our approach to serving survivors of sex trafficking. We use the data we collect with clients to assess our programs' effectiveness and make informed changes to our strategies for maximum impact.

Since developing our impact assessment model in 2014, we have measured outcomes in each of our programs and analyzed their different impacts. In an effort to streamline and standardize our impact measurement, this next year we will measure success consistently across programs using the acronym IF-WE: Identification, Freedom, Well-being, Engagement.

Over the next year, we will continue to upgrade our impact reporting system and start collecting feedback data from attendees of Restore's national trainings. As we grow in measuring our impact and evaluating outcomes of our work, we will prioritize conducting more qualitative assessments and focus groups with survivors to better integrate their feedback into our programs.



Restore was selected to join the Robin Hood Foundation's "Grant Readiness and Insights Training" program, also known as GRIT. This capacity-building effort for New York City nonprofit executives involves workshops and individualized coaching for each organization chosen to participate. Through GRIT, Restore will focus on revising our logic models, improving methodology for impact assessments including poverty and economic tracking, and learning to better communicate our impact to partners and funders in this field.

IF-WE

MEASURING SUCCESS ACROSS PROGRAMS

WHAT ARE SUCCESSFUL OUTCOMES FOR EACH OF THESE INDICATORS?

IDENTIFICATION

35% 35% of clients who were not previously identified will identify as a survivor of trafficking

We believe 50% of the clients we engage with are victims of human trafficking, still leaving an identification gap of 15%. (Note: last year our identification rate was 20%.)

FREEDOM

90% 

90% of clients identified as trafficked or at-risk will be free from trafficking



10% of trafficking survivors will cooperate with law enforcement to prosecute their trafficker(s)

WELL-BEING



Average increase in physical and mental well-being over time for clients in all programs



Average decrease in stress, depression, negative coping, and post-traumatic stress for Safehome residents



At least 50% of clients enrolled in Economic Empowerment will complete the program

For those who complete the program, at least 70% will obtain a job within three months of program completion. For those who complete our program and obtain a job, 70% will have income above the poverty level.

ENGAGEMENT

25% 25% of clients identified as trafficking or at risk for trafficking will engage in a long-term service:

- Case Management - Safehome
- Clinical Counseling - Economic Empowerment



TRAIN

TRAFFICKING IDENTIFICATION WITH CHINESE WOMEN

As the only organization in New York City that focuses solely on foreign-national survivors of sex trafficking, we have gained significant domain expertise in our short history. Since 2014, we have likely served more Chinese survivors of trafficking than any other organization in the country. Many service providers, organizations, and law enforcement agencies have recognized the knowledge gap in serving this population and have asked us to train their teams.

While our organization is called Restore NYC, we are privileged to serve women across the country. Through training and technical assistance, we can help partners on a national scale spot red flags for trafficking, effectively identify a survivor, and connect her with the resources she needs.

As we continue to grow our on-the-ground expertise, we seek to position Restore as a resource to organizations nationwide as they encounter potential victims of trafficking. This next year, our Manager of Collaborative Initiatives will continue refining Restore's training strategies to deploy across states and sectors, equipping strategic partners to reach more survivors of sex trafficking.

DID YOU KNOW?

156

organizations have been served by Restore through training, technical assistance, and public awareness since 2016



THIS YEAR, RESTORE HAS TRAINED OR PROVIDED TECHNICAL ASSISTANCE TO ORGANIZATIONS INCLUDING:



Department of Justice Office
for Victims of Crime (US)



International Justice Mission
(DC)



Northwell Health (NY)



Polaris (DC)



FBI (NY, CO)



5 Sparrows (NC)



CAST LA (CA)



TRAINING WITH DELTA

In October, Delta Airlines selected Restore as the primary trainer for their JFK-based crew. Delta recently did a training with Polaris in Georgia for their ATL-based crew and wanted to conduct a similar training with their team in New York City.

Through a two-part training, Delta employees were trained on the problem of human trafficking and how to respond if they suspected a potential trafficking situation. Delta staff learned about the types of trafficking that are happening locally in New York City, how organizations like Restore are responding to this problem, and why partners like Delta are essential in fighting this injustice.

We are grateful for leaders like Delta who are making training a priority for frontline professionals in order to better identify and serve more victims in their respective sectors.

FEATURED PARTNERS

Anti-trafficking work cannot be done in isolation. We value and rely on our many partners in the field, from volunteers and funders to employers and experts. 2017 has been an important year for developing new collaborations across industries, as well as strengthening and reimagining existing partnerships. It's impossible to highlight just one, so we're featuring four key partners who this year contributed to our mission in unique ways.



FUND

Department of Justice Office for Victims of Crime (US)

Of the 98 U.S. nonprofits with a primary mission to serve survivors of trafficking, Restore was selected as one of five organizations to receive a three-year grant from the Department of Justice Office for Victims of Crime. This DOJ grant annually funds \$200,000 of Restore's Safehome program costs, or almost half of the Safehome's overall budget.



EQUIP

Robin Hood GRIT

This year, Restore was selected to join the Robin Hood Foundation's "Grant Readiness and Insights Training" program, also known as GRIT. This capacity-building effort for New York City nonprofit executives involves workshops and individualized coaching for each organization chosen to participate. We are profoundly grateful for Robin Hood equipping our leadership team and making us better in every part of our organization.





EMPOWER

Irving Farm Coffee Roasters

With nine locations in New York City and a commitment to hiring locally, Irving Farm Coffee Roasters has been a valuable partner in our efforts to equip foreign-national survivors with the skills to find safe, legitimate jobs. We are particularly thankful for Irving Farm's insight that has informed our work-readiness curriculum in our Economic Empowerment program.



VOLUNTEER

TCS New York City Marathon #TeamRestore

Okay, we cheated here and decided to shout out our entire #TeamRestore for the 2017 TCS New York City Marathon! This group of 16 runners collectively fundraised over \$70,000 for Restore while training for the marathon held on November 5, 2017.

Are you a runner?

Next year this could be you! Look for our announcement early 2018 to apply and secure your spot!



MEET OUR BOARD

BOARD OF DIRECTORS

DAVID HUNG (CHAIR) Co-Founder and CEO, Find Your Trainer

LAURIE BOLTHOUSE Producer, Trade of Innocents

SUSIE CASE Adjunct Professor, Fashion Institute of Technology

MARY ANN DUNN Board Member

CHING-LEE FUKUDA Partner, Sidley Austin LLP

KARA KIM Spiritual Director

JIMMY LEE Executive Director, Restore NYC

FAITH HUCKEL MOTTER Co-Founder, Restore NYC & Director of Development & Communication, Blue Sky Bridge

MATTHEW SCOGIN Managing Director for Firm Administration & Strategy, Perella Weinberg Partners

CORINNE SPURRIER Board Member

DORTHE TATE Board Member

ALLEN TREW (TREASURER) Analyst, MSD Capital



INTERVIEW WITH SUSIE CASE

Q: Why are you committed to helping lead Restore?

A: It is unacceptable to know that slavery exists in our time and to not do something. Restore's work with international women forced or tricked into the sex trade addresses one of the darkest corners of slavery. I didn't want to believe trafficked women existed in NYC, but they do, in the thousands. Once I stopped denying the problem, I knew I had to come alongside an organization that effectively tackles the issue. Restore's work with its clients is proof that ugliness can't stand in the presence of beauty, and what Restore does to give these women a future is beautiful. Trafficking is a big issue, but it's a solvable one. And I like solutions!

Q: How can others join in and "do something" about sex trafficking?

A: The first step to solving the issue of sexual slavery in NYC is to move out of denial. It's an unthinkable evil, so we don't think about it. We need to be honest that all around us — in our buildings, in our neighborhoods — are venues of slavery. It hurts, but once we admit what is happening, we can roll up our sleeves and go to work.

Restore uses its financial resources more effectively than any nonprofit I have ever helped — anyone visiting the "cozy" office will immediately see what I mean! So, it is easy for me to give to such a responsible and effective organization. I also like that there are different ways to give: attend an event, make an introduction, find jobs for Restore's graduates. The issue may be heavy, but the ways to be involved are fun.

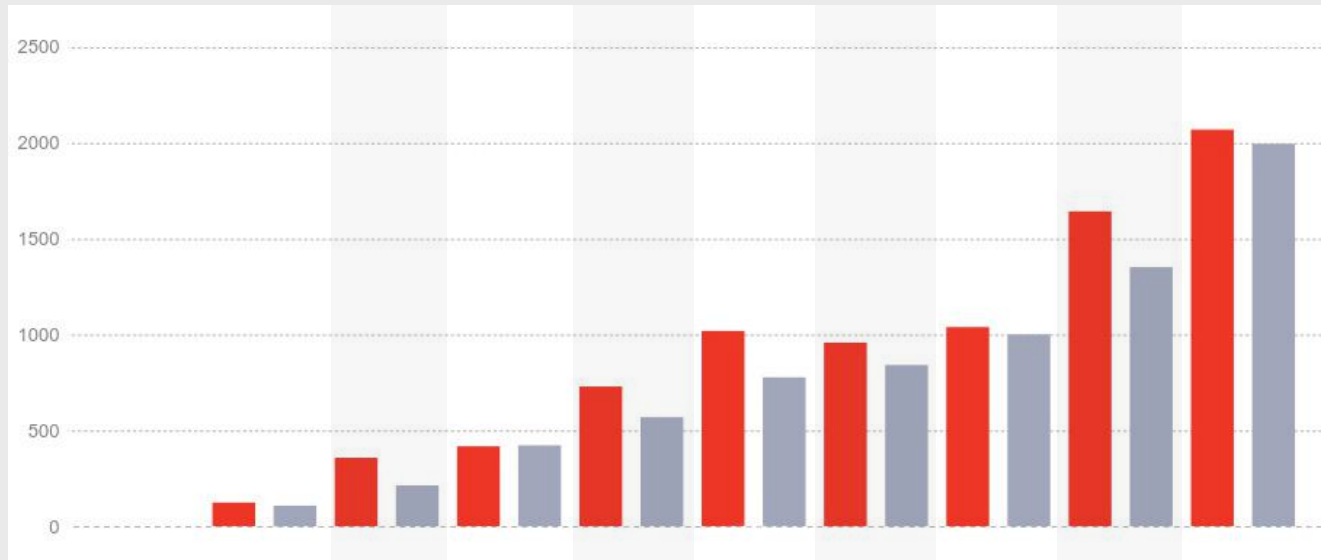
Q: What restores you?

A: I am restored most when progress is made toward a solution. I love reading biographies of "ordinary" people who made extraordinary progress happen, because they said yes and kept going. One of my favorite childhood books was *Karen*, the story of a girl growing up in Larchmont with cerebral palsy. In the 1950's, the understanding of CP was limited, but Karen's mother Marie and her family were convinced that Karen and so many like her could and should be helped. Marie ended up founding the National United Cerebral Palsy Foundation and laid the groundwork for the Americans with Disabilities Act. One girl, one family, one step at a time... and today, solutions in place that help millions. Restore is a place where I, too, can play a small part in making extraordinary progress happen.

REVENUE & EXPENSES FY09 - FY17

RESTORE REVENUE & EXPENSE TIMELINE: FY09 - FY17

■ REVENUE ■ EXPENSE



\$ IN THOUSANDS:

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
REVENUE:	123	357	417	729	1,019	958	1,039	1,643	2,140
EXPENSE:	107	213	422	569	777	841	1,001	1,352	2,085

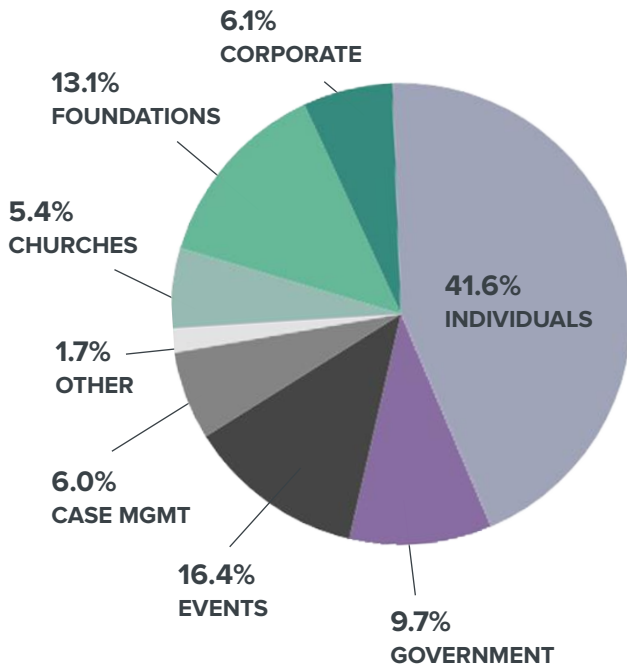


Restore uses its financial resources more effectively than any nonprofit I have ever helped — anyone visiting the "cozy" office will immediately see what I mean! So, it is easy for me to give to such a responsible and effective organization."

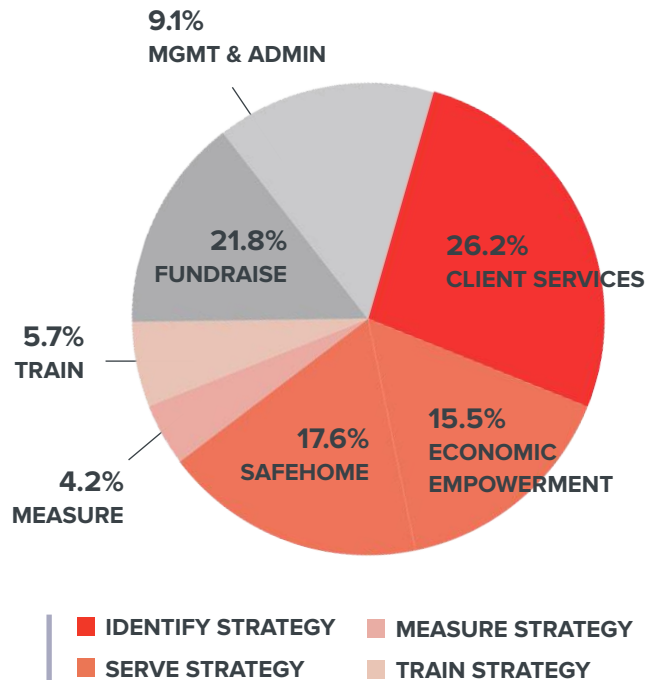
— SUSIE CASE

BOARD MEMBER

FY17 REVENUE



FY17 EXPENSES



\$ IN THOUSANDS:

REVENUE SOURCES

CHURCHES	\$116	5.4%
FOUNDATIONS	280	13.1%
CORPORATE	131	6.1%
INDIVIDUALS	890	41.6%
GOVERNMENT	208	9.7%
EVENTS	351	16.4%
<i>(Net of direct benefit expense)</i>		
CASE MGMT	128	6.0%
OTHER	36	1.7%

REVENUE TOTAL: \$2,140 100%

EXPENSES

BUDGET % OF TOTAL

CLIENT SERVICES	\$546	26.2%
ECONOMIC EMPOWERMENT	323	15.5%
SAFEHOME	367	17.6%
MEASURE	87	4.2%
TRAIN	118	5.7%
FUNDRAISE	454	21.8%
MGMT & ADMIN	190	9.1%

EXPENSES TOTAL: \$2,085 100%

NET ASSETS

NET ASSETS, BEGINNING OF YEAR	\$1,153,024
NET ASSETS, END OF YEAR	\$1,221,067
CHANGE IN NET ASSETS	+\$68,043



RESTORE



***We only have two choices: do
nothing or do something."***

— TONY KIRWAN

FOUNDER AND PRESIDENT OF DESTINY RESCUE



Restore NYC identifies and serves survivors of sexual slavery. We believe trafficking is a problem that has a solution, and we are fighting this injustice in NYC and across the country.



CONTACT US:

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