



THE CORNERSTONES OF CARE BRIDGE PLAN

A Trauma-Responsive Investment in Therapeutic Education,
Residential Care, and System Stability

| THE VISION



EXECUTIVE SUMMARY

Cornerstones of Care is undertaking a three-year, \$10.1 million capital improvement initiative to strengthen Kansas City's continuum of care for children with complex behavioral and emotional needs. This investment focuses on modernizing the physical environments that support therapeutic education and residential treatment, ensuring services are delivered in settings that are safe, compliant, and aligned with trauma-responsive best practices.

Through Bridging the Future of Compassionate Care ("Bridge Plan"), the organization is advancing two complementary project components: The first is the development of a unified, trauma-responsive Education Campus, supported by a dedicated project team that includes Blue Ocean, Haren Companies,

Integrity Capital Management, and Focal Design. The second is the stabilization and modernization of the Ozanam Campus, one of the region's most critical residential treatment resources.

Together, these investments are designed to improve access, preserve capacity, and strengthen outcomes for youth who have been excluded, misunderstood, or underserved in traditional systems.

By creating environments that foster regulation, connection, and dignity, the Bridge Plan supports youth as they stabilize, build skills and confidence, and transition successfully back to their schools, families, and communities—laying the foundation for long-term success.

THE COMMUNITY NEED

Kansas City is experiencing a significant rise in children’s behavioral and mental health needs. Across Kansas and Missouri, special education caseloads and youth mental health diagnoses are increasing, leaving many districts without the capacity to provide intensive, trauma-responsive supports. Today, one in four children carries a mental health diagnosis, and one in seven has experienced three or more Adverse Childhood Experiences.

These pressures extend beyond schools. Missouri has lost approximately 20% of its residential treatment facilities since 2020, sharply reducing access to trauma-informed care for youth in crisis. As one of the few remaining intensive treatment resources, Cornerstones of Care’s Ozanam Campus increasingly serves as a stabilization point for youth with complex trauma histories.

At the same time, more than 40 school districts across 12 counties—spanning over 2,700 square miles—rely on Cornerstones of Care’s Therapeutic Day Treatment program when student needs exceed what traditional classrooms can manage. Demand for this level of support consistently exceeds current capacity.

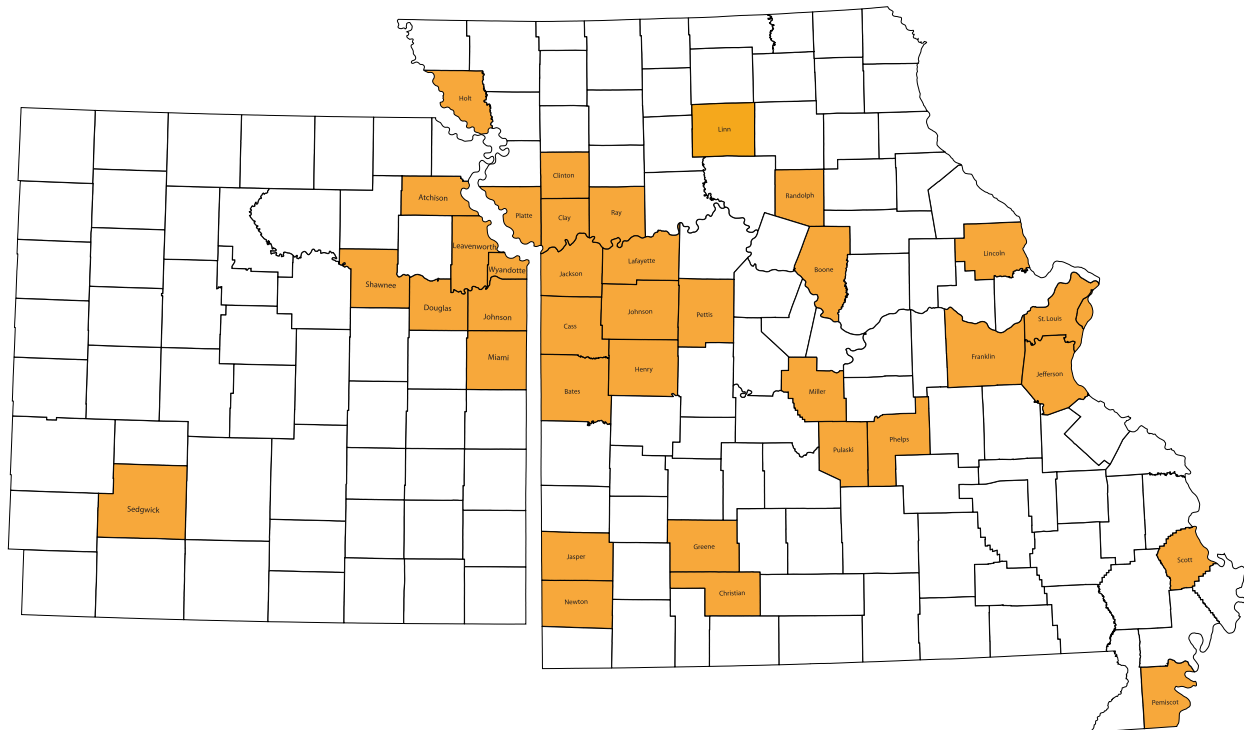
Sustaining and modernizing the infrastructure behind residential treatment and therapeutic education is essential to preserving this continuum of care.

WHY LOCAL RESIDENTIAL CAPACITY MATTERS

Investments in trauma-informed residential treatment and behavioral health services generate strong social returns—cited at up to \$7 in value for every \$1 invested (Hackett et al., 2017).

At the same time, 2024 Missouri Department of Social Services data show that it costs the state approximately 7.5 times more per day to place a child in out-of-state residential care than to serve that child at the Ozanam Campus.

Together, these realities underscore the critical role Ozanam plays in the continuum of care: delivering appropriate treatment closer to home while reducing reliance on costly, disruptive out-of-state placements.



In 2025, Cornerstones of Care received referrals to its Therapeutic Day Treatment and Residential Treatment programs from the following counties:

Missouri: Bates, Boone, Cass, Christian, Clay, Clinton, Franklin, Greene, Henry, Holt, Jackson, Jasper, Jefferson, Johnson, Lafayette, Lincoln, Linn, Miller, Newton, Pemiscot, Pettis, Phelps, Platte, Pulaski, Randolph, Ray, Scott, and St. Louis.

Kansas: Atchison, Douglas, Johnson, Leavenworth, Miami, Sedgwick, Shawnee, and Wyandotte.

THE PROJECT

The Bridge Plan is a three-year, \$10.1 million capital improvement initiative to stabilize the Ozanam Campus and establish a unified Education Campus in south Kansas City. The project addresses critical facility repairs, safety upgrades, and infrastructure needs required to maintain trauma-responsive residential and educational environments.

The Bridge Plan includes two components: the Cornerstones of Care Education Campus and the Cornerstones of Care – Ozanam Campus.



THE CORNERSTONES OF CARE EDUCATION CAMPUS

Cornerstones of Care will establish a unified K-12 Therapeutic Day Treatment Education Campus on the former Archbishop O'Hara High School site in south Kansas City, serving students whose emotional and behavioral needs exceed what traditional classrooms can safely support. The campus addresses a regional shortage of high-support, trauma-responsive educational placements.

The Education Campus consolidates Cornerstones of Care's two Day Treatment schools—Gillis (K-8) and Ozanam (9-12)—into a single facility and expands capacity from 115 to up to 150 students annually, a 30% increase, serving youth from more than 40 school districts across Missouri and Kansas.

The 90,000-square-foot facility integrates academic, therapeutic, workforce, and professional development functions under one roof, representing a 260% increase in space over the current 25,000-square-foot Day Treatment footprint.

This consolidation brings classrooms, therapy, vocational training, staff training, and operational supports together in a single environment aligned with Cornerstones of Care's trauma-responsive, Sanctuary Model® approach.

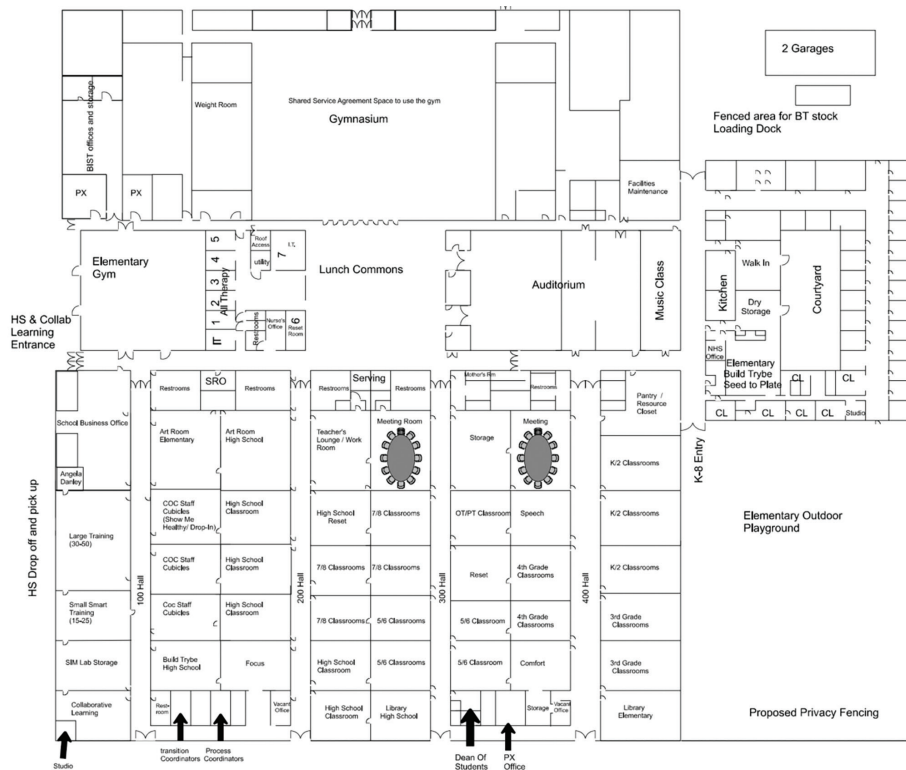
The campus will also house Build Trybe (vocational training), Collaborative Learning (staff and community training), and the Behavior Intervention Support Team (BIST) (educator coaching), allowing education, therapy, workforce development, and professional training to operate in a coordinated setting.

When complete, the Education Campus will provide a safe, stable, and dignifying environment where students can stabilize academically, socially, and emotionally—and build the skills needed to return to their home districts or graduate with clear plans for the future.

EDUCATION CAMPUS CONCEPTUAL SITE PLAN

EDUCATION CAMPUS SITE SPECIFICATIONS

- 90,000 sq. ft. therapeutic campus with dedicated green space
- 20 classrooms + 5 confidential therapy offices
- 3 professional training rooms
- 2 libraries
- Industrial teaching kitchen
- New commercial kitchen
- Courtyard for garden and learning
- Spaces for art and music classes
- Capacity: 115 students (expandable to 150)
- Outdoor recreation area + fenced playground
- Outdoor learning classroom + community garden
- 275-seat auditorium
- Large commons
- Resource room with private shower, laundry, and pantry for students



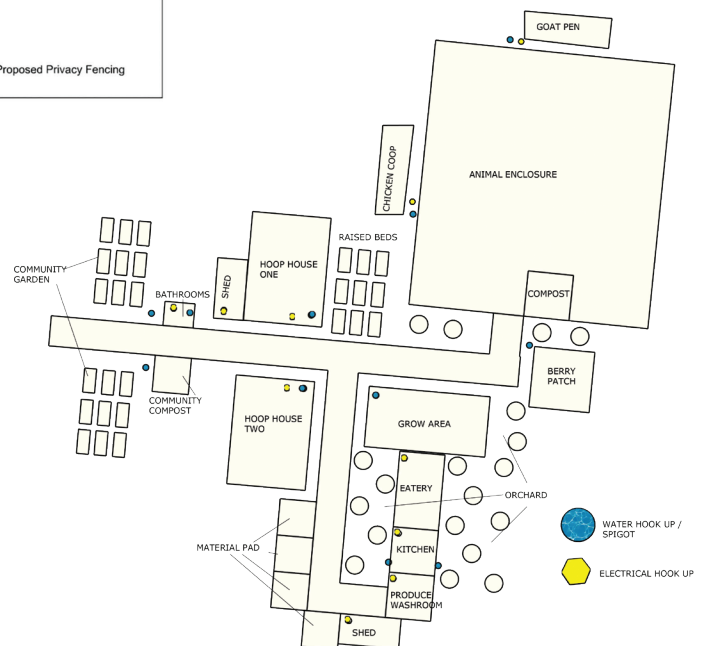
Education Campus Floor Plan



Classroom

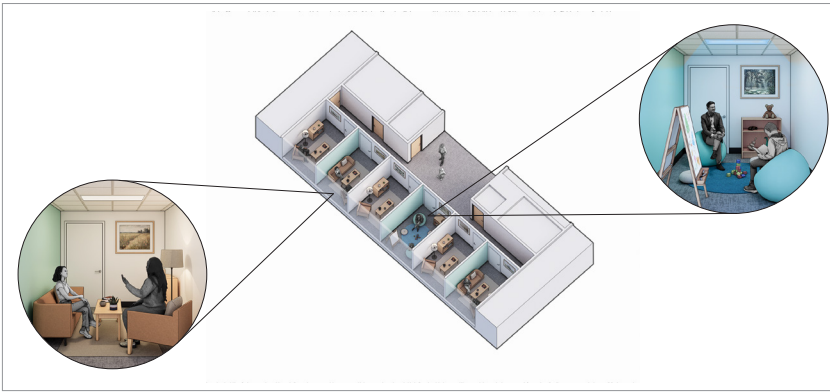


Lunch Commons



Outdoor Education Center

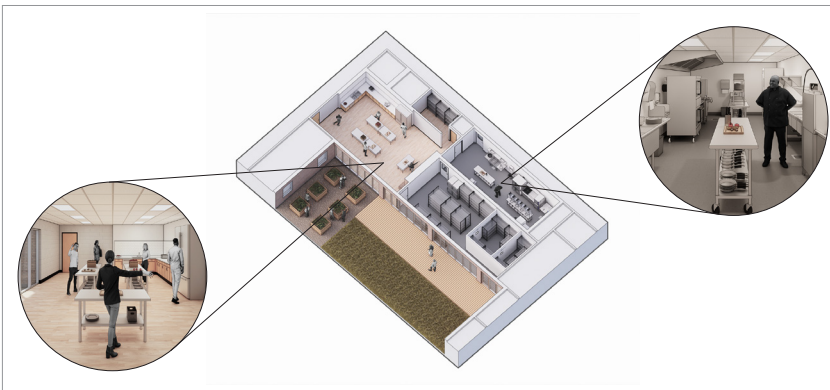
EDUCATION CAMPUS DETAILS



Therapy Suites Concept



Training Room Concept



Industrial Teaching Kitchen & Commercial Kitchen Concept



Resource Room Concept



LEO'S STORY – A KINDERGARTEN TRANSFORMATION

At just 2, Leo began exhibiting intense fear and anxiety—running from classrooms, hurting other children, and being asked to leave his preschool. “If we can’t go to our public school, where can we go?” his mother, Jennifer, remembers asking.

When Leo arrived at Cornerstones of Care, he wouldn’t talk, play, or sit near other children. Within one month, he began initiating interactions with classmates and staff. With consistent therapeutic support, structure, and clear expectations, he learned to communicate his needs, regulate his emotions, and trust the adults around him.

“Cornerstones of Care is so important because it’s the full support team for a child under one roof,” his mom says.

Today, Leo is creative, playful, and hopeful. His family sees a future where he can thrive in a traditional classroom — and in life.

CORNERSTONES OF CARE - OZANAM CAMPUS



The Bridge Plan includes critical renovations at the Ozanam Campus, a 50-bed, trauma-responsive residential treatment program designated as a Qualified Residential Treatment Program (Q RTP)—the first in the Kansas City area—and a 10-bed emergency shelter. Ozanam provides 24/7 residential treatment for youth whose needs require intensive clinical oversight, structured environments, and therapeutic intervention.

Serving youth since 1948, the campus includes buildings constructed between 1960 and 1990, predating current life-safety codes, Q RTP standards, and trauma-responsive design practices. A recent facilities assessment identified aging infrastructure and deferred maintenance that pose compliance and operational risk if unaddressed.

Through the Bridge Plan, Cornerstones of Care will complete targeted, one-time renovations to stabilize the campus and preserve residential treatment capacity, including:

- Building-system repairs and replacements across residential halls and mission-critical spaces
- Roof, drainage, and storm-water mitigation improvements
- Fire-alarm and life-safety upgrades required for licensure and Q RTP compliance
- Security, access-control, and ADA improvements
- Renovation of dormitories and therapeutic environments
- HVAC, plumbing, and electrical system upgrades

As part of this effort, Cornerstones of Care will relocate its Administrative Headquarters from the Gillis Campus to Ozanam, consolidating operations into facilities better aligned with our current and future operational needs. Together, these improvements stabilize the campus, maintain licensed operations, and preserve future flexibility.



Smith Hall Administrative Building



Cyr Residence Hall



Cooke Spiritual Life Center



OZANAM CAMPUS SITE SPECIFICATIONS

- 100,000+ sq. ft. trauma-responsive residential campus
- 11 buildings, including five residential dormitories
- Licensed residential treatment and emergency shelter facilities
- Gymnasium and indoor recreation spaces
- Dedicated art and music therapy spaces
- Cafeteria and commercial kitchen
- Fully functioning greenhouse
- On-site chapel and reflective space
- Outdoor walking trails and therapeutic grounds
- Playgrounds and structured outdoor recreation areas
- Athletic fields, including soccer and softball
- Swimming pool supporting supervised recreation and therapy
- Administrative offices



Mabee Residence Hall



Greenhouse and garden space



NOAH'S STORY – FINDING CALM THROUGH EXPRESSION

“When I do music, art, or movement, I’m more calm than I normally am,” Noah says. “It helps me stay calm.”

Noah arrived at the Ozanam Campus four months ago to receive support for anger management, self-harming behaviors, and substance use. Like many youth in residential treatment, he carried trauma that made it difficult to regulate emotions or trust traditional coping strategies.

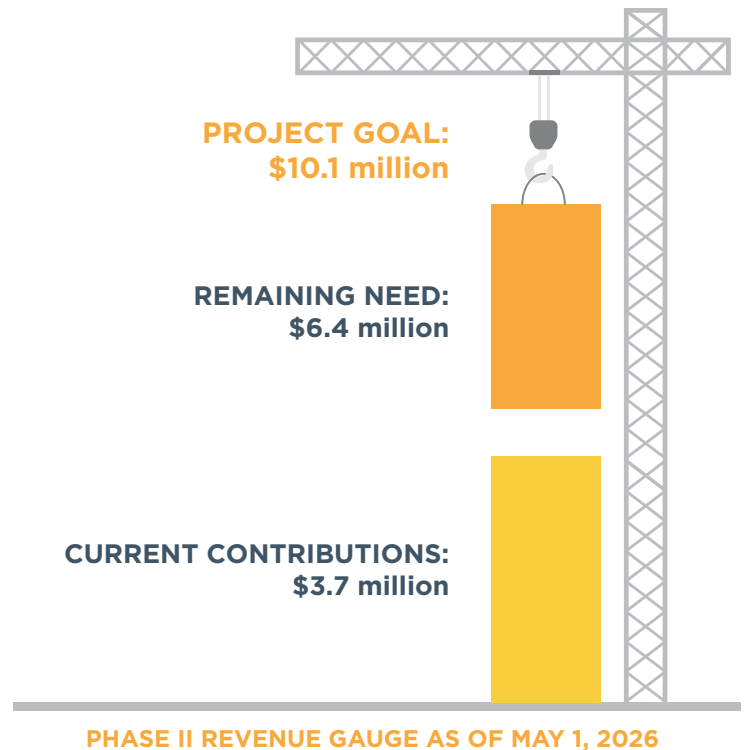
Through expressive therapies—including music, art, and movement—Noah began learning safer ways to process stress, anger, and pain. Music therapy quickly became his favorite, offering a way to connect with his emotions and build confidence in a healthy, creative environment.

Today, Noah talks about his future with hope. **“My dream is to produce music and put it on YouTube,”** he says. With the tools he’s learning, Noah is discovering calmer ways to cope—and new possibilities for what comes next.

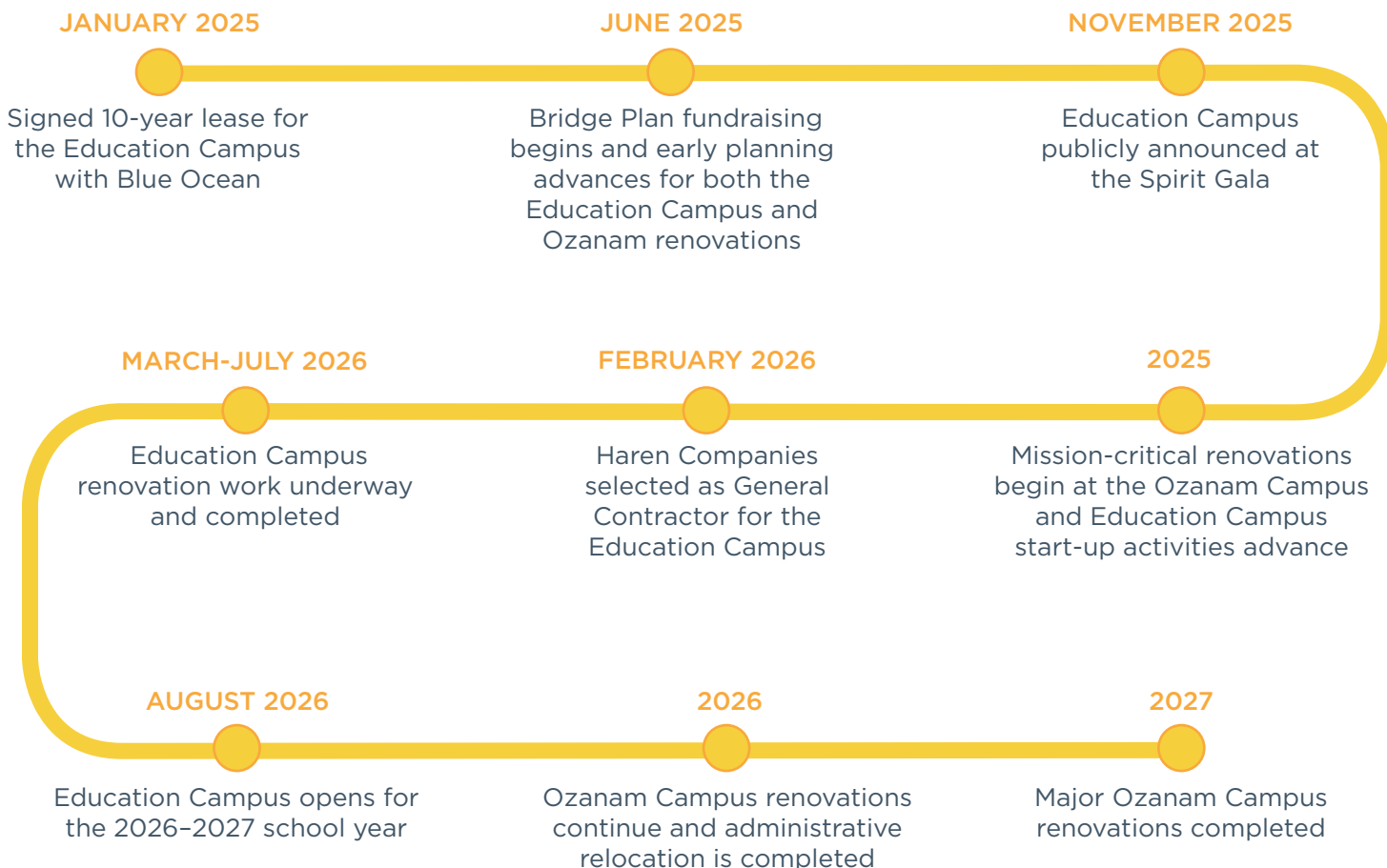
THE FINANCING

The total project cost is \$10.1 million, covering all capital repairs, tenant improvements, relocation expenses, technology and security infrastructure, furnishings, and site enhancements required to fully operationalize both the Ozanam Campus and the new Education Campus.

To date, \$3.7 million has been secured through agency contributions, philanthropic support, and government funding. The remaining \$6.4 million represents a critical opportunity for community partners and donors to help fully realize the Bridge Plan—sustaining high-quality, trauma-responsive services and expanding access to safe, therapeutic, and dignifying environments for youth across the Kansas City region.



DEVELOPMENT TIMELINE



THE PROJECT TEAM

ACROSS THE BRIDGE PLAN

CORNERSTONES OF CARE | NONPROFIT OPERATOR



For more than 155 years, Cornerstones of Care has supported children and families across Kansas City through safety, healing, and trauma-responsive care. Formed by the legacy of Gillis, Spofford, Ozanam, and Marillac, the organization merged in 2017 to deliver a unified continuum of prevention, treatment, and education services. Today, we serve more than 14,000 children and families each year and operate with national accreditation and Sanctuary Model® certification. As community needs grow, we must modernize our facilities to provide safe, stable environments where youth can learn, heal, and build lasting resilience.

INTEGRITY CAPITAL MANAGEMENT | FACILITIES OVERSIGHT & EDUCATION CAMPUS OWNER'S REPRESENTATIVE



Integrity Capital Management (ICM) is a Kansas City-based real estate investment and property management firm specializing in the acquisition, renovation, and long-term stewardship of multi-family and affordable housing properties. Founded in 2013, ICM brings expertise in property operations, compliance, and facilities oversight. In its role supporting Cornerstones of Care, ICM provides facilities management across the Bridge Plan and serves as the owner's representative for the Education Campus.

EDUCATION CAMPUS PROJECT TEAM

HAREN COMPANIES | GENERAL CONTRACTOR



Haren Companies is a Kansas City-based construction firm with more than 90 years of experience delivering projects for educational, community, and mission-driven organizations. As Construction Manager for the Cornerstones of Care Education Campus, Haren provides leadership from preconstruction through completion, with a focus on cost transparency, schedule reliability, and coordination within an active, youth-serving environment.

FOCAL DESIGN | ARCHITECT



FOCAL is an architecture, interiors, and strategic planning practice focused on mission-driven work in education, housing, arts, and nonprofit settings. The firm applies a research-based design approach that integrates planning, stakeholder alignment, and thoughtful placemaking. For the Education Campus, FOCAL is responsible for architectural design that supports trauma-responsive learning and therapeutic environments.

blueprint by Ehrenfeld Companies | PROPERTY OWNER



Granite Ridge, PA | Willow Lake, OH | O'Hara, MO

blueprint, a division of Ehrenfeld Companies (eCos), specializes in revitalizing historic and legacy properties for long-term community use. The firm focuses on adaptive reuse of structurally sound buildings that require new stewardship and purpose. As property owner for the Education Campus, blueprint supports redevelopment that restores underutilized assets into active community resources.

| THE IMPACT



Cornerstones of Care strengthens educational environments, stabilizes residential treatment, and improves outcomes for students, educators, youth, and families across the region. Recent impact includes:

RESIDENTIAL TREATMENT (OZANAM CAMPUS):

In 2025, 150 youth received trauma-responsive residential treatment, with an average monthly census of 41 youth and 82% utilization of intensive beds. The average length of stay was 12.7 months, reflecting the complexity of needs served.

- 79% improved functioning
- 65% reduced behavioral challenges
- 63% transitioned to less restrictive, family-based settings

THERAPEUTIC DAY TREATMENT EDUCATION:

During the 2024–2025 school year, 137 students from 40+ school districts received therapeutic education, including 89 students from Jackson County and 18 from Kansas City Public Schools.

- 97% maintained or improved academics
- 61% improved functioning
- 55% reduced problem severity

Your support ensures that children with significant behavioral and emotional needs can access safe, stable, and trauma-responsive care across the full continuum—from therapeutic education to intensive residential treatment. By investing in the Education Campus and the Ozanam Campus, you are strengthening the physical environments where youth learn, heal, stabilize, and prepare for what comes next, while supporting families, educators, and public systems across the region. Together, these investments expand access, preserve critical capacity, and protect essential services, giving youth the opportunity to build skills, regain stability, and move toward a healthier and more hopeful future.



CORNERSTONES

OF CARE

Partnering for safe and healthy communities

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