

Minnesota Human Trafficking Prevention and Response Network (HTPRN)

**STRATEGIC PLAN
2026 TO 2029**

Minnesota HTPRN Strategic Plan

This report was prepared by Ambient Collective and revised by the Minnesota Department of Health.

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Introduction

The Human Trafficking Prevention and Response Program (HTPRP), administered by the Minnesota Department of Health (MDH), with collaboration from the Minnesota Department of Human Services (DHS), funds over 40 community organizations across Minnesota that provide supportive services, housing, shelter, and outreach to victims and survivors of human trafficking and exploitation (sex and labor). HTPRP also partners with Minnesota Tribal Nations and several government agencies including the Minnesota Department of Public Safety (DPS), the Minnesota Department of Children, Youth, and Families (DCYF), the Minnesota Department of Labor and Industry (DLI), and the Office of the Minnesota Attorney General. Together, these community organizations, Tribal Nations, government agencies and other multidisciplinary partners make up the Minnesota Human Trafficking Prevention and Response Network (HTPRN).

In 2011, Minnesota passed its Safe Harbor law, protecting youth under age 18 from arrest or juvenile delinquency consequences for prostitution, recognizing them instead as sexually exploited youth who should be offered services. The Safe Harbor program was established in 2014 as the first initiative in the state’s human trafficking and exploitation response, and over the past decade, it has increased statewide awareness and identification of the commercial sexual exploitation and sex trafficking of youth through age 24 by providing supportive services, shelter, housing, and outreach for youth and communities, as well as trainings for other providers and professionals.

In 2023, HTPRP expanded to include supportive services grants for victims and survivors of labor trafficking and exploitation of all ages. Services currently offered include advocacy, case management, and legal services provided by six community agencies across the state.

The HTPRP is also a three-time recipient (2016, 2019, and 2022) of an Improving Outcomes for Child and Youth Victims of Human Trafficking grant from the Office for Victims of Crime (OVC) in the United States Department of Justice, which supports activities that bolster the effectiveness of Minnesota’s response. Additionally, HTPRP collaborates with other local and national partners and experts on various projects related to trafficking prevention and response.

Minnesota’s human trafficking strategic planning process began with foundational work started in 2022 and 2023 that engaged grantees, partners, and subject matter experts with lived experience to identify the mission and values upholding the state’s human trafficking response and exploring how they have evolved since formal work began after the passage of the Safe Harbor law a decade before.¹ This initial process identified a core goal of the Minnesota strategic planning process – centering survivors of human trafficking as leaders in developing the state’s priorities through the end of the decade. This goal has carried through to current and ongoing strategic planning efforts.

Additional foundational work for strategic planning occurred during the 2023 RTI site visit for the OVC grant. The site visit included MDH and grant partners from the Bureau of Criminal Apprehension Human Trafficking Investigators’ Task Force in DPS and community-based

¹ Subject matter experts are compensated for all aspects of their participation in the strategic planning process.

organizations, as well as representatives from DLI, DHS, and the Office of the Minnesota Attorney General.

Top priorities discussed in the site visit included making Safe Harbor more accessible to all, including male as well as labor trafficking survivors; providing more education and training to a broader swath of partners in agriculture, economic development, disability, education, commerce, and community-based workers support groups; building trust between survivors and law enforcement as well as other investigatory entities like DLI; exploring how new policies such as cannabis legalization in the state impacts human trafficking concerns; directing more resources to law enforcement and service providers to improve their response to human trafficking cases; and addressing the impacts of secondary trauma on workers across all disciplines who respond to human trafficking cases, including staff turnover, burnout, and the lack of mental health services (for all – survivors and providers).

The RTI site visit also focused on sustainability. Minnesota’s human trafficking response is built upon strong partnerships and collaboration which means challenges are best met and addressed together. This commitment to coordination is the key to sustaining the successful aspects of the statewide approach and engaging in problem-solving when needed. Areas were identified that need continued attention to support sustainability, particularly building deeper relationships with Tribal Nations in the state, ensuring meaningful engagement for survivors, centering youth voice whenever possible, creating more tools (training, resources, materials) for grantees and partners, and integrating prevention and intervention responses.

In September 2024, HTPRP began a strategic planning process in collaboration with subject matter experts with lived experience to define network goals, set priorities, focus resources, and strengthen the operations of the network, with a focus on the Safe Harbor program. The process also aimed to identify and understand the current challenges within Safe Harbor and define a path forward that centers the lived experiences and expertise of individuals. While the focus of the strategic planning process is on Safe Harbor, the goals, strategies, and tactics also consider the labor trafficking and exploitation response, as well as aspirations to expand services to victims and survivors of sex trafficking over age 24.

The strategic planning process was designed to achieve the following commitments:

- Strengthening health and racial equity across the statewide network.
- Improving participation and leadership by survivors, youth, and subject matter experts with lived experience.
- Supporting the holistic health of the statewide network and the people who work within it.

Planning process (2024-2025)

The process began with a landscape scan that brought in the voices of the various stakeholders within the network (service providers, law enforcement, elected officials etc.) survivors and individuals who have accessed Safe Harbor services, as well as subject matter experts with lived experience of human trafficking and exploitation (sex and labor).

Qualitative research methodologies, including interviews, focus groups, and a stakeholder survey were conducted to gain insight from the various stakeholders involved in the network. Each engagement explored the program's strengths, areas for improvement, and opportunities for future growth to better serve victims and survivors of human trafficking and exploitation and the professionals supporting them.

Over the course of several months, our consultants conducted qualitative research with individuals in the network who were connected to Safe Harbor, that included the following:

- **Stakeholder interviews:** Thirteen interviews (30-60 minutes each) were conducted with professionals from state, county, and city law enforcement, nonprofit leadership, and direct service organizations.
- **Provider/advocate focus groups:** Five focus groups (1 hour 15 minutes each) involved 20 providers, advocates, and stakeholders.
- **Stakeholder survey:** A network stakeholder survey was completed by 33 individuals.
- **Subject matter expert with lived experience focus groups:** Two two-hour focus groups were held with 10 subject matter experts with lived experience.
- **Survivor Interviews:** Ten interviews (30-60 minutes each) were conducted with individuals who had received services and support from Safe Harbor. Two interviews were conducted in Spanish with interpreter assistance.

Once data was collected from the various stakeholders, three summative reports were created to synthesize the stakeholder experience, the subject matter experts with lived experience perspective, and the perspectives of individuals who have accessed Safe Harbor services. The reports highlighted what worked well, where improvements were needed, and actionable recommendations to guide the program's continued evolution.

A diverse strategy committee, comprising subject matter experts with lived experience, MDH, and DHS staff, government partners, grantees, and program partners and implementers, convened for a five-hour meeting. The purpose was to deliberate on suggested strategies and establish key priorities. Following this, a smaller subgroup of the strategy committee further refined the proposed strategies and tactics. This subgroup also evaluated the practicality of the proposed goals, strategies, and tactics to guarantee feasible implementation. Additional feedback will be obtained through a meeting with grantees and partners in June 2025, after they receive an overview of the strategic planning process to date.

Implementation of the Strategic Plan (2025-2026)

To ensure sustained commitment to the goals, strategies, and tactics outlined in the strategic plan, and in recognition that effective implementation relies on partners across the network, MDH and DHS staff alongside subject matter experts with lived experience, grantees, government partners and key stakeholders will form an Implementation Committee to oversee and support the work. This committee will likely support subcommittees made up of diverse stakeholders in Minnesota who have the ability to help impact change. This structure is designed to promote collaboration and network wide change and to maintain accountability to the plan and process, ensure diverse perspectives are centered, and to ground the work in both lived expertise and system-wide insights.

More details about the formation and maintenance of this committee and any subcommittees will be released by MDH after the completion of an implementation planning phase, which is set to conclude at the end of 2025. Given the various tactics that are outlined in the plan, it's important to recognize that not all tactics are within the scope of MDH and DHS to address. Some tactics as laid out in this document may be clearly directed to one or more agencies or entities or may not be clearly defined or implied yet. Clarity around ownership, roles and other details will be formed through this implementation planning phase. At the end of this phase, a Comprehensive Implementation Plan will be released. After initial implementation of the plan, activities to carry out the plan will occur in 2026 through 2029.

Throughout the development of the strategic plan, the following key affirmations emerged and will guide implementation:

Safe Harbor's strengths and opportunities for growth:

Safe Harbor has demonstrated a strong capacity to meet the immediate, short-term needs of individuals accessing services. However, the network must address significant gaps in long-term support and empowerment strategies. There is a clear need to expand services that promote stability, healing, and thriving beyond crisis intervention while addressing improvements to health and racial equity across the network. What is learned through the Safe Harbor program can also inform and influence other components of the statewide human trafficking response, including broadened attention to labor trafficking and exploitation.

The importance of integrity, transparency, and anti-exploitation practices:

Given the complex and sensitive nature of work related to human trafficking and exploitation, Safe Harbor, and all components of the statewide human trafficking response, must continue to uphold the highest standards of integrity and transparency. Clear grievance procedures, strong policies against re-exploitation, and a consistent culture of accountability are essential to maintaining the trust and safety of survivors and communities served.

The centrality of collaboration:

Effective collaboration is critical to the health and vitality of Safe Harbor and the overall statewide HTPRN. Building and sustaining trust, fostering shared language and understanding roles, investing in deep relationships, and maintaining clear, consistent communication across providers, subject matter experts with lived experience, and broader program partners

(including child welfare, law enforcement, prosecution, health care, and social services) are foundational to achieving shared goals.

Strategic plan overview

Strategic goals

- Improve program implementation and equitable access
- Ensure accountability and oversight
- Foster a culture of collaboration and wellbeing

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Strategic goals

The Human Trafficking Prevention and Response Network strategic plan is anchored by three core goals that reflect a commitment to strengthening health and racial equity, improving survivor, youth, and subject matter expert with lived experience leadership and participation, and supporting the holistic health of the statewide network for all. These commitments serve as the foundation for how this work will move from planning into action, ensuring that a shared vision guides every initiative we pursue.

Our strategic planning goals are:

- **Improve program implementation and equitable access.**
People seeking services have their needs met through a deeply connected network of providers who are working toward successful long-term outcomes for the people they serve while improving health and racial equity.
- **Ensure accountability and oversight.**
All funders, providers, and partners are held accountable to survivor-centered, trauma-informed practices, maintaining the highest standards of integrity and care.
- **Foster a culture of collaboration and wellbeing.**
Wellbeing for everyone working with or served by Safe Harbor and the network is nurtured through deep collaboration across grantees and providers, subject matter experts with lived experience, and program partners (such as child welfare, law enforcement, prosecution, health care, social services), built on care, empowerment, and respect.

Each of these strategic goals serves as an overarching framework for the strategies and tactics detailed in the following sections. Rather than assigning individual goals to specific strategies or actions, we view these goals as interconnected pillars that collectively support the full scope of work needed to strengthen and sustain the Safe Harbor program, and the broader statewide network. They provide a unifying vision that informs and aligns all initiatives, recognizing that transformational change requires a holistic and integrated approach.

By holding these strategic goals as the guiding foundation, we ensure that every effort, whether operational, programmatic, or relational, contributes to building a more resilient, responsive, and survivor-centered response and network. Together, these goals chart the course toward a future where lived experience is honored, healing and empowerment are prioritized, and Safe Harbor, as well as the statewide response to human trafficking and exploitation, is positioned to drive meaningful, lasting outcomes for all survivors and communities across Minnesota.

STRATEGY

Enhance housing and transition support to advance the long-term health and wellbeing of people accessing Safe Harbor and other human trafficking services.

Suggested tactics

- Audit existing services and community partnerships to:
 - Uncover barriers in existing emergency and short-term housing, including how screening and service delivery may be excluding some seeking services.
 - Identify gaps to guide funding opportunities and new initiatives in rural communities and/or for specific populations (such as boys/men, people with disabilities, transgender individuals, and labor trafficking survivors).
- Build the capacity of current and future grantees to identify priorities and opportunities across the continuum of housing needs in their communities.

Rationale

Access to stable, safe, and appropriate housing is fundamental to the long-term healing, safety, and success of victims and survivors of human trafficking and exploitation. While Safe Harbor services effectively address immediate needs, long-term outcomes — including stability, independence, and overall wellbeing — are deeply tied to access to housing and transition supports that meet individuals where they are.

Enhancing housing and transition support is critical to closing the existing service gaps, particularly in rural areas and for populations that have historically been underserved, including boys, men, people with disabilities, transgender individuals, and labor trafficking survivors. Conducting a thorough audit of current services and partnerships will provide essential insight into where investments and new initiatives are most needed. At the same time, building the capacity of providers to assess and respond to the full continuum of housing needs in their communities will ensure that solutions are sustainable, community-driven, and equity-centered.

This strategy directly supports Safe Harbor's commitment to advancing health and racial equity, honoring the diverse needs of survivors, and fostering long-term empowerment rather than short-term crisis response alone.

STRATEGY

Enhance mental health and substance use services to support the holistic health and wellbeing of people accessing Safe Harbor and other human trafficking services.

Suggested tactics

- Build connections to consistent, reliable local and national trauma-informed mental health providers from a variety of disciplines – including traditional, non-traditional, and cultural – to support the network's ongoing needs.
- Explore service barriers related to substance use (e.g. access to shelter, housing, treatment, etc.) and relief from consequences of forced criminality related to substance use.
- Build the capacity to increase participant access to counseling, telehealth services for mental health, substance use treatment, and crisis intervention services.

Rationale

Victims and survivors of human trafficking and exploitation often experience complex trauma and mental health challenges as a result of their experiences. Supporting the holistic health and wellbeing of individuals accessing Safe Harbor services requires a strong, trauma-informed, and coordinated approach to mental health and substance use services.

By enhancing access to consistent and reliable mental health care — both locally and nationally — the Safe Harbor program can better meet the ongoing and evolving needs of victims and survivors. Addressing barriers related to substance use, such as restrictions on shelter or housing or treatment and advocating for relief from the consequences of forced criminality, are critical steps in creating a more equitable and compassionate system of care.

This strategy reflects Safe Harbor's commitment to holistic healing, health equity, and reducing systemic barriers to recovery and stability for all survivors.

STRATEGY

Review and improve state-level grantmaking process to promote the adoption and implementation of ethical and survivor centered practices.

Suggested tactics

- Review and update the Safe Harbor Request for Proposals (RFP) through feedback from past and current grantees and subject matter experts with lived experience to ensure standards are clearly expressed and that applicants can demonstrate how they will adopt and implement survivor centered and ethical practices.
- To address service gaps in currently underserved regions and populations, gather feedback and improve outreach and technical assistance to support the release of and response to the Safe Harbor RFP.
- Review the grant allocation process for opportunities to increase equity and transparency and revise where possible within the parameters of state policies and procedures.
- Include Survivor-Led Advisory Committee (described below) in the above tactics and other grant award processes as appropriate.
- Review and update grantee contracts as well as site visit practices to ensure compliance with survivor-centered approaches.
- Review and clarify policies and procedures for reporting grievances against grantees, as well as policies that hold grantees accountable to contract obligations.
- Actively engage with partners to address broader issues and concerns to improve quality of statewide response to human trafficking.

Rationale

The work of Safe Harbor requires strong commitment to transparency and ethical practices that build trust throughout the network and with those accessing services. By engaging with stakeholders on the grant-making process, Safe Harbor can create openness and understanding of how grants can act as vehicles for accountability and ensure that the needs of the network are reflected within, and acted upon, in funding decisions.

This strategy builds upon Safe Harbor's survivor-centered approach through its grantmaking function and implements its values in practice.

STRATEGY

Promote and model safe and ethical engagement with survivors and subject matter experts with lived experience to help funders, providers, grantees, and partners avoid re-exploitative dynamics or retaliation.

Suggested tactics

- Use existing program evaluation processes to assess how providers are engaging current or former clients as survivor voices.
- Ensure that grantee organizations commit to and practice ethical, meaningful and compensated engagement of subject matter experts with lived experience by strengthening expectations in the RFP and oversight via grantee monitoring.
- Collaborate with subject matter experts with lived experience to create guidance for grantees in order to ensure ethical treatment of staff with lived experience, and to help differentiate appropriate from inappropriate engagement opportunities for current and past clients.
- Explore opportunities for the network to build capacity and commitment to work with subject matter experts with lived experience in alignment with survivor centered best practices and approaches.
- Develop and promote guidelines for how stakeholders in the network should engage with survivors including any use of survivor narratives.

Rationale

A survivor's story is their own. The strategy to prevent re-exploitation and retaliation of survivors and subject matter experts with lived experience is rooted in the ethical obligation to prioritize the safety, dignity, and autonomy of those most affected by systems of harm. Survivors often carry the burden of trauma and requiring them to share their experiences without proper consent or preparation can lead to re-traumatization and exploitation by the very organizations who are there to support them. By using the strategic planning process to establish clear guidelines and identify situations in which sharing survivor stories may be detrimental will inform state funder guidance for grantees. This approach safeguards survivor agency and ensures narratives are shared voluntarily and respectfully.

Additionally, evaluating how providers engage current and former clients as survivor voices is essential to preventing exploitative practices and ensuring that individuals are not tokenized or coerced into advocacy roles they may not be prepared for or wish to pursue.

Finally, differentiating the roles of subject matter experts with lived experience, from survivors, and individuals currently accessing services recognizes the diverse experiences and stages of healing within these groups. This distinction allows for appropriate support, reduces harm, and helps tailor engagement in a way that honors each individual's readiness and boundaries, fostering safer and more ethical partnerships.

STRATEGY

Integrate survivor leadership throughout Safe Harbor to create programs and initiatives that are survivor centered.

Suggested tactics

- Establish a Survivor-Led Advisory Committee, which ensures survivor leadership in:
 - Engaging in RFP development
 - Reviewing grant funding allocation and distribution
 - Advising grantee and funder accountability and grievances policies
 - Standardizing subject matter experts with lived experience consulting compensation
 - Developing and contributing to the passage of legislative policy
 - Providing guidance for program improvement and expansion

Rationale

Integrating survivor leadership throughout Safe Harbor, and the broader statewide response to human trafficking and exploitation, is essential to ensuring that programs and initiatives are not only survivor-centered in name, but truly grounded in the insights, needs, and priorities of those with lived experience. Survivors possess unique perspectives that can identify gaps in services, highlight systemic barriers, and inform more effective, compassionate, and empowering responses. Establishing a Survivor-Led Advisory Committee institutionalizes this leadership by providing survivors with meaningful influence in critical decision-making processes.

This comprehensive approach creates a system that not only serves survivors but is shaped and led by them, fostering trust, relevance, and long-term impact.

STRATEGY

Strengthen training for grantees and subject matter experts with lived experience.

Suggested tactics

- Strengthen and standardize onboarding and orientation for new grantees.
- Implement mandatory training for all staff and leadership at Safe Harbor grantee agencies on best practices when engaging subject matter experts with lived experience.
- Provide standardized trauma-informed care training to ensure consistent, survivor-centered service delivery, including how to build organizational cultures that prioritize safety and clear and open communication.
- Provide training, mentorship, and career development for survivors transitioning into professional roles.

Rationale

Standardized onboarding and orientation for new grantees ensure that all partners begin with a shared understanding of Safe Harbor's values, expectations, and best practices for survivor-centered engagement. Again, this is a goal that should also inform other aspects of the statewide response as well, such as the labor trafficking and exploitation supportive services grants.

Requiring mandatory training for all staff and leadership at grantee agencies on how to engage with subject matter experts with lived experience will ensure consistent, respectful, and informed collaboration. This will then minimize harm to subject matter experts and maximize the benefit of their expertise and leadership. By providing standardized trauma-informed care training, Safe Harbor promotes a uniform approach to service delivery that prioritizes empathy, safety, and empowerment for survivors.

Additionally, offering training, mentorship, and career development opportunities for survivors transitioning into professional roles supports equitable inclusion and long-term leadership development. This not only strengthens the workforce but also affirms that survivor expertise is valued beyond storytelling, helping to cultivate a sustainable, survivor-led movement. Together, these tactics lay the foundation for a more competent, cohesive, and survivor-aligned network of services.

STRATEGY

Support grantee staff wellness and prevent burnout to build longevity, continuity, and rapport across providers and partners.

Suggested tactics

- Create communications mechanisms for greater transparency around provider capacity and transition of staff.
- Offer consistent opportunities for learning and engagement across the network:
 - Build the capacity of grantee agency leadership as key players in ensuring staff wellbeing.
 - Train providers on wellness topics such as addressing burnout through clear guidelines, work/life balance boundaries, and personalized support.
 - Convene a regular Human Trafficking and Exploitation Prevention conference, as resources allow, that all staff can attend to learn, network, and build relationships.

Rationale

Supporting grantee staff wellness and preventing burnout is essential to sustaining a high-quality, survivor-centered service network under Safe Harbor. When staff are overextended or unsupported, the risk of turnover increases, which disrupts continuity of care, weakens provider rapport, and undermines trust with survivors.

Creating transparent communication mechanisms around provider capacity and staff transitions allows for better planning, realistic expectations, and smoother service delivery, ultimately protecting both staff and clients.

Offering consistent opportunities for learning and engagement promotes a culture of growth and resilience, equipping providers with tools to navigate the emotional demands of their work.

Collectively, these tactics help build a stable, empowered workforce that is better equipped to serve survivors with compassion and consistency over time.

STRATEGY

Embed health equity and anti-racism practice into Safe Harbor program and policies.

Suggested tactics

- Develop a universal framework for integrating racial and health equity into service delivery.
- Examine the terminology used in the field like “survivor” and “youth”, how these labels exclude people from Safe Harbor and other human trafficking services programs and develop inclusive language that is more empowering and reflective of individual identity.
- Build representation among Safe Harbor staff and state-level leadership, particularly in survivor status, race, sexual orientation, gender, and immigration status to be more representative of populations served.
- Train providers to build knowledge and skills in equity work:
 - Create and implement in-depth implicit bias and anti-racism training for all staff in the network.
 - Expand culturally responsive training and services, particularly for LGBTQ2+ youth, survivors of color, labor trafficking survivors, male identifying survivors, transgender youth, and individuals with disabilities.

Rationale

Embedding equity and anti-racism into Safe Harbor’s programs and policies, as well as the entire statewide response to human trafficking and exploitation, is crucial to creating a system that is truly inclusive, just, and responsive to the diverse needs of all survivors. Many historically marginalized communities—particularly people of color, LGBTQ2+ individuals, immigrants, elders and those with disabilities—have experienced disproportionate harm and barriers within systems meant to serve them.

Together, these tactics promote systemic change that aligns with the state’s commitment to justice, dignity, and equitable care for every individual.

STRATEGY

Build stronger network ties to support Safe Harbors program expansion and sustainability.

Suggested tactics

- Support the efforts of grantees and partners within Safe Harbor program in pursuing private donations, corporate funding and sponsorships to build long-term financial sustainability.
- Implement “Safe Harbor for All” by shifting from an age-based model to ensure people can access services when needed regardless of age.
- Identify facilitators for community healing circles and/or listening sessions with network partners and survivors to acknowledge past harms, rebuild trust, and co-create shared values and practices that strengthen collaboration and accountability across Safe Harbor.
- Communicate transparency, inclusion, and accessibility to strengthen the collective identity and public awareness of Safe Harbors reach and impact.
- Deepen the relationship with law enforcement, prosecution, and other legal system partners to strengthen trust and build partnerships to support mutual goals of survivor-centered responses to human trafficking and exploitation.

Rationale

Building stronger network ties is essential for the expansion and long-term sustainability of Safe Harbor, ensuring that services remain responsive, inclusive, and accessible to those impacted by human trafficking and exploitation. Supporting grantees as they pursue additional funding, implementing “Safe Harbor for All,” repairing trust across the network, and rebuilding partnerships with law enforcement lays the foundation for a more unified, adaptable, and enduring network.

Acknowledgements

Planning partners

The development of this strategic plan was made possible through deep collaboration with subject matter experts with lived experience. They joined MDH and DHS as leaders in this process. Their insights into key challenges within the Safe Harbor program helped shape the guiding questions and informed how we approached the work with care and intentionality. Their leadership and expert knowledge helped center and honor the voices of those who are directly impacted. They ensured the process was trauma-informed, including recommending the engagement of a contracted therapist to support participants during interviews. Their skills and expertise contributed immensely to the design and successful development of this plan. MDH thanks them for their advocacy and commitment to prevention and support for all survivors, and to helping improve our statewide response. This work would not have been possible without you.

- Monica Miller, consultant, Creating Hope and Unity for Survivors of Exploitation - subject matter expert with lived experience
- Bukola Oriola, consultant, Bukola Oriola Group - subject matter expert with lived experience
- Symmieona Williams, consultant - subject matter expert with lived experience

This strategic planning process was managed in partnership with **Ambient Collective**, a Minneapolis–St. Paul–based consulting firm specializing in the design and management of social change. Ambient Collective holds space for radical transformation by supporting foundations, nonprofits, and government agencies at the city, state, and local levels in creating solutions to complex social challenges. Ambient Collective is committed to working with honesty, thoughtfulness, and adaptability to empower innovative solutions that meet the unique needs of the communities we serve. MDH thanks Ambient for their expert guidance and intentional support through this complex and important process.

- Isadora Collins, co-director/consultant, Ambient Collective
- Steph Jacobs, co-director/consultant, Ambient Collective

Human Trafficking Prevention and Response Network partners

MDH thanks all who took time to provide critical insights and recommendations through surveys, interviews and focus groups as a part of the landscape scan. This includes but is not limited to grantees (past and current), state and Tribal government partners, network partners, broader stakeholders, and survivors and subject matter experts. They work tirelessly to prevent exploitation and human trafficking, and to improve outcomes for those in Minnesota. MDH is honored to work with you to implement this plan.

There are many network members and partners who are responsible for ensuring the success of this strategic plan, including:

- The Minnesota Department of Health (MDH)
- The Minnesota Department of Human Services (DHS)

- MDH and DHS Safe Harbor and Labor Trafficking Grantees
- The Human Trafficking Prevention and Response Network (HTPRN)
- The Minnesota Department of Children, Families, and Youth (DCYF)
- The Minnesota Department of Public Safety (DPS) including the Bureau of Criminal Apprehension (BCA) and law enforcement agencies statewide
 - The Office of Justice Programs (OJP)
 - The Office of Missing and Murdered Indigenous Relatives (MMIR) in the Minnesota Department of Public Safety Office of Justice Programs (OJP)
 - The Office of Missing and Murdered Black Women and Girls (MMBWG) in the Minnesota Department of Public Safety Office of Justice Programs (OJP)
- The Minnesota Department of Labor and Industry (DLI)
- The Office of the Minnesota Attorney General
- The Tribal Nations located in Minnesota
 - Asabiikone-zaag'igan / Bois Forte Band of Chippewa
 - Nah-gah-chi-wa-nong / Fond du Lac Band of Lake Superior Chippewa
 - Kitchi-Onigaming / Grand Portage Band of Lake Superior Chippewa
 - Misi-zaaga'iganiing / Mille Lacs Band of Ojibwe
 - Gaa-zagaskwaabiganikaag / Leech Lake Band of Ojibwe
 - Gaa-waabaabigbiganikaag / White Earth Nation
 - Miskwaagamiwi-zaaga'iganiing / Red Lake Nation
 - Cansa'yapi / Lower Sioux Indian Community
 - Pezihutazizi Oyate / Upper Sioux Community
 - Tinta Winta / Prairie Island Indian Community
 - Shakopee Mdewakanton Sioux Community
- Hennepin County No Wrong Door
- The City of Minneapolis
- Other state, county, or city government agencies
- Other multidisciplinary stakeholders and partners
- Subject matter experts with lived experience

Strategy committee members

MDH thanks those who participated as part of the Strategy Committee, providing their expertise as we worked to process the findings from the landscape scan. Their guidance helped shape key priorities and refine the recommended strategies and tactics.

Subject matter experts with lived experience

- Monica Miller, consultant - subject matter expert with lived experience
- Bukola Oriola, consultant - subject matter expert with lived experience
- Symmieona Williams, consultant - subject matter expert with lived experience

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- Andrea White, regional navigator, Dodge/Olmsted Victim Services
- DeBrea Chambers, 180 Degrees
- Yamileth Flores, OutFront Minnesota

Government partners

- Shunu Shrestha, City of Minneapolis
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- Taylor Wencel, The Office of Missing and Murdered Indigenous Relatives (MMIR)

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