

“WE HANDLE THE DIFFICULT CONVERSATIONS NO ONE WANTS TO TALK
ABOUT”: EXAMINING THE OPERATIONS OF HUMAN TRAFFICKING NONPROFIT
ORGANIZATIONS

by

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ABSTRACT

MARY ANN MARIE ROUNSIFER. “We handle the difficult conversations no one wants to talk about”: Examining the Operations of Human Trafficking Nonprofit Organizations (Under the direction of DR. JANNE GAUB)

Human trafficking has become more prevalent over the last two decades, yet there has been little research on human trafficking nonprofit organizations. This study offers new insights into how human trafficking nonprofits are operating on a day-to-day basis to aid survivors. Six human trafficking nonprofit organizations agreed to act as case study sites for this study, allowing for cross-site comparisons to identify similarities and differences. The results revealed that, while the organizations' operations were relatively similar, there were unique variances. Although the study addresses gaps in prior literature, further research is needed to further comprehend how the nonprofits operate to aid survivors. The significance of these findings, as well as implications, limitations, and discretion for further research, are highlighted.

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CHAPTER 1: INTRODUCTION

Human trafficking has become a global concern over the past two decades resulting in countries passing legislation and implementing policies to combat human trafficking (Dell, Maynard, Born, Wagner, Atkins, & House, 2019). According to Benavente and colleagues (2022), human trafficking has historically been perceived as a hidden issue affecting vulnerable children and adolescents in low and middle-income nations. It is now understood that it can occur within or across any region or nation (Benavente et al., 2022). Although it has become a worldwide problem, researchers have struggled to gather adequate information on the topic (Lanau & Matolcsi, 2022; Schroeder et al., 2022; Sprang, Stoklosa & Greenbaum, 2022). According to Lanau and Matolcsi (2022), local mapping could help inform the needs and gaps found within human trafficking by utilizing local service providers to obtain information. This would allow researchers to draw comparisons across regions to better inform policies and interventions (Lanau & Matolcsi, (2022).

Many survivors are re-traumatized when trying to relive their past experiences, so interviews are usually denied by the survivors themselves, but caregivers are willing to participate (Lanau & Matolcsi, 2022).¹ The literature on human trafficking discusses an array of challenges faced by survivors, but it lacks literature on reintegration services like those provided by human trafficking nonprofit organizations. If survivors do not receive suitable services to help lessen the challenges they face once escaping human trafficking, they are more likely to return to trafficking (Branscum & Fallik, 2021; Hammond & McGlone, 2014; Idemudia, Okoli, Goitom, & Bawa, 2021; Love, Fukushima, Rogers, Petersen, Brooks, & Rogers, 2023). This vicious cycle will keep

¹ For the purpose of this study, the word *caregivers* will be used to describe individuals who work within nonprofit human trafficking organizations.

repeating itself until the survivor is able to obtain services to combat the trials and tribulations that they face (Surtees & De Kerchove, 2014). Nonprofit organizations are doing just that; they are helping survivors' transition back into society by teaching them how to be self-sufficient (Idemudia et al., 2021). To help survivors become self-sufficient, organizations provide various services including trauma-informed care, drug treatment, mental and physical health assessments, and life skill classes such as banking, cooking, laundry, education courses and job training. Although these services are standard for most nonprofits, each organization will offer different services depending on available resources (Tsai, Lim, Hentschel, & Nhanh, 2021a).

The objective of this thesis is to learn how the nonprofits operate on a day-to-day basis to help survivors reintegrate back into society after being trafficked. Six human trafficking nonprofits will serve as case study sites to explain how their nonprofits are run to better inform new policies and help other nonprofits combat challenges. After obtaining information on the nonprofits, cross-site comparisons will be conducted to identify similarities and differences. The study's goal is to uncover what operations have the most positive effects during the reintegration process. Dell and colleagues (2019) have stated that more research is needed to better understand the role of nonprofits in aiding survivors. Therefore, the interview protocol used within this study was developed to specifically collect more detailed information from each nonprofit to better encompass all aspects of their operations.

CHAPTER 2: LITERATURE REVIEW

2.1 Overview of Prior Research

According to Limoncelli (2016), nongovernmental organizations (NGOs) have played a major role in anti-trafficking efforts but have received very little scholarly attention compared to governmental organizations. NGOs fighting human trafficking have existed for 140 years, although several of them disappeared during WWII. The few founding groups that survived WWII have since joined forces with current anti-trafficking campaigns. However, most NGOs that work in this area were established beginning in the 1990s (Limoncelli, 2016). Due to the rise in NGOs since the 1990s, it is difficult to estimate how many organizations are currently active globally (Castellano, 2022; Lanau & Matolcsi, 2022; Sprang et al., 2022). The recent increase in human trafficking nonprofits has been linked to increased awareness of the issue due to an increase in victims. The number of human trafficking victims recognized worldwide more than doubled between 2008 and 2019, rising from roughly 30,000 to almost 120,000 (Statista Research Department, 2022). There are numerous documentaries, podcasts, and informational billboards advocating for victims. One example of the increased awareness is The Department of Homeland Security promoting the Blue Campaign by displaying messages in airports, baseball stadiums and roadside billboards on how to detect and report suspected cases of human trafficking (BLI Airport Resources, 2023). The Blue Campaign is a government organization whose goal is to spread awareness on the issue of human trafficking (BLI Airport Resources, 2023).

2.2 Human Trafficking Nonprofit Organizations

Case Managers and Social Workers

As stated by Clawson and Dutch (2008b, p. 2), the National Association of Case Management defines case management as “a professional practice in which the service recipient is a partner, to the greatest extent possible, in assessing needs, defining desired outcomes, obtaining services, treatments, and supports, and in preventing and managing crisis.” According to Davy (2015), social workers and case managers are the backbone of human trafficking nonprofits. Additionally, Bryce, Povey, Oliver and Cooke (2024), indicate that social workers and case managers play equally important roles in many other public and private sectors. Within the human trafficking nonprofits social workers and case managers work closely with survivors to connect them to various professionals who can provide proper support services like education, employment, and health services (Busch-Armendariz et al., 2014). Additionally, case managers and social workers provide survivors with moral and emotional support by attending appointments to advocate on their behalf (Clawson et al., 2009). Since social workers and case managers work closely with survivors, they are able to identify what services the individual needs the most. They can also provide realistic goals of the survivors to work towards (Davy, 2015). One survivor stated that having a case manager present during appointments allowed for quicker completion, but when going alone, the process was delayed (Busch-Armendariz et al., 2014).

Muraya and Fry (2016), stated that when a survivor first comes to a nonprofit shelter, case managers and social workers begin to focus on the rescue needs of the survivor. This includes a preliminary needs assessment, translation services, medical assistance, shelter, safety, food and legal aid. After the rescue needs are met, the case manager moves into the recovery needs, which consist of recovery of identity, life skills, education, trust-building, coping with stigma and alienation, trauma counseling, physical and mental support, and accommodations. Case managers

then move into the final stage of reintegration, which is defined as the “holistic process involving practical, emotional, education/training and social support of the individual with the aim of the safe, dignified and sustainable reinsertion into society and a normalized life” (Muraya & Fry, 2016, p. 215). The reintegration stage consists of assisted return, educational training, social support, funding, family tracing, legal status, long term accommodation, occupation training, job placement, transportation, and post-integration checkups (Muraya & Fry, 2016; Surtees & De Kerchove, 2014).

According to Davy (2015) and Potocky (2010), social workers and case managers provide survivors quick, on-site evaluation and intake, orientation of programs accessible to them, transit tickets, financial assistance, job services, connections to support providers, and individualized service plans. Survivors also receive health care services like general examinations, immunizations and tuberculosis tests at shelters, hospitals or clinics that offer free medical services to individuals without income or health insurance. To assist victims in recovering from trauma and achieving stability, mental health advocates offer 25 hours of professional intervention and on-site crisis intervention. Victims also receive free legal assistance from paralegals and attorneys for any immigration and criminal matters (Davy, 2015; Potocky, 2010). If an organization lacks resources or services the social worker or case manager will outsource services for the survivor (Goździak & Lowell, 2016).

Goals and Purposes of Human Trafficking NGOs

Human trafficking non-governmental organizations (NGOs) have varying goals and purposes which are based on their mission statement(s). Mission statements for all nonprofits are publicly available, however some nonprofits often have multiple, vague or conflicting missions

(Oelberger, 2016). Limoncelli (2016) conducted a review of the purposes of 1,861 NGOs (NGOs could report multiple purposes). The purposes were divided into 10 categories: public education and awareness (43%), legislative or policy advocacy (38%), legal services (29%), counseling (29%), shelter and housing (27%), education (23%), health education or services (20%), employment or vocational training (18%), training for law enforcement or other professionals (15%), and rescue (7%; Limoncelli 2016). Seo (2018) stated that setting and attaining goals is critical for influencing nonprofit organization outcomes, habits, and survival. The type of services and housing provided by the nonprofits will most likely be determined by the purpose(s) they choose to pursue.

Tsai, Lim, and Nhanh (2020) have concluded that there are numerous types of shelter programs—including emergency short-term shelters, long-term residential facilities, open shelters, hostels, apartments, and halfway houses—have been established worldwide for survivors of human trafficking. Many survivors rely on shelters to gain access to services like housing, food, medical care, and education. The purpose of the shelters is to provide survivors with a sense of safety, consistency, and trust during their stay (Tsai et al., 2020). They also prepare survivors to be self-sufficient once they leave the nonprofit organizations (Idemudia et al., 2021).

A21 Campaign. Nonprofits can take many forms depending on their mission and goals; one example is the A21 Campaign. Kay, Waldbuesser, and Hackenburg (2022) note that the A21 Campaign is a 501 nonprofit organization (NPO) that was established in 2008. The A21 Campaigns goal is to educate society about human trafficking and give them the tools and knowledge they need to fight it locally and globally. The organization is supported by donations and NPO grants, which it invests in its educational initiatives, awareness campaigns, victim assistance programs, and advocacy centers. Like many other human trafficking nonprofits, the A21

Campaign uses its website presence to share information about the organization's history, mission statement and donation portal. Personal narratives are also used on the websites to help society better understand victims' stories. Victims' real-life stories better educate people about social issues, promote organizational identification, and stimulate interest in NPO-aligned advocacy. The A21 Campaign has collaborated with advocates in Australia, Bulgaria, Denmark, Greece, the Netherlands, Norway, South Africa, Spain, Thailand, Ukraine, and the United States; however, the NPO works with individuals to assist their countries rather than the governments of those nations. They believe that change happens through the people in the communities not through government entities. Despite global efforts to combat the abuse, the human trafficking epidemic persists (Kay et al., 2022). According to Schroeder et al (2022), current research has indicated that international countries have acquired substantial information on human trafficking. This is likely due to their geographical areas having a higher concentration of human trafficking (Lanau & Matolcsi, 2022; Schroeder et al., 2022).

Services

Human trafficking survivors face an array of challenges while being trafficked. Many individuals suffer from physical, emotional, psychological, social, mental, and physical health complications, along with substance use, legal and immigration issues, economic and housing challenges, and problems reintegrating into society (Meshkovska, Siegel, Stutterheim, & Bos 2015; Reid & Piquero, 2016; Loomba, 2017; Dell et al., 2019; Love et al., 2023). While in captivity, many victims will also be stripped of their personal documents, including personal identification, social security cards, birth certificates, and passports (Yakushko, 2009). The needs of survivors range from basic necessities like food, clothing, and shelter, to more complex needs

like emotional, psychological, and physical support due to the abuse the survivors have endured while being trafficked (Dell et al., 2019; Lanau & Matolcsi, 2022).

Loomba (2017) stated that nonprofit organizations help survivors change their lives by providing them with transformative services. Macy and John (2011) have divided the needs of the survivors into three categories. The first category is *immediate needs*, which consists of legal advocacy, medical care, translation services, basic necessities, shelter, and safety services (Clawson et al., 2009; Dell et al., 2019; Loomba, 2017). The second category is *ongoing needs*, consisting of language services, legal advocacy, immigration advocacy, safety services, substance abuse, mental health, and physical health. The last category is *long-term needs*, which consists of long-term housing, job skill training, language skills, and life skill training (Clawson et al., 2009; Dell et al., 2019; Loomba, 2017; Macy & John, 2011). Formal education training is a very important service because education can help survivors gain legal employment and increase their pay (Idemudia et al., 2021).

Sprang et al., (2022) states that intervention programs like nonprofits can be advanced by utilizing rigorous research protocols to determine if short term outcomes can be sustained, along with stating that public health research has the power to alter the institutions and frameworks that support human trafficking if it's conducted in a rigorous manner. Since public health research on human is still in its early stages of development it is crucial that new methods to identify survivors are found. One suggestion is to have community health centers (CHS) in the United States conduct regular patient screenings for possible risks of human trafficking combined with implementing the use of new international classification of disease diagnostic codes (Sprang et al., 2022).

Goździak and Lowell (2016) go a step further and divide needs into even more concise categories which include: basic needs, child needs, community needs, employment needs, family

reunion needs, health needs, legal and law needs, public benefits needs, safety needs and U.S documentation needs. Basic needs consist of food, clothing, immediate housing and transportation. Child needs include after-school care, enrollment, and transportation to and from school. Community needs include language courses and general education. Employment needs include job placement, job transportation and job skill training. Family reunion includes post arrival support and repatriation. Health needs include dental care, medical care, and mental health services. Legal and law includes assistance with criminal inquires and visa applications. U.S documentation included social security cards and driver license, and public benefits included public housing, social security and disability. Safety needs includes safe housing and safety plans (Goździak & Lowell, 2016).

Although the needs discussed are proven to help support survivors' reentry into society, each nonprofit will have access to different services based on their funding and resources. As noted earlier, the Limoncelli (2016) investigation of 1,861 NGOs worldwide demonstrated that a majority of the NGOs were found to focus on public education and awareness while less than a third were found to focus on rehabilitation services like counseling, shelter and legal service. Even fewer NGOs reported that they offered education, employment services, or vocational training. These numbers are surprisingly low considering the consistent calls for such services over the past 20 years from both activists and academics.

Case management, translation services, legal aid, healthcare, job assistance, vocational training, and reintegration services have all been suggested in prior research as strategies to help survivors, but the efficiency of these suggested practices has not been tested (Dell et al., 2019). Program managers have just recently started to stress the importance of conducting high-quality process or outcome assessments of anti-trafficking programs (Davy, 2016). In order to guarantee

that services are delivered in an efficient manner, ongoing reflection and assessment of the quality of shelter-based services is essential (Tsai et al., 2020). More research is needed to address the efficiency and effectiveness of services due to current literature being scarce (Busch-Armendariz et al., 2014; Camp et al., 2018).

Effectiveness

According to Lee and Nowell (2014) and Seo (2018), due to financial and competitive pressures society has placed a higher emphasis on performance measurements for the nonprofit sector. However, researchers have found it difficult to measure nonprofits performances compared to private and public sectors as nonprofits mission(s) are broad (Lee and Nowell, 2014 and Seo, 2018). While assessing the performance of nonprofits is difficult Davy (2015) has stated that nonprofits who collaborate with other organizations have a higher chance of effectively helping survivors since more of their needs are being met. Fu and Cooper (2020), have indicated that nonprofits typically work together with other organizations to conduct joint programs, share resources, and exchange information to address social issues that individual organizations are unable to address. However, because of capacity and resource limitations, nonprofit organizations must carefully choose which other organizations to partner with (Fu and Cooper, 2020). Collaborations with medical services, counseling services, legal advocates, translation services, and food banks have proven to be beneficial (Clawson et al., 2009). Clawson and Dutch (2008b) have stated that many agencies collaborate to offer volunteer work to survivors. These volunteer programs allow survivors to gain valuable job training that can later lead to employment opportunities (Clawson & Dutch, 2008b).

Potocky (2010), stated that prior to 2010 there had only been two publicly accessible studies that have attempted to assess the efficiency of services for victims of human trafficking.

The first study was conducted by Caliber (2007), who examined three victim service programs. The study's objective was to evaluate how well the programs assisted victims in obtaining services. Caliber's study was conducted over three years and consisted of three phases. Phase I consisted of an evaluation assessment of eight programs sites to determine if their goals and objectives were clearly stated and measurable along with determining if their service models were clearly defined. After Phase I was complete three sites were selected to move onto Phase II. Phase II looked at how the three programs were organized and implemented along with evaluating their impacts on system changes, community changes, and client changes. Staff members were asked to list challenges, barriers, and factors that contributed to the programs' success. Challenges and barriers consisted of insufficient organizational capacity and resources, funding constraints regarding victim eligibility, service needs extending beyond the providers expertise, difficulty identifying victims, clients not wanting to work with law enforcement, confidentiality concerns, and difficulty with law enforcement. Factors that contributed to success included commitment of the coalition agencies, a shared vision, experienced staff and improved relationships with law enforcement.

Phase III consisted of 34 client interviews. During the interviews, clients revealed that their needs evolved over time, starting with basic necessities for survival before moving on to those for mental health, housing, education, and employment. Instead of returning to their native countries, several clients said they preferred to stay in the United States and establish self-sufficient lives. Clients did report that their needs for food, clothing and shelter were met during their stay. However, needs that went unmet included health needs, culturally appropriate food, and not being able to become self-sufficient due to employment authorization documents not being received in a timely manner. Lastly, clients thought the coalition agencies weren't cooperating effectively (Caliber, 2007). The second study evaluated several victim programs located in Midwestern states

and provided information on how many clients were served and what services each program offered (Jones & Yousefzadeh, 2006). However, the methods used within the study were not described. Researchers claimed that neither study included enough information on program impacts and results (Potocky, 2010).

2.3 Challenges Faced by Human Trafficking Nonprofits

Nonprofit organizations face different challenges based on their geographical location and available resources and funding. A key challenge for human trafficking organizations was discovered to be a lack of training, resources, and funding. Organizations that lack adequate training, resources, and funds are unable to assist survivors to the best of their abilities, which often leads to staff burnout. Acknowledging these challenges may help other organizations restructure their programs to better address these obstacles.

Lack of Training

Ahn et al (2013), Clawson and Dutch (2008a), have stated that there is a lack of knowledge and understanding from service providers and law enforcement when it comes to addressing the needs of survivors. Tsai et al., (2020) explains that some staff members might not have received adequate training on how to deal with survivors who have experienced trauma. Many service providers expressed feeling confused when it came to figuring out what services their client was eligible for (Clawson & Dutch, 2008a). According to Tsai et al., (2020) there is a lack of adequately qualified social workers and psychologists in Southeast Asia which poses to be a major obstacle to offering high-quality services. Many survivors in Southeast Asia have also expressed negative interactions with shelter staff members. Survivors stated that staff members engaged in discrimination, misuse of authority, verbal and physical abuse, harsh punishments and violation of

confidentiality (Tsai et al., 2021a; Tsai et al., 2021b). Survivors trust in staff members diminished when confidentiality violations occurred (Davy, 2015; Tsai et al., 2020).

Healthcare providers. Many healthcare providers miss signs of human trafficking due to lack of training and lack of confidence in identifying victims (Castellano, 2022; Lanau & Matolcsi, 2022; Lee, Geynisman-Tan, Hofer, Anderson, Caravan, & Titchen, 2021; Benavente et al., 2022). Lanau and Matolcsi (2022) also state that survivors of human trafficking often feel uncomfortable and feel as though they are being judged by health care workers. In 2021 and 2022, studies reported that 68%-88% of victims had encountered a health care professional during their captivity (Lee et al., 2021; Nordstrom, 2022). A cross-sectional survey of 180 emergency department workers in the United States revealed that only 5% had ever received official training on human trafficking, and 73% thought their patient population was unaffected by it (Nordstrom, 2022). Without a framework of policies in place to direct decision-making and action in the hospitals or other institutions where they see patients, teaching healthcare professionals to recognize and respond appropriately to victims of human trafficking makes little sense (Nordstrom, 2022). To determine the most effective technique to treat individuals who have been trafficked, additional research is needed in the healthcare industry (Stoklosa et al., 2016; Sprang et al., 2022).

Law enforcement. A national study indicated that local, county and state law enforcement officers believe that human trafficking is rare or nonexistent in their jurisdictions (Castellano, 2022; Farrell, Dank, De Vries, Kafafian, Hughes, & Lockwood, 2019; Renzetti et al., 2015). Research on police interactions with victims demonstrates how officers' misconceptions about the crime and acceptance of victim blaming beliefs contribute to significant case attrition (Dandurand, 2017; Mapp et al, 2016; Renzetti et al., 2015). Although there has been a push to further train officers on how to address and identify human trafficking, many officers have not actually received

training (Dandurand, 2017; Mapp et al., 2016; Phase I, 2013). Seven police departments in the mid-Atlantic region of the United States participated in a research study which measured officers' knowledge of human trafficking. Only 17% of 175 officers (n=29) stated that they had received training on human trafficking and 8% (n=14) indicated they had experience with human trafficking victims. Overall, the study confirmed that officers lack basic knowledge and understating of human trafficking which interferes with their ability to help victims (Mapp et al., 2016). Typically, victims are reluctant to assist law enforcement because they are worried about-facing charges. (Dandurand, 2017; Farrell et al, 2019). Language barriers are another factor in the victims' discomfort around law enforcement (Renzetti et al., 2015). More research is needed to determine what training and practices are necessary to properly help human trafficking victims and survivors. Victims should not be afraid to approach law enforcement; instead, they should feel welcomed and at ease.

Staff Burnout

Clawson and Dutch (2008b) have noted that service providers prefer to have a consistent case manager on a survivor's case due to the complexity of their needs. Having one case manager also allows the survivor to build a trusting relationship which has been proven to be beneficial to their progress. Unfortunately, this is not always the case due to high staff burnout and lack of funding for case managers within the nonprofit sectors (Potocky, 2010). Bryce and colleagues (2024) have defined staff burn out as “a state of physical, emotional and mental exhaustion that results from long term involvement in work situations that are emotionally demanding”. Because of the high rates of staff burnout within the human trafficking nonprofits, survivors find it difficult to develop trust with staff members. Furthermore, without a central case manager, a survivor's case is likely to require more time and resources. Many case managers have reported feeling stressed, frustrated and overwhelmed while providing services to survivors due to long hours,

being underpaid, emotional commitment and vicarious trauma. It is important to remember that case managers also need time to deal with their emotions and secondary trauma experienced when working on a survivor's case. Whether that means talking to a mental health professional or taking some time off for their own mental health (Clawson & Dutch, 2008b). As studies have shown that the longer a person experiences staff burnout, the more complex their health conditions will be (Bryce and colleagues, 2024). In order to avoid burnout and guarantee high-quality care, it is essential that nonprofits ensure proper professional supervision, training, and a mechanism for dealing with secondary trauma (Tsai et al., 2020).

Limited Funds/Resources

Prior research has indicated that nonprofit organizations obtain funding from the following five sources: donations from individuals, corporate donors, government grants and contracts, commercial enterprise and foundation grants and contracts (Lee and Nowell, 2014; Seo, 2018). While nonprofits have access to five financial sources, the majority of nonprofits work in environments where resources are scarce (Lee and Nowell, 2014). Due to lack of funding many nonprofit organizations are not equipped with proper equipment and programs to help aid survivors successfully reintegrate (Clawson et al., 2009; Davy, 2015; Idemudia et al., 2021; Potocky, 2010; Steiner, Kynn, Stylianou & Postmus, 2018). Many organizations have limited funds to disperse between raising awareness and supporting survivors, so budgets are strict (Loomba, 2017). According to Seo (2018), if nonprofits are unable to secure appropriate funding and resources, their mission(s) will most likely need to be reevaluated. As research has indicated that nonprofits who receive funding from individual donors or contributors typically need to reassess their mission(s) statements more frequently than nonprofits receiving government assistance. Due to private funding sources being unpredictable and unstable compared to government funding (Seo,

2018). Although government funding is stable compared to private funding many nonprofits will not accept funds from the government. As Shalit and colleagues (2014), have stated that nonprofits who accept funding from the U.S. government have to utilize the funds as the government wishes, even if the nonprofit disagrees. Nonprofits that accept federal funding often lean more towards promoting policing and border security. As a result, many non-governmental organizations refuse to apply for state or federal funding because they do not want to put restrictions on their scope of work (Shalit et al., 2014). As for human trafficking nonprofits they may seek funding from a variety of sources as it is very costly to support survivors due to all the services they need like housing, clothing, food, protection, legal help, medical aid, psychological therapy, skill training, career counseling, and much more (Loomba, 2017; Potocky, 2010; Surtees & De Kerchove, 2014). Additionally, transportation to appointments poses an issue for many nonprofit organizations. Clawson and Dutch (2008a) stated that it can be very stressful and time-consuming to teach survivors how to navigate the transportation system in big cities. Numerous service providers reported that survivors had missed appointments because they were afraid to take public transportation (Clawson & Dutch, 2008a).

As discussed above, case managers do their best to provide resources to survivors but they too experience difficulties with identifying resources (Davy, 2015). Resources that have been proven to be challenging to locate include housing accommodations, healthcare, job placement, and translation services (Clawson et al., 2009; Davy, 2015). Clawson and Dutch (2008a) have identified that survivors who have felony convictions or suffer with mental health issues are more likely to have a more difficult time securing long-term housing. Once these services are identified it can still be very challenging to receive care due to wait lists and associated fees. Case managers also encounter difficulties obtaining information on survivors. Concerns about confidentiality can

arise with judicial proceedings and medical diagnosis or outcomes. If case managers are unable to gain access to information the survivor needs, they are then looked at as the bad guy. Because of this challenge, the survivor may lose trust in the case manager which can cause setbacks with their progress (Clawson & Dutch, 2008a). There has been relatively little research on the lack of resources and funding for human trafficking organizations, but it is clear that this is a persistent issue that needs more research.

2.4 Current Study

Human trafficking nonprofit research has become more popular in recent years as the subject has gained more attention (Schroder et al., 2022). However, there is a lack of research on human trafficking nonprofit organizations specifically and how they operate to help survivors reintegrate into society. Further research is necessary to have a comprehensive understanding of human trafficking nonprofit organizations and their operations, in order to develop future policy implications. As a result, this exploratory study focuses on understanding more about nonprofits history, goals, funding, services, and challenges that are faced on a day-to-day basis while aiding survivors during their reintegration process by utilizing a macro agency-level approach. Sprang et al (2022) stated that further research is needed to help advance nonprofit programs. Therefore, the purpose of this study is to help develop new policy implications, address the obstacles that human trafficking organizations face, educate society about what human trafficking nonprofits are, and learn more about how the nonprofits operate on a daily basis.

CHAPTER 3: METHODS

3.1 Research Objectives

While research on human trafficking nonprofits has grown, there is still much to learn about nonprofit organizations and how they operate to achieve their goals for survivors. It is important to remember that certain factors like location, age and size affect all types of nonprofits in different ways (Faulk, Kim, Derrick-Mills, Boris, Tomasko, Hakizimana & Nath, 2021). Faulk and colleagues (2021) stated that nonprofits located in urban areas were found to generate more revenue since they are located in wealthy areas whereas nonprofits located in rural areas are likely to be encompassed by poverty-stricken areas that have less donor support. Organization age also plays a role in their success. More established organizations appear to have rapport within their community and have a solid foundation to stand on whereas newer organizations lack support and often struggle when funding and resources are lost. Larger organizations were also found to have access to multiple streams of funding and resources therefore they are not as dependent on donations like smaller organizations (Faulk et al., 2021). Since multiple factors affect how nonprofits operate, differences should be identified during comparisons. For this specific study, human trafficking nonprofits will benefit from the comparisons by learning how other nonprofits are operating and utilizing resources in their area. The nonprofits can then implement concepts that they believe will benefit their organization as well.

3.2 Current Study

Prior literature states that more empirical research needs to be done to ensure services are helpful in survivor recovery efforts (Dell et al., 2019; Goździak & Lowell, 2016; Idemudia et al., 2021). Nonprofit organizations play a crucial role in raising awareness and educating the public on ways to combat human trafficking, but they are often overlooked by society. To this end, six

human trafficking nonprofit organizations were invited and agreed to serve as case study sites to address the following three research questions:

RQ1: What is each nonprofit's goal(s) for survivors and how do they compare to one another?

RQ2: What services are offered by each nonprofit, and how do they vary between organizations?

RQ3: What challenges does each nonprofit face when assisting survivors, and how do they vary between organizations?

3.3 Data

This study uses data from six human trafficking nonprofit organizations as case studies. The main source of data for the case studies comes from interviews with organization caregivers. The interview questions focus on the operations of each organization, including when and why the nonprofit was founded, mission statements, how funding is obtained, genders served, types of housing, how survivors are identified, intake assessments, step by step programs, what happens if services are not available, progress tracking, challenges, staff training and burnout (see Table 1). Participants were asked to provide additional information about the organization including organizational charts and annual reports. Cumulatively, the interview data and supplemental information were utilized to better understand the structure, available services, and the challenges faced by each organization. Ethics approval for the study was granted by the University of North Carolina at Charlotte Institutional Review Board (IRB-23-0294).

3.4 Sample

Sites were selected using a combination of convenience sampling and snowball sampling. First the researcher reached out via email to known colleagues who operate human trafficking

nonprofit organizations to see if they could be of assistance in the study. Which lead to snowball sampling as some of the nonprofits were able to identify other human trafficking nonprofit organizations that they thought would be a good fit for the study. Thirty-two nonprofit organizations were contacted, with 6 agreeing to participate, 5 declining, and 21 not responding. This process continued until the case study sample size (N=6) was achieved. A sample size of 6 was found to be adequate for a case study.

Nonprofits were asked via email to submit their preferred days to be interviewed prior to data collection. If preferred days were not received, a list of days and times were sent for their choosing. Once a mutually agreeable date and time was selected, each nonprofit was sent an email with the date, time, and Zoom link; a calendar invitation was sent at the same time. A reminder email was sent 24-48 hours prior to the interview for confirmation purposes. The interviews were conducted via Zoom between September and November 2023. Each interview was recorded and lasted between 60 and 90 minutes. The auto-generated transcript on Zoom was verified for accuracy and adjusted as needed.

3.5 Analytic Plan

The objective of this study is to analyze human trafficking nonprofits to better understand how they operate to aid human trafficking survivors. To address the research questions mentioned above, six human trafficking nonprofit organizations agreed to be used as case study sites. According to Heale and Twycross (2017), case studies are an in-depth investigation used to look at complex circumstances in order to comprehend a topic better. Conducting multiple case studies gives researchers a more in-depth and reliable understanding of the information than would a single case study (Heale & Twycross, 2017). When conducting multiple case studies, cross-site comparisons are used to identify commonalities and differences between cases (Heale &

Twycross, 2017). The cross-site comparisons will benefit other organizations by allowing them to learn more about variations in nonprofit structure and operations. Organizations can utilize the information to help advocate for stricter laws and policies within law enforcement, healthcare, and legislation. To create the case studies the data collected from the interview protocols will be combined with the additional information (organizational charts and annual reports) from each organization to create individual background sections for each organization. This will allow the reader to learn more about each nonprofit before comparisons are conducted to determine similarities and differences.

Table 1: Interview Protocol

Con conversationally, address the following questions:

1. Provide some background information about yourself, including why you founded/work at your organization, how long you have worked here, your current job title, and any other information you feel is relevant.
2. What year was your nonprofit founded? What were the circumstances surrounding its founding?
3. What is your organization's mission statement?
Probe: How does your organization carry out this mission?
4. How does your organization obtain funding? What methods or streams of funding have you attempted in the past that proved unsuccessful? Are there any forms of funding you do not pursue (if so, why)?
5. What age/gender do you serve? How and why did you make this determination?
Probe: Do you provide housing? If so, what is the capacity and length-of-stay?
6. What kinds of procedures does your organization employ to identify survivors?
7. Does your organization screen individuals or offer an intake assessment?
8. Does your organization have a step-by-step program (like a 12-step program) in place for survivors? If so, how was the program created/designed?
Probe: If not, why is there no program in place?
Probe: Are there issues with the step-by-step programs?
Probe: Has the step-by-step program ever been formally evaluated?
If yes, can you talk a bit about that process.
9. If your organization is unable to provide services to a survivor, what do you do? [Ex: External referral, bring external services on-site, etc.]
10. Do you think the reintegration services help the survivors? Explain in detail please.
11. Does your organization track each survivor's progress?
Probe: If yes, talk a bit about the process they use.
12. What are the challenges that the organization faces when trying to help survivors reintegrate?
13. What challenges does your organization face that may be additional or different than those faced by non-human trafficking nonprofits?
14. What training is provided to staff members?
15. How does your organization handle staff burnout?
16. Is there anything else you would like to mention or add that I might have left out or missed?

CHAPTER 4: RESULTS

4.1 Introduction

This section discusses the qualitative data acquired during interviews with caregivers from nonprofit organizations and data sourced from additional resources like annual reports. The data illuminated three areas of information: Facility basics, programs and services, and challenges. A comparison chart will be provided at the end of the results section to show the similarities and differences between each nonprofit organization. Overall, the study's findings demonstrate that although there are many commonalities among the nonprofit organizations, there are also interesting distinctions.

4.2 Background Information on the Nonprofits

Nonprofit A

Facility Basics

Nonprofit A is a faith-based organization located in Texas. It was founded in June 2020 as a result of the area lacking residential treatment facilities that focused on human trafficking.

The nonprofit's mission is:

To show the love of Christ to each and every child and family to whom we serve and beyond. We do this by creating a culture where the needs of children, families and staff are seen and met in creative and innovative ways. (Nonprofit A Founder)

This particular nonprofit is unique because survivors are referred through Child Protective Services (CPS). CPS is a branch of the Texas Department of Family and Protective Services (FPS), which was founded to protect children in the state (Hunt Law Firm PLLC, 2018). The nonprofit currently provides on-site housing to girls ages 10-17 and can house up to 16 survivors at a time. The age range was determined based on the ages that were most in need of assistance in the area

and due to the fact that housing survivors under the age of 10 would have required the nonprofit to have a separate facility, which was cost-prohibitive. The average stay of a survivor is 6 months, but in some cases when a placement (i.e., shelter, foster care, group home or adoption) has not been found by CPS, the nonprofit is able to extend the stay to 9 months. This gives the survivor additional time to hopefully prevent them from ending up in a shelter, while some survivors may opt-out of the residential program before completing their 6 months. If a placement is not found by the end of the 9-month period, CPS will regain custody of the survivor. Since the survivors are in CPS custody, CPS is able to provide parental consent for the survivors.

The nonprofit currently obtains 98% of its funding from the state and 2% from local donations. The level of care a survivor requires determines the amount of funding allocated by the state; a survivor requiring intensive care will receive more funding than one requiring only moderate care. The nonprofit is licensed by FPS so when a survivor runs away or gets into a fight the nonprofit has to report it to the national hotline for abuse and neglect. FPS evaluates the nonprofit every quarter to assess their risk level, (i.e., number of runaways and fights) which is always low. The nonprofit applied for a grant through the state in 2022 but was denied because the nonprofit was not accredited at the time. To be considered accredited the nonprofit has to have been open for at least two years; since first applying for the grant, the nonprofit has now become accredited. Because the survivors housed by the nonprofit are in CPS custody, they receive Medicaid benefits.

Due to the nature of the job, staff members receive extensive training which is facilitated by current staff members on a variety of topics before interacting with the survivors. Some of the topics include learning about potential triggers, boundaries, trauma-informed care, emergency behavior intervention, verbal de-escalation, safe boundaries, and how to report abuse or neglect.

Staff members that have never worked with foster care kids are also required by the nonprofit to complete 40 hours of observation training. Observation training involves a new employee shadowing an experienced employee in order to gain insight into how the residential program operates. The nonprofit has developed several strategies to counteract stress and burnout: Staff meetings are held to discuss issues that arise within the nonprofit, staff members can see a therapist once a week which is paid for by the nonprofit, and staff members may be assigned to younger survivors who are easier to assist.

Program/Services

When survivors arrive at the nonprofit, they go through an initial assessment to determine their level of risk and care required. CPS lets the nonprofit know in advance if trafficking was suspected or confirmed, since previous behaviors will need to be managed. Factors that contribute to high-risk determinations include prior abuse, drug use, aggressive behaviors, and prostitution. The intake assessment is completed with a staff member and consists of four assessments. The first assessment is suicide risk, as “80% of survivors have self-harmed in the past” (Nonprofit A Founder). Prior psychiatric hospital admissions and evaluations are used to determine the survivor’s suicide risk level. The second assessment is exploitation risk health and safety, which can consist of encouraging survivors to wear seatbelts and practice healthy behaviors. The third assessment is conducted by a psychiatrist, who completes a very detailed examination and goes over the survivors’ current medications to determine if they are appropriate. The final assessment is carried out by medical personnel which includes a head-to-toe medical assessment. Within the first three days, the survivors are also tested for sexually transmitted diseases and a toxicology screening to ensure they are healthy.

Once the intake assessment is completed, the survivor then starts to work on the nonprofit's step-by-step program. This nonprofit uses a three-phase program. Phase 1 is a 72-hour orientation where the survivors learn the rules, schedules and are told not to hurt themselves or others around them. If the survivor can show that they are safe, they can participate in outings. Phase 2 consists of establishing basic goals like safe boundaries, keeping your hands to yourself and following doctors' orders. The survivors are then able to set individual goals while in therapy, which can include discussing trauma, focusing on anxiety and coping with triggers. Phase 3 is a check-in where nonprofit staff and CPS lawyers have a meeting to decide if the program is effectively assisting the survivor in making the transition back to daily life. If the survivor is having trouble transitioning to the next phase, prior phases will be extended. While the survivor is working through the phased program, their progress is tracked weekly to determine if the program is effectively working. Every week, the survivor meets with their therapist to discuss accomplishments and future objectives. They also meet twice a month with their case manager to discuss grievances and how things are working for them.

Additional services offered by the nonprofit include medical care, assistance for drug and alcohol abuse, psychiatric evaluations, psychological and trauma counseling, individualized educational plans, life skill classes (personal care, housekeeping, proper nutrition, budgeting and employment preparation), art therapy, gardening, dance therapy, crisis counseling and spiritual needs. The program was designed by the founder as a response to a perceived community need: "I just kind of thought this makes sense, and I didn't have a model to duplicate, truly, so I just kind of came up with it" (Nonprofit A Founder). Over time, the program has been modified to better meet the needs of the staff and the survivors. When a survivor requires services that are unavailable within the nonprofit, the staff will utilize external resources to ensure the survivor receives proper

care. An example of external resources are extensive mental health services for survivors having a mental health crisis. The nonprofit believes that the services are helping the survivors, but staff become frustrated when the survivor gets to the discharge planning process and have nowhere to go. If the survivors do not end up in a good home or situation, they are likely to fall back into old habits.

Challenges

The nonprofit noted many challenges while aiding survivors. First, the survivors can be very intense and difficult to manage, especially during the first month. Since survivors are still adjusting to feeling safe and are learning to trust staff, it can be difficult for staff members to gain and retain the survivors trust due to past traumatic experiences. To counteract this issue, the nonprofit will assign newer staff members to younger survivors, who are typically easier to manage, and seasoned staff members to older survivors. Second, self-harm situations are difficult to manage as law enforcement must be called to assist staff members each time. This particular nonprofit stated that law enforcement personnel usually arrive frustrated due to a lack of knowledge on human trafficking:

Whenever we have self-harm situations, we have to call law enforcement. But when law informant officials come out, they are very frustrated, sometimes rude even. The officers state, why can't you handle this? I tell them licensing says I have to call law enforcement and their like well aren't you a psych hospital. I have to tell them no, I'm not a psych hospital. The survivors have to be somewhat stable to be here. And they don't understand, and I have tried to educate them and have done awareness trainings and things, but it just does not work well. I do not have a lot of support. (Nonprofit A Founder)

The nonprofit has held educational outreach trainings for law enforcement personnel, but it does not seem to improve their relationship with law enforcement. Third, the phased program faced challenges in the beginning due to survivors not knowing what phase they were in and due to lack of communication with understanding the program by staff members. To fix this issue, more training was administered to staff members to better explain the phases and the requirements that need to be met to progress to the next phase. An additional challenge faced by the nonprofit is having external CPS case workers look for placement earlier than 30 days before the survivor is going to be finished with the program: “The case managers appear to have no sense of urgency when trying to place survivors after they have finished the program” (Nonprofit A Founder). This often leads to the survivors staying until the 9-month mark so a suitable placement can be found. The nonprofit suggests that the case managers should be looking for placements three months prior to the survivor finishing the program, but their concerns have not been addressed by the CPS case workers.

Nonprofit B

Facility Basics

Nonprofit B is located in West Virginia and was founded in 1906. The nonprofit was first established as a women’s community center and has since flourished into a nonprofit that serves human trafficking survivors, survivors of domestic violence, sexual assault and individuals struggling with chemical dependency. This particular nonprofit is part of a national organization that decided to expand its roots to West Virginia to further aid individuals in need. The Program Director explained that “We are dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.” The nonprofit carries out its mission by having difficult conversations with survivors and by providing them with programs that allow

them to have a second chance at life. The nonprofit currently provides on-site housing to both females and males over the age of 18. The age determination was based on ensuring survivors were of legal age. Male and female housing is separate, but the services are the same for both. The transitional housing program currently has seven beds and survivors on average stay 18 to 24 months. The nonprofit currently obtains 85% of its funding from grants and 15% from local donations.

Given the nature of the work, new employees receive extensive training from seasoned employees before they interact with survivors. This training includes trauma-responsive care, which consists of mental health, first aid, suicide prevention, identifying signs of abuse, changes in patterns, identifying illicit drug use, and life skills training (e.g., employment). Despite receiving extensive training for their jobs, staff personnel may experience burnout at some point during their career. To counteract staff burnout, the nonprofit has developed the following strategies: Self-care classes, self-care days, yoga, mindfulness training, flexible schedules and staff members can meet with therapists paid for by the nonprofit.

Program/Services

When survivors first arrive at the nonprofit, they are required to participate in an initial intake assessment. The intake assessments consist of a questionnaire that allows the nonprofit to identify human trafficking survivors and it helps determine what services are needed. Services that are available at the nonprofit include: Trauma therapy, medical aid, anger management training, assistance obtaining identification documents (e.g., social security card, birth certificate, state identification cards), learning how to file taxes, re-establishing credit, parenting classes, court advocacy and legal aid. If a survivor requires a service that is not offered within the nonprofit, external resources are utilized. This particular nonprofit does not have a step-by-step program for

the survivors to follow. The nonprofit believes that the survivor should be able to choose their path and decide what is most comfortable for them:

I believe the services are helping the survivors, but I think the biggest thing is not to push too much at once. Because sometimes, it is like taking the layers of an onion off. If you peel back to many layers too quickly, sometimes it causes more trauma, or sets them into a tailspin. So, it is really being cognizant of offering support only as much as they need and at the level and pace that they need it. It is not to be predetermined by us. (Nonprofit B Program Director)

As long as the survivor is making progress and utilizing services as needed, they are able to stay within the nonprofit's residential program. To track the progress of the survivors, a database called Empower DB is used. The database holds information from case managers, has links to referral services and tracks services used.

Challenges

The nonprofit has encountered several challenges in aiding survivors. First, the nonprofit stated that obtaining funding can be difficult as certain grants have requirements that they sometimes do not meet, therefore the nonprofit is unable to apply resulting in loss of potential funds. The Program Director explained that "We are not as culturally diverse as a lot of areas of the United States. So, there are things we wish that we could apply for that we do not meet the criteria for." The second challenge is secondary trauma. Due to the nature of the job, it is likely that staff members will experience secondary trauma as a result of listening to survivors' stories and seeing survivors' distressed behaviors. To counteract this challenge, the nonprofit provides self-care classes and pays for staff members to see therapist. The third challenge is pay scales for staff members. Since it can be difficult to obtain funding employee compensation is not always

commensurate with work responsibilities. The nonprofit realized that this was an issue, so they offer self-care days to their staff and flexible schedules. The fourth challenge is finding qualified employees. Since staff burnout can occur, it can be hard to find new employees that are qualified to take over seasoned staff members' positions. The nonprofit offers self-care days, self-care classes, yoga, mindfulness training, flexible scheduling, and the opportunity for staff members to see therapists with no out-of-pocket cost in an effort to prevent qualified employees from leaving. The last challenge is law enforcement interactions. The Program Director explained that law enforcement is not always trauma-informed, and survivors are often viewed as prostitutes and/or second-class citizens. The nonprofit has tried to provide training to law enforcement, but there has been little interest.

Nonprofit C

Facility Basics

Nonprofit C is a faith-based organization located in Tennessee. The nonprofit was founded in 2012 due to a need in the community, as the nonprofit is located near major trucking routes, "which is where a significant portion of human trafficking occurs" (Nonprofit C Clinical Director). The nonprofit's mission is "to eliminate the sexual exploitation and trafficking of children in Tennessee and provide safe environments to foster hope and healing through Jesus Christ" (Nonprofit C Clinical Director). The nonprofit currently provides on-site housing to females ages 12-17 and can house up to 10 survivors at one time. The age range was established based on the age groups most in need of support in this particular area. Survivors are able to stay in the residential program for as long as they need, there is no time limit.

The nonprofit currently obtains 100% of its funding from private grants and donations. The nonprofit does not accept state funding, as they want to "[remove] the ability of the state and

federal government to have a say in how we conduct [business]” (Nonprofit C Clinical Director). One example of why the nonprofit does not accept state funding is that the nonprofit would not be able to set criteria for the residential program. Although the nonprofit is faith-based, survivors do not have to be of the same religion. It is crucial that the nonprofit is able to interview survivors before they are accepted into the program to ensure the necessary services are available. A second example is that the state would allow females and males to be housed in the same areas within the residential program. Housing men and women together can create violence situations as individuals may become triggered by the opposite gender due to past trauma.

Given the nature of the work, it is important that staff members receive extensive training on how to handle situations with survivors. This nonprofit uses techniques from Handle with Care, a behavioral management system (*HWC Behavior Management System*). The nonprofit’s clinical director conducts the training, which includes verbal de-escalation, physical escapes (if a staff member is grabbed, they will know how to escape without injury), neurology of trauma, complex trauma, post-traumatic stress disorder (PTSD) and developmental trauma. Refresher trainings are conducted twice a year to ensure that all staff members are up-to-date on techniques. Although staff members are extensively trained, burnout can develop at any time. As a result, it is critical for nonprofits to implement initiatives to avoid staff burnout. This nonprofit offers therapy once a month from an outside therapist, additional personal days, and satisfactory and awareness surveys to identify areas for organizational improvement. Survey responses are used to develop new processes:

Something that has been suggested is a rotation which we have not seen done in residential facilities. The rotation would be something like three months on direct care and then one

month in administrative, which would also allow staff members to be crossed trained.

(Nonprofit C Clinical Director)

If staff members are on a rotation schedule, they may not become as susceptible to burnout since they spend time away from the residential program.

Program Services

There are three steps that must be completed for a survivor to be accepted into the nonprofits residential program. First, a referral has to be filed; referrals can be completed on the nonprofits website and can be filled out by the individual themselves or by a third party. This organization also receives referrals from the Department of Child Services (DCS). Then the survivor must fill out an application which includes information about educational history, DCS history, and medical history. Lastly, the victim has an interview with the Clinical Director, during which they can decide whether or not to seek assistance from the nonprofit's residential program:

I tell the survivors that they do not need to run because if they do not want to be there, we will support them leaving. Not every survivor gets there and in fact some survivors get to the residential program and decide they do not want to be there. The fact of the matter is, they are teenagers, and they are in a terrible position and have almost no choice in where they are. But I do not want them to think they are trapped. (Nonprofit C Clinical Director)

Since the nonprofit does so much work during the referral process, application process and interview process they do not accept survivors unless they are able to provide all necessary services.

Once the survivor chooses to go into the residential program the nonprofits step-by-step program is started. This nonprofit uses a five-phase program which they named ABIDE (Ask,

Belong, Identity, Decide, Empower). During the *Ask* phase, survivors are invited to ask as many questions as they would like about the residential program. The goal is to allow the survivors to become familiar with the program and staff members without feeling pressured to stay. During the *Belong* phase, the survivor has officially decided to stay in the residential program as they begin to believe change is possible. At this point the nonprofit creates an Individual Growth Plan (IGP) for the survivor. Phase 3 is called *Identity*; during this phase, the nonprofit works through the survivor's past traumatic experiences to restore the survivors view of themselves, because "identity is everything, I mean, that is the core of how we function and how we see ourselves in our world and in our environment" (Nonprofit C Clinical Director). Phase 4 is called *Decide*; this phase consists of the survivor deciding that they are ready to take the next step to start the reintegration process. Phase 5 is called *Empower*, where the survivor either returns to their family or enters an approved foster home that has been approved by CPS. The nonprofit will continue to assist the survivor until they have successfully transitioned into their new home. The nonprofit is currently tracking the progress of the survivors. The phase program was designed by "praying a lot about how we wanted to do it, and it was really an answer to prayer. I do not have a better explanation" (Nonprofit C Clinical Director). Over time the program has been adjusted to better fit the needs of the nonprofit but overall, the program has worked as it was intended.

The nonprofit also has eight categories of services that are available to the survivor's while they are working through the phase program. The first category is *Identity*, which consists of the survivor exploring their likes and dislikes through a character development program and an in-house boutique. The second category is *Emotional*, consisting of the survivor learning how to manage stress and set healthy boundaries by using art therapy, reflection journaling and pet therapy. The third category is *Mental*, which focuses on survivors' mental health through

individual therapy, group therapy, alcohol therapy and drug therapy. The fourth category is *Social*, which assists survivors in building health relationships by attending community events, going on field trips and participating in service projects. *Spiritual* services include daily devotions, weekly Bible studies, a prayer garden and attending local church. The nonprofit understands that not everyone shares the same beliefs, so the survivors are able to identify with their chosen religion. If the survivor's religion is non-Christian, supplemental spiritual services will be provided, and if a survivor is nonreligious, they will not participate in spiritual services. The sixth category emphasizes *Family* through family counseling sessions and communication by way of visitations and phone calls to safe family members. *Vocational* training includes mentoring, job training and job shadowing to allow the survivors to find a career path that is right for them. Finally, *Educational* services help survivors succeed in the future, including independent living programs, therapeutic classrooms, and customized educational plans. The nonprofit believes that the services they are providing are making a difference in the survivors' reintegration, but no formal evaluation has been conducted.

Challenges

While aiding survivors, the nonprofit encounters a number of challenges. First, funding can be difficult to obtain; the nonprofit relies on donations, so it is important to have strong community ties. To ensure the nonprofit has strong community ties, they partner with churches and local businesses. The second challenge is managing interactions and communication with DCS:

It is not like the child's placed and forgotten but DCS really considers the nonprofit an end point. Like, 'I've done my job, I got the child placed, you know, we don't have to worry about that child until they phase into foster care, or they are adopted.

(Nonprofit C Clinical Director)

The third challenge is interactions with external case managers. While some case managers are very helpful, not all case managers offer the same caliber of support. Which can negatively impact the ability of the nonprofit to adequately serve survivors. To counteract the lack of support from some case managers the nonprofit utilizes volunteers to ensure the needs of the survivors are met. The fourth challenge is the difficulty working with survivors of human trafficking. Since survivors have lived through traumatic experiences, their behavior can be difficult to manage. It takes time for the survivor to trust staff members and to adjust to their new life and surroundings. To make the transition smoother, the nonprofit provides trainings to their staff members, so they know how to effectively counsel survivors who are having a hard time adjusting. Finally, secondhand trauma can prove problematic. It can be difficult for staff members to conceptualize trauma while aiding survivors. To address this issue, the nonprofit offers a free therapy session to each staff member once a month. The nonprofit noted that law enforcement interactions have been positive, and that law enforcement personnel have come to the residential house to interact with survivors.

Nonprofit D

Facility Basics

Nonprofit D is a faith-based organization located in South Carolina. It was founded in 2014 after the founder heard about human trafficking through a church spotlight conducted by the local sheriff's department: "Our founder then realized that human trafficking is happening in our own backyard, it is not just happening overseas" (Nonprofit D Public Relations Director). The original vision for the nonprofit was to open a safehouse for minors who have been rescued, but now includes an educational program. The lack of knowledge about what human trafficking and how to recognize the signs led to the establishment of the educational program, and the objectives include educating the public, law enforcement officers, and medical professionals. The nonprofit's

mission is to “fight to eradicate human trafficking by educating our community and empowering survivors” (Nonprofit D Public Relations Director).

The nonprofit currently provides on-site housing to girls ages 12-21 and can house up to three survivors at one time. The age determination was based on the fact that the nonprofit works with the Department of Social Services (DSS) who refers survivors to the nonprofit. The nonprofit did decide to extend the age limit from 18 to 21 so that if a survivor comes into the program right before turning 18, they could remain to obtain services. This gives the nonprofit more time to work with the survivor. The nonprofit does not have a timeframe for how long a survivor can stay in the residential program, but once the survivor turns 21 the nonprofit aids them in transitioning to other partner facilities serving adult survivors.

The nonprofit currently obtains its funding through individual donors, churches, local businesses, and occasionally grants. The nonprofit does not usually apply for federal grants since “Federal funding ties you up to what you spend money on, and how you can go about conducting the programs, and so we are limited with that” (Nonprofit D Public Relations Director). The residential program is licensed in South Carolina through DSS, so they receive a daily stipend if a survivor is placed through DSS. The nonprofit also organizes fundraising events throughout the year to obtain funding, including a 5K race held in March and a banquet in September. Every employee at the nonprofit has received cross-training for every position, so they are prepared to assist wherever needed. Additionally, DSS requires specific training for staff members working with the minors in the residential program. Training includes orientation, emergency procedures, DSS reasonable and prudent parent training, mandated reporter training, strengths-based approaches, motivational interviewing, understanding the child welfare system, spiritual needs of survivors, boundaries, medication management and administration, non-violent crisis prevention,

suicide preventions, adverse childhood experiences, trauma informed practice, first aid and universal precaution. To reduce staff burnout, the nonprofit provides one free counseling session per month from an outside therapist, flexible schedules which includes all Fridays off and personal work phones are issued that can be turned off at the end of the workday. Although staff members have Fridays off, an emergency number is given to the survivors in the residential program in case of an emergency.

Program/Services

Since most survivors are being placed through DSS, intake assessments have already been conducted to verify that the individual was the victim of human trafficking. As a result, the nonprofit does not see the need to perform additional intake assessments. Once the survivor gets to the nonprofit, they meet with a care coordinator to determine what individual services are needed and an individual plan is created: “A step-by-step program is not utilized since the nonprofit is intersecting people at different ages who have different educational levels and all of those kind of things” (Nonprofit D Public Relations Director). The services available through the nonprofit include schooling (certified full-time teacher on-site, individualized curriculum, field trips to enhance learning, and tutors to help the learning process), medical care, dental care, vision care, legal assistance, therapeutic counseling, re-establishing contact with family, encouraging physical fitness, spiritual growth (reading the Bible together, Sunday church attendance and youth group participation), life skills classes, and tattoo cover-up. Survivors are not obligated to use every service offered by the nonprofit if it does not apply to them. Additionally, if a survivor is non-Christian supplemental spiritual services will be provided. While the survivor is working on their individualized plan, their progress is being tracked by DSS, adjusting services as needed. In the event that the nonprofit is unable to offer the survivor a specific service, the nonprofit refers the

survivor to an organization that can provide the needed service. The nonprofit believes that the services are helping the survivors, though no formal evaluation has been conducted.

Challenges

The nonprofit expressed several challenges that they face while aiding survivors. The first challenge is financial stability. To ensure that the nonprofit receives a consistent flow of funds throughout the year. The nonprofit works with local businesses, churches and organizes fundraisers such as 5K runs and banquets. The second challenge is secondhand trauma and staff burnout. Staff members may find it difficult to hear stories from survivors about the traumatic experiences they have endured and sometimes the trauma can be transferable to staff members. Additionally, staff burnout can occur due to many reasons like overworking, secondhand trauma, stressors, etc. To counteract this issue, the nonprofit offers paid therapy sessions and flexible schedules. The third challenge is setbacks in survivor's progress: "You can be working with a survivor for months, and then they fall, or you know, they get back into drugs or whatever it is, and so they can always have setbacks." To address this issue, the nonprofit offers substance abuse counseling to survivors. The fourth challenge is reliable transportation for survivors. The nonprofit's area does have a bus system, but it is not always consistent for survivors who are trying to get to appointments, classes and jobs. The nonprofit is currently in the process of opening The Harbor, a "one-stop shop" (Nonprofit D Public Relations Director) where survivors can get services such as counseling, therapy, and life skills training. If the nonprofit is able to open the center, survivors will no longer have to travel all around town for services. The fifth challenge is ensuring the safety of staff and survivors. There is always a possibility that a trafficker could come looking for the survivor or for staff members who are aiding the survivor which could lead to dangerous interactions. To address this issue, the organization has hired additional security to

ensure the safety of the survivors and staff members. The sixth challenge is confidentiality. Since staff members have to go through extensive training before being able to work with survivors it is hard for the nonprofit to effectively utilize volunteers since they cannot know certain information. The nonprofit noted that their relationship with law enforcement is very positive and that they partner with law enforcement, fire departments and hospitals to give out “freedom bags” to individuals who are potential victims. The freedom bags have clothes, blankets, and information about the nonprofit and are given to law enforcement, fire departments and hospitals since they come into direct contact with potential victims on a day-to-day basis.

Nonprofit E

Facility Basics

Nonprofit E is a faith-based organization located in North Carolina. It was founded in 2009 as result of the founder being called by God to aid survivors. The nonprofit is “committed to combating sexual abuse, exploitation, and trafficking of teen girls around the world” (Nonprofit E Senior Care Coordinator). This organization is unique because it has multiple locations around the world including South Africa, Nicaragua and Kenya. The nonprofit does not have on-site housing, but they do aid survivors in finding resources. The nonprofit currently aids both men and women ages 12-18 but does not take referrals above the age of 17. The age determination was created based on the need in the area: “All the anti-trafficking organizations around served adults, there was nobody serving teens. So, we stepped in to fill the gap” (Nonprofit E Senior Care Coordinator). The nonprofit aids the survivors indefinitely but the average length of aid is 33 months.

The nonprofit currently obtains funding from church partners, private donors, grants and state funding; the only funding that the nonprofit does not accept is Medicaid. Since working with survivors of human trafficking can be difficult, staff members receive training from therapists who

specialize in complex traumas and the nonprofit partners with the North Carolina Commission for Human Trafficking to educate their staff members. Although staff members are adequately trained, staff burnout can occur. To counteract staff burnout the nonprofit provides reimbursement for counseling sessions to staff, flexible schedules and additional days off during holidays.

Programs/Services

Before survivors arrive at the nonprofit, they go through an initial assessment which is conducted with counselors: “We vet the counselors to make sure that they line up with our statement of faith and that they are trauma-informed and have the tools to deal with complex trauma” (Nonprofit E Senior Care Coordinator). The counselors then use a clinical assessment from the State of North Carolina to assess survivors. After the initial assessment is complete and the nonprofit receives a referral, the guardians of the survivor are contacted. Guardians can be a parent, grandparent, or the Department of Social Services (DSS). Once a guardian gives approval to the nonprofit to work with the survivor, the nonprofit then asks the survivor if they want to work with the nonprofit: “We very much tell the girls, ‘this is your choice’” (Nonprofit E Senior Care Coordinator).

After the survivor agrees to work with the nonprofit, they are sent through the nonprofit’s 8-week Discovering Your Values course, which includes topics such as relationships, self-image, cultural influences and sexual integrity. The goal is for the survivors to increase self-respect, develop decision-making skills, develop healthy boundaries, increase capacity to set future goals, reduce the influence of unaddressed trauma and increase awareness of community resources. The nonprofit currently tracks survivors’ progress using two national tools: The Depression Anxiety Stress Score (DASS) and the Commercial Sex Trafficking Assessment from West Coast. The survivor’s progress is tracked prior to the program being completed and after so the nonprofit can

determine if the services are affectively helping the survivor's reintegration process. The eight-week program was created by the nonprofits founder and psychologists. Additionally, each survivor's care team creates an individualized service plan which can include medical services, psychological visits, educational classes, tutoring, life skill classes, spiritual mentorship, legal aid and trauma counseling. The nonprofit also aids survivors in finding housing placements like foster families, referrals to long-term residential homes and relocation to safehouses. If the nonprofit is unable to provide services to a survivor, they utilize external resources to ensure the survivor is referred to the appropriate organization. The nonprofit does believe that the services they are providing are making a difference in the survivor's life, though no formal evaluation has been conducted.

Challenges

The nonprofit mentioned two main challenges they face while aiding survivors. The first challenge is a lack of funding, which is partly related to a lack of education and understanding about human trafficking. Additionally, "People do not believe that it exists right in their backyards, and it absolutely does" (Nonprofit E Senior Care Coordinator). Since society is not properly educated, they are not willing to support the nonprofit's cause. To address this issue, the nonprofit offers seminars and trainings to educate the public on why human trafficking is a problem and why action is needed. The second challenge is that survivors do not see themselves as victims because they do not believe their loved ones are harming them. The nonprofit created the 8-week Discovering Your Values course to assist survivors in recognizing their own worth. The nonprofits relationship with local law enforcement is positive, and they are called to assist law enforcement in operations involving potential human trafficking survivors.

Nonprofit F

Facility Basics

Nonprofit F is a faith-based organization located in Florida. It was founded in 2010 after three women learned about human trafficking through church and felt like they were called by God to help raise awareness and serve human trafficking survivors. The nonprofit's mission statement is to "End sex trafficking and bring freedom to the exploited" and the vision is to "Abolish sex trafficking and exploitation throughout the world and eradicate the need for survivor services through preventative efforts" (Nonprofit F Clinical Director). The nonprofit carries out its mission by providing five programs: Awareness, prevention, outreach, residential living, and consultation. The nonprofit spreads awareness about human trafficking through community events and churches. The nonprofit currently has prevention teams located in Florida and Chicago, which facilitate age-appropriate trainings in schools to empower youth to understand human trafficking and their own vulnerabilities. The nonprofit does this by teaching the kids about safe adults and understanding secrets. The nonprofit provides outreach services to survivors in the community and in the jails through their sex trade support group and case managers. This is done through partnerships with local law enforcement as the point of contact for individuals who have been identified as trafficking victims or at high risk of being recruited into trafficking. Once the nonprofit meets with the survivors, they are able to identify what legal services are needed to aid the survivor. In the residential living program, survivors can stay in one of two safehouses, which are designed to "provide that kind of wrap-around comprehensive trauma treatment" (Nonprofit F Clinical Director). The residential program uses a phased program, which will be discussed in depth within the program/services section. The organizations also conducts consultations with other nonprofits who want to open safe homes, wherein they discuss their lessons learned "so that they can have a sustainable and successful program" (Nonprofit F Clinical Director).

The nonprofit's residential program currently accepts women of any age, but survivors usually range between the ages of 18 to 45. The nonprofit stated that they initially had an age range, but they wanted to be able to assist survivors at their own pace, since survivors seek assistance at various stages of their lives. Since the nonprofit has two safe houses, they have a long-term residential program and a short-term residential program. The long-term residential program has 15 beds, with four of them reserved for survivors who have graduated from the residential program and are currently in transitional housing. Survivors may remain in the long-term program for a maximum of 18 months. The short-term residential program has 10 beds and survivors are able to stay for two months, "so it is a home that we bring survivors in generally right from the streets or right from jail" (Nonprofit F Clinical Director). The purpose is for the survivor to have eight weeks to decide how to proceed: "I would say [about] 95% go onto the long-term residential program, there is only a small percentage that do not decide to go onto more programming" (Nonprofit F Clinical Director). The nonprofit currently obtains most of its funding from government grants and they receive donations from local donors and churches. The grants come with challenges, as "government grants take a lot of work, they come with a lot of reporting requirements and a lot of restrictions on how things can be spent" (Nonprofit F Clinical Director).

The organization requires its staff members to have a minimum of a bachelor's degree in social work, psychology or related field, or prior lived experience in lieu of a degree. Once the staff members are onboarded, they complete 30-40 hours of training consisting of topics like cyber security, Health Insurance Portability and Accountability Act (HIPPA), unconscious bias, workplace ethics, encouraging a substance-free workplace, workplace violence, anti-bribery and antitrust, workplace safety, trauma-informed care and compassion fatigue. Clearly "some of the trainings are specific to human trafficking, others are a little broader and are just about working

with people in general that have additions and mental health trauma” (Nonprofit F Clinical Director). Ongoing training is provided to staff members which consist of eight hours every three months. Although the job can be tough, the nonprofit has not had staff members leave due to burnout: “I would say most leave because they got a master’s degree or for better paying jobs, but over the last two years no one has left due to burnout” (Nonprofit F Clinical Director). Even though the nonprofit has not had issues with staff burnout, they do encourage staff to have a good life balance, time off and they provide trauma therapy.

Programs/Services

Before individuals are referred to the residential program, they are identified as human trafficking survivors through local law enforcement, jails and/or the court system. Once an individual is identified as a survivor, they complete a lengthy screening application (approximately 10-12 pages). The application includes questions about childhood family life, medical history, addiction, mental health, and their current environment and social support. Since the nonprofit has not gained the survivor’s trust yet, it is very likely that the survivors do not fill out the questionnaire 100% honestly: “They’ll tell us pieces of their story, but to essentially tell a stranger the worst things you have been though—it just doesn’t happen in session one or two, you know, that comes with time” (Nonprofit F Clinical Director). The application helps the nonprofit determine what services the survivor will need. Because survivors are unlikely to fill out the form honestly, as the nonprofit engages with the survivor and learns more about them, further services will be provided as needs are discovered.

Once the survivor is accepted into the residential program, they begin working on the phased program. The first phase of the program is called *Rest*, wherein the survivor has time to think things through and determine whether they are ready to continue with the program. The

second phase of the program is called *Restore*. This phase includes services like personalized education plans, medical aid, trauma therapy, job placement assistance, case management and restorative services. The last phase is called *Relaunch*, where the survivor receives individualized planning and assistance with independent living and career goals. The phased program was created over several years and underwent several modifications based on patterns identified by the nonprofit with the goal of increasing the survivor's independence and freedom.

The nonprofit tracks each survivor's progress through the phases since "the phases have some very measurable things like they got a sponsor, they did this many community service hours, they saved this amount of money, so very objective checkboxes, but then we are also looking at their emotional growth" (Nonprofit F Clinical Director). The survivor's emotional growth is tracked by their therapist who they meet with weekly. Additionally, survivors also meet with a trauma resolution therapist 3-5 times during their stay in the residential program. The therapists are then able to determine if the survivor is working through their emotional traumas. If a survivor needs additional services that are not available through the nonprofit, they refer to other local organizations that provide services like housing, food, medical and dental care, and childcare. The nonprofit does believe that the services they are providing are making a difference in the survivors' lives, though no formal evaluation has been conducted.

Challenges

The nonprofit noted several challenges they face while aiding survivors. The first challenge is that survivors can start to self-sabotage towards the end of the residential program. The survivor realizes that they are about to complete the program which means leaving their comfort zone. This can result in the staff becoming punching bags even though the staff is only trying to help. The second challenge is creating a good transition for social interactions and social media. While the

survivors are in the program they are isolated from the world in many ways; thus, when they transition out of the facility they are not educated on various aspects of social life. Most importantly, there is minimal reintegration regarding social media, and especially dating apps. To counteract this challenge, the nonprofit has allowed survivors to have smartphones so they can aid them in communicating with the outside world before they fully reintegrate. The third challenge is funding: “I would say we’re probably more limited in funding opportunities because human trafficking is a very narrow scope” (Nonprofit F Clinical Director). The fourth challenge is lack of awareness about human trafficking because there is “a lot of misconceptions about human trafficking to the community, like to the normal person in the community who’s maybe never met anyone or had a conversation with anyone about trafficking” (Nonprofit F Clinical Director). The organization’s interactions and relationships with law enforcement officials are positive since they partner with the jails and the courts to aid survivors. These interactions strengthen their relationships. The nonprofit also provides awareness trainings to local law enforcement.

4.3 Comparisons of Nonprofits

Facility Basics

There are several similarities in the basics of nonprofit facilities (see Table 2). Five of the six nonprofits identified as faith-based, with religion-based mission statements. There were also some similarities in how the nonprofits were funded; four nonprofits accept donations, three accept grants, and three receive state funding. It is important to highlight that most nonprofits accept multiple sources of funding. The majority of nonprofits focus on female survivors (5/6), and none focus solely on men. Most nonprofits (5/6) provide housing for survivors and do not set timeframes for a maximum amount of time that survivors can stay (4/6). All nonprofits provide some training

Table 2: Comparison of Facility Basics

Nonprofit	A	B	C	D	E	F
Job Title	The founder was interviewed.	The program director was interviewed.	The clinical director was interviewed.	The public relations and development director was interviewed.	The senior care coordinator was interviewed.	The clinical director was interviewed.
Faith-Based	The nonprofit is Christian faith based.	The nonprofit is not faith based.	The nonprofit is Christian faith based.	The nonprofit is Christian faith based.	The nonprofit is Christian faith based.	The nonprofit is Christian faith based.
Year Founded	The nonprofit was established in 2020.	The nonprofit was established in 1906.	The nonprofit was established in 2012.	The nonprofit was established in 2014.	The nonprofit was established in 2009.	The nonprofit was established in 2010.
Funding	The nonprofit accepts state funding.	The nonprofit accepts grant funding.	The nonprofit accepts donations.	The nonprofit accepts donations and state funding.	The nonprofit accepts donations, grants and state funding.	The nonprofit accepts donations and grants.
Age/Gender	The nonprofit serves females aged 10-17.	The nonprofit serves females and males aged 18+.	The nonprofit serves females aged 12-17.	The nonprofit serves females aged 12-21 in the shelter and females of any age in the survivor support program.	The nonprofit serves females aged 12-17.	The nonprofit serves females of any age.
Housing Offered	The nonprofit does offer housing and has 16 beds.	The nonprofit does offer housing and has 7 beds.	The nonprofit does offer housing and has 10 beds.	The nonprofit does offer housing and has 3 beds.	The nonprofit does not offer housing.	The nonprofit does offer housing and has 15 beds for long term and 10 beds for short term.
Length of Stay	The nonprofit allows survivors to stay between 6-9 months.	The nonprofit does not have a time frame in place.	The nonprofit does not have a time frame in place.	The nonprofit does not have a time frame in place.	The nonprofit does not offer housing, but no time frame is in place for the services offered.	The nonprofit allows survivors to stay for 18 months in the long-term housing and 2

						months in the short-term housing.
Staff Training	Staff training is provided.	Staff training is provided.	Staff training is provided.	Staff training is provided.	Staff training is provided.	Staff training is provided.
Staff Burnout	<ul style="list-style-type: none"> -The nonprofit will pair staff with easier survivors. -The nonprofit offers staff therapy. -The nonprofit provides employee recognition. 	<ul style="list-style-type: none"> -The nonprofit provides self-care classes. -The nonprofit provides yoga classes. -The nonprofit offers staff therapy. -The nonprofit provides employee recognition. 	<ul style="list-style-type: none"> -The nonprofit provides spiritual care coordinators. -The nonprofit conducts surveys to gauge workplace dynamics. -The nonprofit provides self-care days. 	<ul style="list-style-type: none"> -The nonprofit offers staff therapy. -The nonprofit offers flexible schedules. -The nonprofit provides work phones which are shut off when the individual goes home for the day. 	<ul style="list-style-type: none"> -The nonprofit offers flex time. -The nonprofit offers extra holidays off. -The nonprofit offers staff therapy. 	<ul style="list-style-type: none"> -The nonprofit offers additional time off. -The nonprofit offers trauma therapy.

for their employees, but what is covered in the training varies. Finally, most nonprofits combat employee burnout through therapy (6/6), flexible work schedules (4/6), and extra days off (4/6).

Conversely, there are also some points of difference between the nonprofits, most notably in the ages of survivors that are served and other approaches to combatting staff burnout. Three nonprofits help only minors, one helps only adults, one helps people of all ages, and one helps both adults and minors. Concerning staff burnout, only two nonprofits participate in employee recognition, and other approaches that were unique to individual nonprofits include staff surveys, pairing staff members with survivors who are easy to work with, self-care classes/days, and providing work phones.

Programs and Services

There are several similarities in the programs and services offered by the nonprofits (see Table 3). All nonprofits conduct intake assessments upon a survivor's arrival, but the format of the assessments vary. Most nonprofits (5/6) utilize external resources if they are unable to provide services to survivors; the remaining organization will not accept a survivor unless they are able to provide all needed services in-house. Lastly, all of the nonprofits monitor the survivors' progress and feel that the services they are providing are helping the survivors. Although the survivors progress is being monitored, none of the nonprofits have a formal evaluation process in place to effectively demonstrate that progress is occurring. One significant distinction was identified which was the types of programming offered by each nonprofit. Three nonprofits use phase programs, two use individualized programs and one has no program in place.

Challenges

A few similarities were identified regarding the challenges faced by the nonprofits (see Table 4). Five of the six nonprofits struggle with funding and have difficulty working with survivors. While

three of the six nonprofits' employees struggle with secondary trauma. Far more discrepancies were identified as two of the six nonprofits have issues working with law enforcement personnel due to their lack of training. One third of nonprofits believe that society is unaware of human trafficking and struggle to collaborate with DCS and case managers. The remaining challenges were unique to individual nonprofits: handling survivor self-harm situations, staff and survivors not understanding the phase program, adequate employee pay, finding qualified employees, reliable transportation, ensuring staff and survivors' safety, confidentiality, and social interaction transitions. Because the survivors are isolated from the outside world during the residential program, social interaction transitions might be challenging for them when they leave the residential facility.

Table 4: Comparison of Challenges

Nonprofit Challenges	A	B	C	D	E	F
	<ul style="list-style-type: none"> - The nonprofit struggles with intense survivors. -Self harm situations are difficult to manage. -The nonprofit stated that local law enforcement officials are not properly trained on human trafficking. -The nonprofit had issues with staff and survivors understanding the phase program when they first opened. - The nonprofit stated that it can be difficult working with case managers. 	<ul style="list-style-type: none"> -The nonprofit is lacking funding. -The nonprofit stated that staff members struggle with secondhand trauma. -Due to lack of funding staff pay is not always commensurate with work responsibilities. -The nonprofit stated that it is difficult to find qualified staff members. -The nonprofit stated that local law enforcement officials are not properly trained on human trafficking. 	<ul style="list-style-type: none"> -The nonprofit is lacking funding. -The nonprofit stated that it can be difficult working with DCS and case managers. -The nonprofit struggles with intense survivors. -The nonprofit stated that staff members struggle with secondhand trauma. 	<ul style="list-style-type: none"> -The nonprofit is lacking funding. -The nonprofit stated that staff members struggle with secondhand trauma. -Sometimes survivors have setbacks with their progress. -The nonprofit has experienced transportation issues. -The nonprofit stated that safety issues can arise. -It can be difficult to get volunteers due to confidentiality safeguards. 	<ul style="list-style-type: none"> -The nonprofit is lacking funding. -There is a general lack of knowledge and recognition of human trafficking nonprofits. -Survivors do not see themselves as victims. 	<ul style="list-style-type: none"> -The nonprofit stated that survivors sometimes self-sabotage. -There is a lack of social interactions for the survivors while they are in the program. -The nonprofit is lacking funding. - There is a general lack of knowledge and recognition of human trafficking.

CHAPTER 5 DISCUSSION AND CONCLUSION

5.1 Summary of Findings

The objective of this research study was to conduct a case study on six human trafficking nonprofit organizations to investigate how they operate to help survivors reintegrate into society. This study differs from prior research as it more deeply analyzes how the nonprofits are operating by asking more detailed questions about their processes, which was found to be lacking in prior research. As Dell and colleagues (2019), have stated that additional research is needed to adequately understand the role that nonprofit organizations play in aiding survivors. An interesting theme was identified during the course of the interviews. Five of the six nonprofits stated that they were Christian faith-based organizations.

The first research question aimed to learn more about the goals of each human trafficking nonprofit organization. Overall, the six nonprofit organizations in this sample stated that their goals were to 1) assist survivors in effectively reintegrating back into society by offering programs that would equip them to be self-sufficient once they left the organization and 2) educating society about what human trafficking looks like in the United States. The results were found to align with prior research findings, as Tsai et al (2020) stated that the purpose of the nonprofit organizations is to provide survivors with a sense of safety, consistency, and trust during their stay. Furthermore, Idemudia et al (2021) stated that the organizations also prepare survivors to be self-sufficient once they leave the nonprofit organization.

The second research question sought to learn more about the services offered by each nonprofit organization and how they compare to one another. Surprisingly, the nonprofits in this sample did not appear to have standardized benchmarks in place when creating their programs to determine what services would be most beneficial to the survivors. The data revealed that most of

the nonprofits in this sample offered very similar services but there were some differences. All organizations offered medical care, therapy, education, and life skill classes, and four of six organizations provide legal aid and spiritual services. Three outliers were identified which included parenting classes (1/6), tattoo cover-ups (1/6) and establishing contact with family and friends (2/6). The nonprofits that offered the outlier services believe those particular services are a vital part of allowing the survivor to reintegrate. Some survivors may benefit from parenting classes as they have likely been away from their families. Tattoo cover-ups allow for survivors to get rid of tattoos that may make it harder for them to get jobs. Family contact is important to have during and after finishing the programs, so the survivor has a support system. Overall, the services provided by the nonprofits in this sample were found to correlate with the needs of survivors in prior research.

The third research question aimed to learn more about the challenges faced by each nonprofit organization and how they compare to one another. The nonprofit organizations within this sample discussed relatively similar challenges however some of the organizations faced distinct challenges. Similar challenges faced by the nonprofit organizations in this sample included: funding (5/6), difficulty working with survivors (5/6), secondary trauma (3/6), law enforcement (2/6), working with external case managers/DCS (2/6) and society's awareness of human trafficking (2/6). Eight outliers were identified which included self-harm situations (1/6), not understanding program phases (1/6), employee pay (1/6), finding qualified employees (1/6), reliable transportation (1/6), ensuring the safety of staff and survivors (1/6), confidentiality (1/6) and social interaction transitions (1/6). According to prior research, lack of funding is one of the biggest challenges nonprofit organizations face (Clawson et al., 2009; Davy, 2015; Idemudia et al., 2021; Potocky, 2010; Steiner, Kynn, Stylianou & Postmus, 2018). Additionally, many

nonprofits within this study were unwilling to accept government aid. As prior research stated that nonprofits who accept government aid are required to utilize the funds as the government wishes, even if the nonprofit disagrees (Shalit et al., 2014).

5.2 Policy Implications

The findings of this study have various implications for policy and practice. First, the nonprofit organizations did not appear to have any standardized benchmarks for creating their programs in a manner to address the survivors needs. Each nonprofit organization in this study stated that they came up with the programs themselves and decided what services should be offered. It would be more beneficial for the nonprofits to conduct community need assessments prior to formulating their programs and deciding what services should be offered. So, the nonprofit can effectively address gaps in services needed. Furthermore, nonprofit organizations may benefit from participating in centralized networks where they can interact with one another and exchange successful and unsuccessful methods with each other. An example of a professional network is the National Trafficking Shelter Alliance (NTSA), which “is a network of service providers committed to enhancing services and increasing access to care for survivors of human trafficking and sexual exploitation” (National Trafficking Shelter Alliance). Prior research suggests that nonprofits who collaborate together have a higher chance of effectively aiding survivors, as their needs are more likely to be met (Davy, 2015).

Second, nonprofit organizations should be conducting formalized program evaluations to have a more concrete determination of what “success” means and how to evaluate it. They should be able to determine what services are the most helpful in aiding survivors and which are not. This would allow them to utilize their funding and resources more effectively. It could also be beneficial for the nonprofits to conduct pre/post surveys to get feedback from the survivors as they are the

ones going through the programs and utilizing the services. As prior research indicates that more data is needed to ensure that services are being delivered efficiently (Tsai et al., 2020). Third, it would be beneficial for policymakers to implement human trafficking classes into law enforcement recruit's training, so they have a better understanding of how-to effectively address, identify and aid survivors in need. As earlier studies have stated that law enforcement agencies did not properly implement their initiatives to provide training in prior years (Dandurand, 2017; Mapp et al., 2016; Phase I, 2013).

5.3 Limitations and Future Research

This study, like all research studies, has limitations. The first limitation is the study's sample size. Although the study utilizes six human trafficking nonprofit organizations in six different states. Future research could expand on this sample by expanding to even more states within the United States or including multiple organizations within one or two states. Additionally, researchers could go a step further and include human trafficking nonprofits that are located overseas, as Tsai et al (2020) argued that short-term and long-term residential facilities had been established worldwide to aid survivors of human trafficking. The second limitation is that the interviews were not performed in-person because the organizations are spread across multiple states. The interviews conducted within this study were conducted via Zoom. In-person encounters are likely to make it easier for the researcher to generate rapport with participants, which can put the participant at ease and increase their willingness to provide additional details. Further research would benefit from researchers being able to physically visit the nonprofit organizations and immerse themselves in the programs to have a better understanding of how they operate.

The third limitation was in recruiting participants. Despite using snowball sampling to recruit participants, numerous human trafficking nonprofit organizations did not reply to

participation requests or did not want to participate in the study. Future researchers should utilize other sampling methods to recruit participants in a more effective manner.

5.4 Conclusion

As human trafficking has become a global concern in the last two decades, it is critical to learn more about organizations such as human trafficking nonprofits whose goals are to help survivors reintegrate back into society after being trafficked. As Dell and colleagues (2019) have stated that more research is needed to better understand the roles of nonprofits in aiding survivors. The participants in this study provided very detailed information on their roles and how they go about aiding survivors within their nonprofits. While some of the results to the research questions were found to align with prior research. The information collected from the nonprofits and from the supplement information gathered provided a more in depth understanding of how the nonprofits operate on a day-to-day basis, which was found to have been lacking in prior research. The purpose of offering a more extensive description of the nonprofits is to help society understand why they are important and how they can contribute to the cause.

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APPENDIX A: SUMMARY AND RECOMMENDATIONS

The six human trafficking nonprofit organizations in this study gave detailed information about their facility basics, programs/services, and challenges to help researchers understand how they operate on a daily basis. The nonprofit organizations can benefit from the findings of this study. As it may be beneficial for them to collaborate with other organizations who appear to have successful methods for topics like funding, programs and law enforcement relationships.

Summary: Five of the six nonprofits stated that they have challenges with obtaining funding, despite having access to five sources of funding.

Recommendation: Nonprofits would benefit from learning how other organizations obtain funding, as some of the nonprofit organizations in this study appear to have more effective strategies for collaborations and community donations.

Summary: The nonprofits that offer programs stated that they came up with their programs themselves based on what they thought was adequate.

Recommendation: It would be beneficial for the nonprofits to collaborate and create a single, standardized program that can be utilized by all human trafficking organizations. To develop the programs, evidence-based programming should be used to determine which services and programs will be most beneficial to the survivors.

Summary: Some of the nonprofits within the study stated that they have challenges with local law enforcement personnel, despite providing training to the officers.

Recommendation: It would be beneficial for nonprofits who are struggling to collaborate with nonprofits who have positive relationships with local law enforcement so they can learn how they are achieving positive relationships.