

From where we stand

Analysis of our Landscape

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PRESENTED TO THE 2019 SHELTERED CONFERENCE

INSTITUTE for
SHELTER CARE



Our Genesis Story – the first decade



And here we are...

This Session

- Our SWOT Analysis on the state of our industry
- Cautions and Recommendations for advancing well
- Details on some specific initiatives

Comments from Ambassador John Cotton Richmond

Trafficking in Persons Office, U.S. State Department

Protection needs to

1. Be tailored to the individual survivor
2. Offer a wide range of options
3. Not follow the funding stream



RECORDED AT THE MUSEUM OF THE BIBLE
FEBRUARY 7, 2019

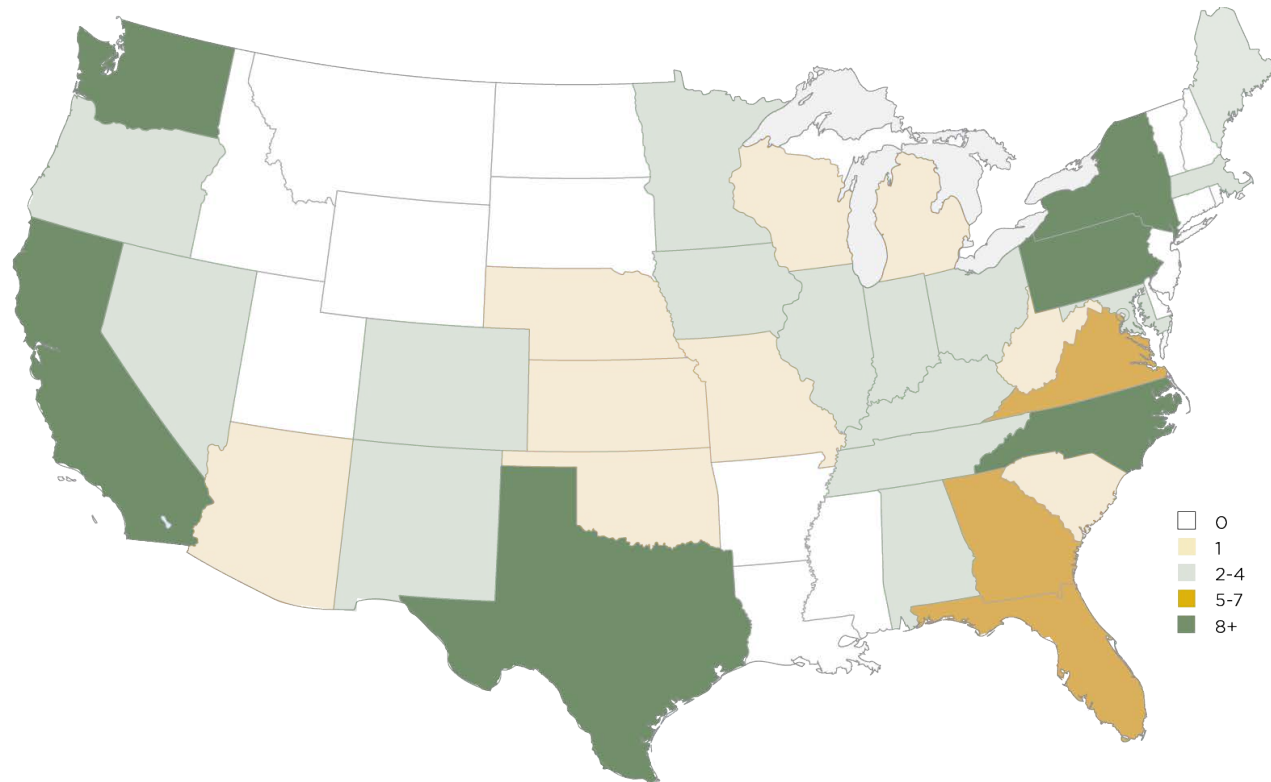
SWOT Analysis

POSITIVES		NEGATIVES	
INTERNAL	Strengths	Weaknesses	
	<i>Internal assets</i>	<i>Internal liabilities</i>	
EXTERNAL	Opportunities	Threats	
	<i>External assets</i>	<i>External liabilities</i>	

Strengths

1. First Mover Advantage

- We've identified 134 open and active shelter programs in the U.S.
- Many of us are first in our state



- Approximately 90% of the shelter programs in the U.S. are faith-based

**This position is ours to keep
...or lose**

Strengths

2. Sacrificial Commitment

- Faith-based relief agencies have a reputation for being “first in, last out”
- Faith-based sobriety programs have empirical evidence of the lowest recidivism rates
 - **what will our reputation be?**
 - **will our sacrifice be equivalent to the challenge before us?**

If the world hates you, keep in mind that it hated me first. If you belonged to the world, it would love you as its own. As it is, you do not belong to the world, but I have chosen you out of the world. That is why the world hates you. Remember what I told you: ‘A servant is not greater than his master.’ If they persecuted me, they will persecute you also. - John 15: 18-20

3. Programmatic Diversity

	Outreach	Drop-In Center	Emergency Shelter	Assessment Program	Restorative Program	Graduate Housing
Purpose	<ul style="list-style-type: none"> • Combat the Lie; Initiate relationship 	<ul style="list-style-type: none"> • Foster relationship; invite a decision to get help 	<ul style="list-style-type: none"> • Diffuse threat; buy time for LEA (or client) decision 	<ul style="list-style-type: none"> • Assess readiness and determine next course of action 	<ul style="list-style-type: none"> • Rehabilitation, new relationships, new opportunities 	<ul style="list-style-type: none"> • Independence with community and accountability
Duration	<ul style="list-style-type: none"> • A few minutes of contact 	<ul style="list-style-type: none"> • Usually a few minutes. Facility has defined hours of operation 	<ul style="list-style-type: none"> • 24-72 hours 	<ul style="list-style-type: none"> • 30-90 days 	<ul style="list-style-type: none"> • 1 year or more 	<ul style="list-style-type: none"> • 6mos – 2 years
Impact of Location	<ul style="list-style-type: none"> • Geographically limited to areas of known activity for exploitation 	<ul style="list-style-type: none"> • Often serves just “walking distance” clientele 	<ul style="list-style-type: none"> • Often undisclosed; can operate out of a hotel or residence; security is important 	<ul style="list-style-type: none"> • Extended stay hotel • Apartment • Residential home 	<ul style="list-style-type: none"> • Usually residential home • Need to have access to community services 	<ul style="list-style-type: none"> • Apartment, townhouse, residential home embedded in a community
Clientele Disposition	<ul style="list-style-type: none"> • Actively working; may be anxious about contact or repercussions from contact 	<ul style="list-style-type: none"> • May be actively working, may be actively addicted; often ambivalent about getting help. 	<ul style="list-style-type: none"> • Highly volatile • High flight risk, may be angry, fearful, hyper vigilant, deceiving 	<ul style="list-style-type: none"> • Ambivalent, undecided • Sometimes under legal pressure • Self sabotaging 	<ul style="list-style-type: none"> • Desiring to change but uncertain. Increasing confidence and self esteem 	<ul style="list-style-type: none"> • Growing in responsibility; needs mentoring and social connection
Control	<ul style="list-style-type: none"> • Outreach may be a disruption to business; respect the rhythm and culture of the setting; Client is in control 	<ul style="list-style-type: none"> • Highly variable population • Client is in control 	<ul style="list-style-type: none"> • Almost always in coordination with LEAs; the Program is in control 	<ul style="list-style-type: none"> • Level of control is determined by program 	<ul style="list-style-type: none"> • Control shifts over time from the Program to the Client as client increases in personal agency 	<ul style="list-style-type: none"> • Client is primarily in control; emphasis on personal accountability and consequences of personal decisions
Services Offered	<ul style="list-style-type: none"> • Food • Clothing • Goodie bags • Bottled water • Backpack of items 	<ul style="list-style-type: none"> • Food • Clothing • Shower • First Aid • Referrals 	<ul style="list-style-type: none"> • Safety • Basic Needs • Placement support 	<ul style="list-style-type: none"> • Safety • Basic Needs • Placement support • Legal Assistance • Spiritual • Community 	<ul style="list-style-type: none"> • Safety • Basic Needs • Legal • Spiritual • Academic • Vocational 	<ul style="list-style-type: none"> • Mentoring • Case management • Drug testing

Strengths

3. Programmatic Diversity

Open <- - -> Closed

Secure <- - -> Porous

Single-gender <- - -> Co-ed

Communal <- - -> Individualized

Familial <- - -> Clinical

Client-directed <- - -> Program-directed

Faith-based <- - -> Secular

Therapeutic <- - -> Life Skills

National <- - -> Community-based

Staff-led <- - -> Volunteer-led

SHELTER OPPORTUNITY AREAS

Women with Children

Physically disabled

Acute mental illness

LGBTQ

Boys / Men

Native American

Cult / SRA

and more...



*In diversity there is beauty
and there is strength*

Weaknesses

1. Hyperbole

- Over-stating the problem
- Over-stating our security threat
- Leaning on emotion over reason
- Escalating the “Fear Factor”
- Going for the “Sob Story”
- Not fact-checking our sources
- Having a “best of the worst” contest

“Hyperbole only obscures the true issue and damages the movement's credibility.”

- RACHEL LLOYD, GEMS, 2012



Weaknesses

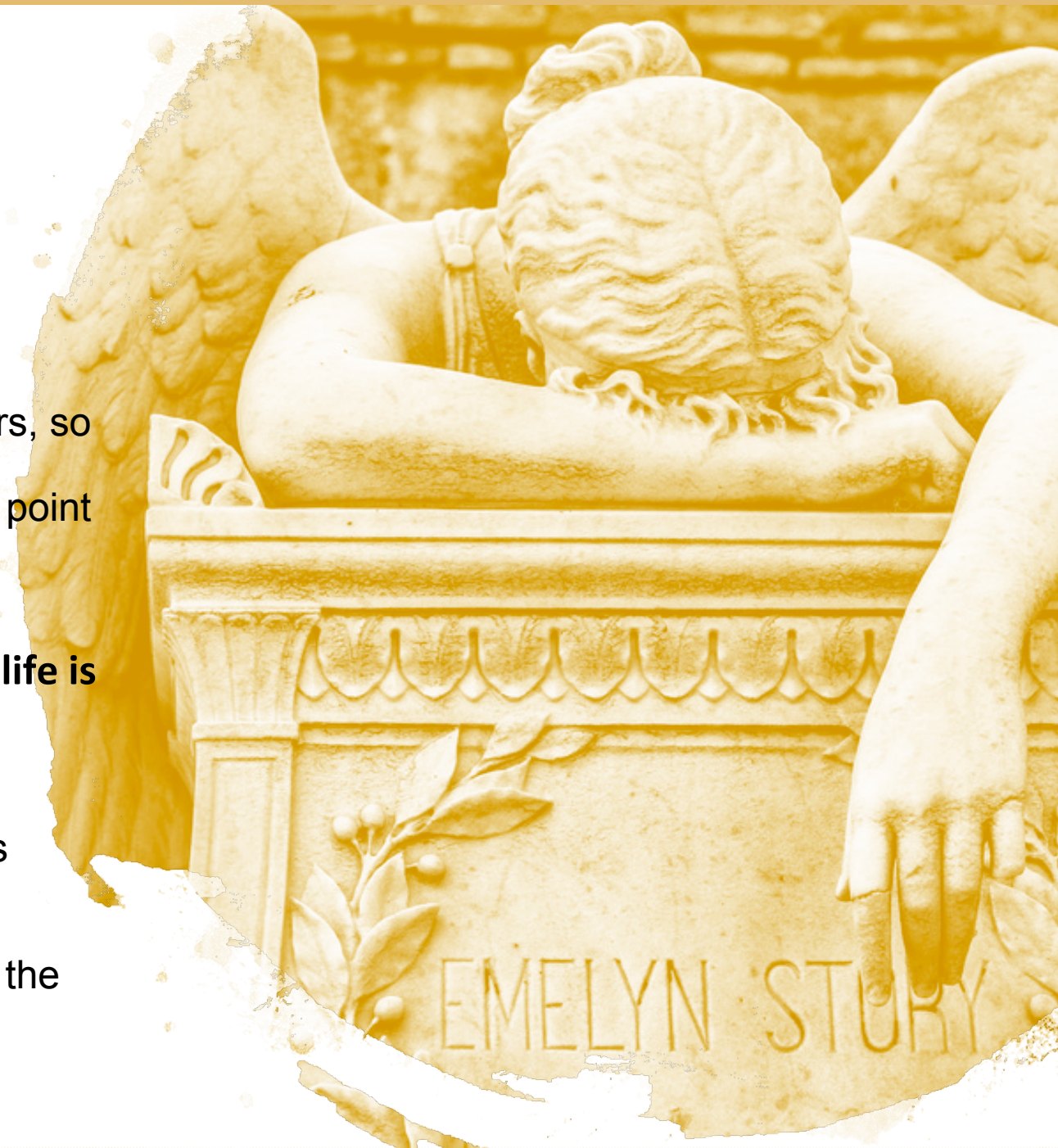
2. Lamentation

Lamenting the difficulty of this work

Consider Him who endured such hostility from sinners, so that you will not grow weary and lose heart. In your struggle against sin, you have not yet resisted to the point of shedding your blood. - Hebrews 12:3-4

Failing to recognize that this is a sinful world, that life is hard, and that growth can come out of adversity

Beloved, do not be surprised at the fiery trial that has come upon you, as though something strange were happening to you. But rejoice that you share in the sufferings of Christ, so that you may be overjoyed at the revelation of His glory. - 1 Peter 4:12-13



Weaknesses

3. Lack of Objectivity

Limiting our narratives to spiritual/emotional appeals and dismissing empirical evidence

“oh, I know she stole the staff’s car, but she’s got a servant’s heart”

Insufficient attention on collecting, analyzing, and reporting data

Speaking only to audiences who can hear what we’re saying, e.g., the Church

“I have thousands of nonprofits who can tell a good story. Some can even make you cry. But very few know how to talk to funders: it’s Story PLUS Spreadsheet.”

– JACK BOVAIRD, BUNTING FOUNDATION

SHELTERED

National Practices Survey Report 2017
A survey of residential service providers
for victims of domestic human trafficking

*“You have my attention if you can tell me about your problem using 3 words: **AS-MEASURED-BY**”*

– WM. WUBBENHORST,
ASSOC. COMMISSIONER, US DEPT OF
HEALTH AND HUMAN SERVICES

Early Childhood

- 13% had mothers who were also prostituted persons
- 11% adopted
- 70% from fatherless homes
- 87% grew up in substance-abusing households
- 73% experienced abuse from a family member
- 85% are survivors of childhood sexual abuse, most often at age 8, at the hand of an immediate family member
- Earliest onset of abuse: under 9 months of age



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Through Adolescence

- Age 10 - first introduction to porn
- Age 13 – first introduction to illegal substances
- Weed and/or alcohol were most often introduced by family members
- 43% lived with a relative at some point because living with parent(s) was a problem
- 1/3rd have been in the foster care system, over half have lived in a group home
 - One study reported 85% of trafficked youth have likely been in the Child Welfare System
- Onset of trafficking, age 14- 16



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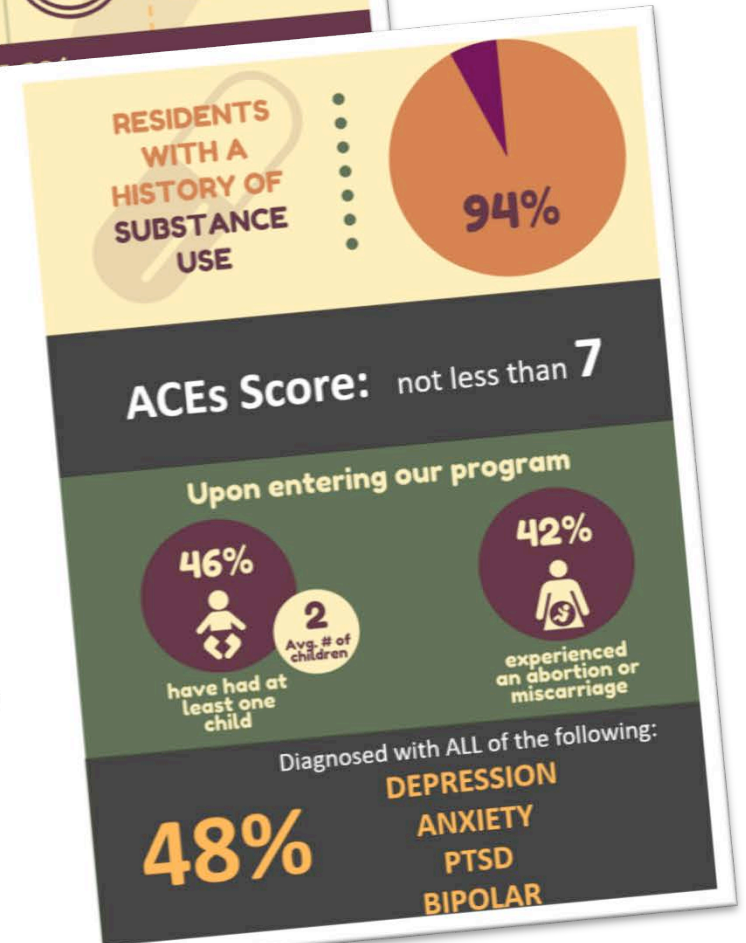
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Trauma Profile

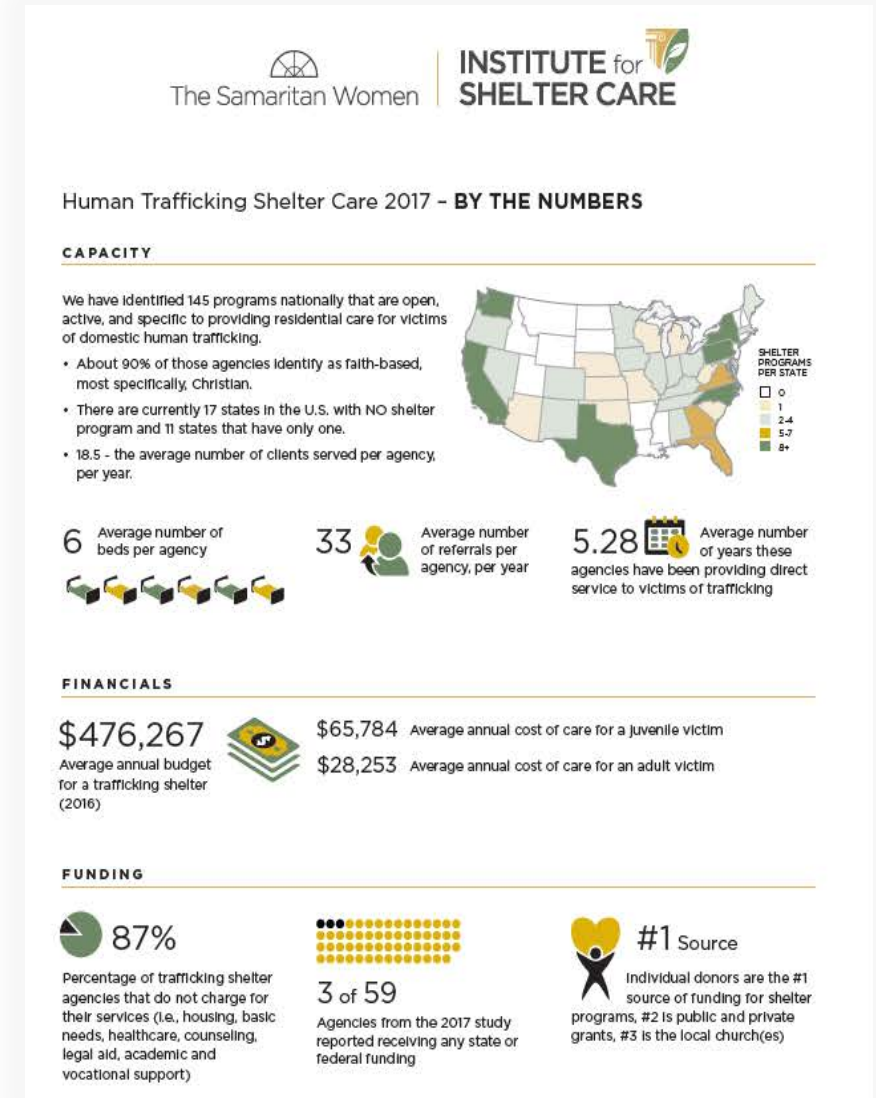
- 79% have experienced death of a parent, child or close relative
- 63% have experienced homelessness
- 79% have been the victim of a violent crime
- 68% have been threatened with a weapon
- 70% have been held captive
- 25% present as likely for Traumatic Brain Injury



We need to get better at

- Defining our “impact”
- Being diligent about tracking our numbers
- Knowing how our numbers compare to our peers
- Practicing Story + Spreadsheet

IF YOUR SHELTER HAS NOT SUBMITTED A
RESPONSE TO THE “PRACTICES 2019” SURVEY,
MAKE NOTE: DO IT NEXT WEEK!



Opportunities

1. Issue Momentum



backpage.com and affiliated websites have been seized

as part of an enforcement action by the Federal Bureau of Investigation, the U.S. Postal Inspection Service, and the Internal Revenue Service Criminal Investigation Division, with analytical assistance from the Joint Regional Intelligence Center.

Other agencies participating in and supporting the enforcement action include the U.S. Attorney's Office for the District of Arizona, the U.S. Department of Justice's Child Exploitation and Obscenity Section, the U.S. Attorney's Office for the Central District of California, the office of the California Attorney General, and the office of the Texas Attorney General.



**DENNIS HOF
BUNNY RANCH OWNER
DEAD AT 72**

02/22/2019, 01:00pm

Judge approves arrest warrant for R. Kelly, charged in sex abuse case



YouTube's pedophilia problem: more than 400 channels deleted as advertisers flee over child predators

Share Tweet Share



**ROBERT KRAFT
PROSTITUTION STING
Cops Have Graphic Video
From Inside Spa**

151.6K 1,681 2/22/2019 11:31 AM PST



GOVERNMENT

Federal lawsuit aims to end Nevada's decades-old legal brothel industry

By Jackie Valley

February 24th, 2019 - 2:20am

How do we navigate Momentum wisely?

- Increase your discernment: Listen/Read deeply. What is really happening?
- Add something to the discourse that is lacking --- or say nothing.
- Be positive. Do not return evil for evil, but combat evil with Good.
- Use these occasions to deepen your relationship with your partners

Prophets point
to the signs
of the time,
but their message
is timeless

Opportunities

2. Relationships

- You have more access (and value) than you think
- Understand what that person can influence *first*, then provide the value s/he can only get from you
- Don't approach with your hand out.

Give, and you will receive. Your gift will return to you in full—pressed down, shaken together to make room for more, running over, and poured into your lap. The amount you give will determine the amount you get back. – Luke 6:38
NLT



Opportunities

3. Resources

2018

US Health and Human Services – ACF FY 2018 Operating Plan, the allocations budgeted are:

- \$17 mil for foreign-national victims of human trafficking
- \$6.755 mil for domestic victims
- \$23.755 mil total budget for Anti-Trafficking In Persons Program
- Human trafficking training and awareness is prioritized by DOJ funding. The entire Victims of Trafficking Program makes up only .162% of the Department of Justice's total budget of \$27.7 billion.
- Among 146 victim services organizations receiving funding from the DOJ Victims of Trafficking Program, there is *only one shelter* serving solely human trafficking victims and it serves foreign-national victims.

2019

Frederick Douglas bill: \$430mil over 4 years:

- \$315mil to Dept of State for training law enforcement, TIP Report, engage diplomatically, assist *foreign* victims
- \$78mil to HHS for prevention education in schools and support the National Human Trafficking Hotline
- \$20mil to DOL to advance slave-free supply chains and prevent trafficked product imports
- \$18mil to DHS and DOJ to advance Meghan's Law
- \$1mil to train airline/airport personnel

OVC – Research and Evaluation (released 2/26/19)

- \$1.5mil for research projects on labor trafficking, service providers, and grooming techniques of traffickers

Opportunities

3. Resources

AAHOA (largest hotel owners association in the US) has partnered with Businesses Ending Slavery & Trafficking (BEST) to offer free Human Trafficking Awareness Training at their 2019 Convention & Trade Show.

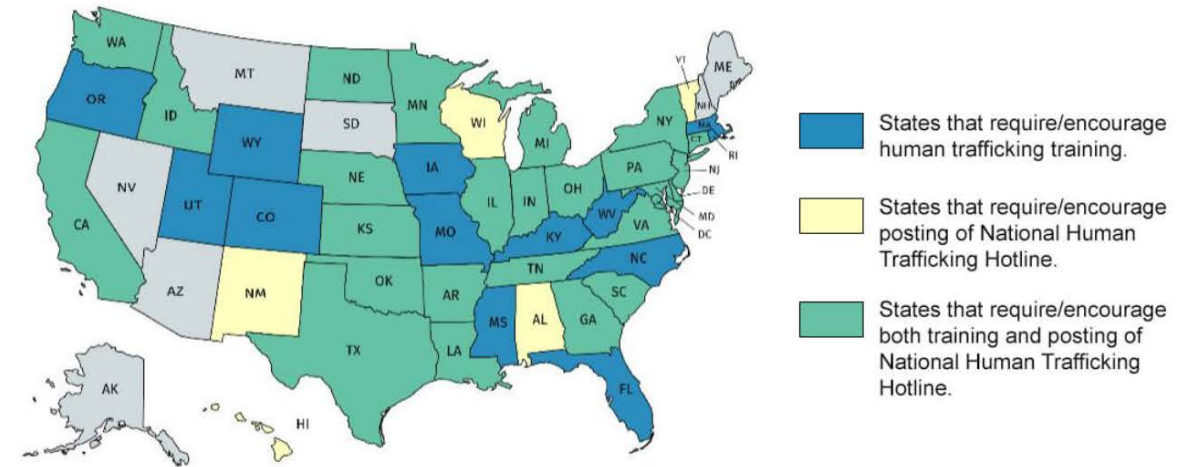


The Samaritan Women is training over 400 CCBCC drivers in victim identification and reporting



TARGET

Target offers grants for Public Safety projects



“Christians have co-opted the human trafficking issue to advance their moral agenda”

- Be clear about your sphere!
- The Gospel never gets tired.
Focus on the Good News



Threats

2. Failure to Partner

"Our reputation is that Christians won't work with people they disagree with."

—MICHAEL WEAR, FAITH-BASED ADVISOR
TO PRESIDENT OBAMA

Most federal and state government grants require that you demonstrate a reliance on community-based partnerships.

Cultivate your ability to work across lines of differences.

When it's inconsequential to the outcome, don't make more of it

The Lord Jesus used... The Upper Room, the Colt/Donkey,
the Samaritan Woman,

**Could some of us serve without having to be so
"Christian" about it?**

"I wish we could just have ONE program here that wasn't faith-based. Not every victim wants a faith-based program—and some really don't!"

— VICTIM ADVOCATE, ORLANDO POLICE

In the same way, let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven. — Matthew 5:16

This is an exciting time for Government and Faith-based Collaboration



GET INVOLVED

- 1. Receive Training:** Learn more about trafficking. Email: info@nhtac.org or call 844-648-8822 to receive trauma-informed, victim-centered training on human trafficking.
- 2. Join a Local Coalition:** There are a number of established anti-trafficking task forces, working groups, and coalitions around the country. To locate a coalition in your area, contact the National Human Trafficking Hotline.
- 3. Educate Your Community:** Partner with local agencies to create awareness about human trafficking. Post on social media and distribute in-person information on resources available for trafficking victims.
- 4. Contribute:** Many local, non-profit anti-trafficking organizations need volunteers and/or donations.

National Human Trafficking Hotline
1-888-373-7888
Text 233733 (BEFREE)
free | 24/7 | confidential

The U.S. Department of Health and Human Services (HHS) forges pathways to freedom for trafficking victims by:

- Developing anti-trafficking strategies, policies, and programs to prevent trafficking
- Empowering faith-based and community health and human service providers to respond to trafficking
- Increasing the identification of trafficking victims and providing access to services
- Strengthening the health and well-being of survivors of trafficking

For more information about trafficking in persons, visit acf.hhs.gov/ndtrafficking

Human Trafficking: Information for Faith-Based and Community Organizations

Know the Signs. Take Action. Make a Difference.

HUMAN TRAFFICKING LOOK BENEATH THE SURFACE

"We need collaborative partnerships in Anti-trafficking 2.0"
— U.S. State Dept

"Show us a plan and let Government come alongside you"
— Health & Human Services

"We'll work with anyone, you've just got to understand how we work."
- Homeland Security

"Come brief us on what you understand about this problem"
— Members of U.S. Congress

COMPLETE THE 'YOUR VOICE IN WASHINGTON' SURVEY
AND HAND IT TO A ROOM MONITOR AS YOU LEAVE

Threats

3. Fighting in the Ranks

- Competing for clients or funding
- Who's program is better
- Belittling other's approaches
- Making others feel unwelcome, ignorant or ill-equipped
- Touting "We're the first...the only...the largest..."
- Claiming that anything is "Best Practice"

EMBODY UNITY

- ✓ Mentor another agency
- ✓ Contribute to the work of the Alliance
- ✓ Contribute to Alliance discussion boards
- ✓ Serve on another shelter's Board or Advisors
- ✓ Talk up the mission of the Sheltered Alliance

INSTITUTE for SHELTER CARE



RESEARCH IN SHELTER CARE

- Industry surveys
- Practices survey every 2 years
- Collaborating with university studies

ALLIANCE PARTNERSHIP:

- Alliance members help to define and participate in research agenda
- Alliance members benefit from industry benchmarks

SHELTER MENTORING

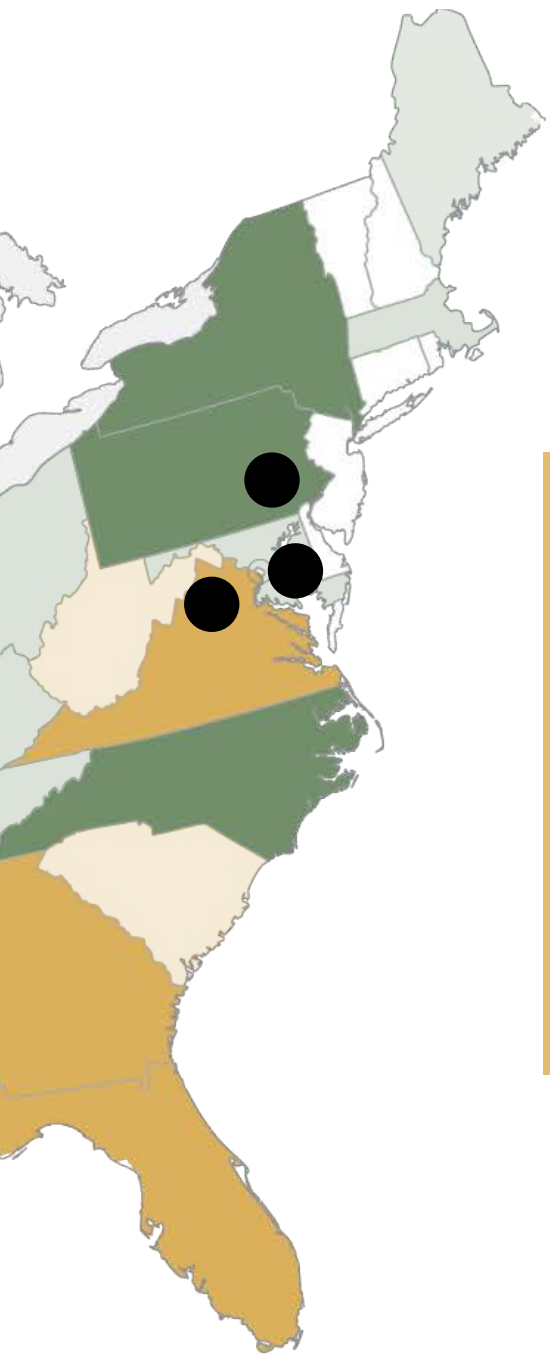
- 8-12 month training phase
- Focus on leadership, business practices, protections, and program design
- Year 2 mentoring phase at shelter launch (optional)
- Institute Mentees prepared to meet Alliance Minimum Standards

ALLIANCE PARTNERSHIP:

- Adjunct Faculty offering content expertise
- Identify Shelter Start-Ups
- Board Members for Emerging Shelters



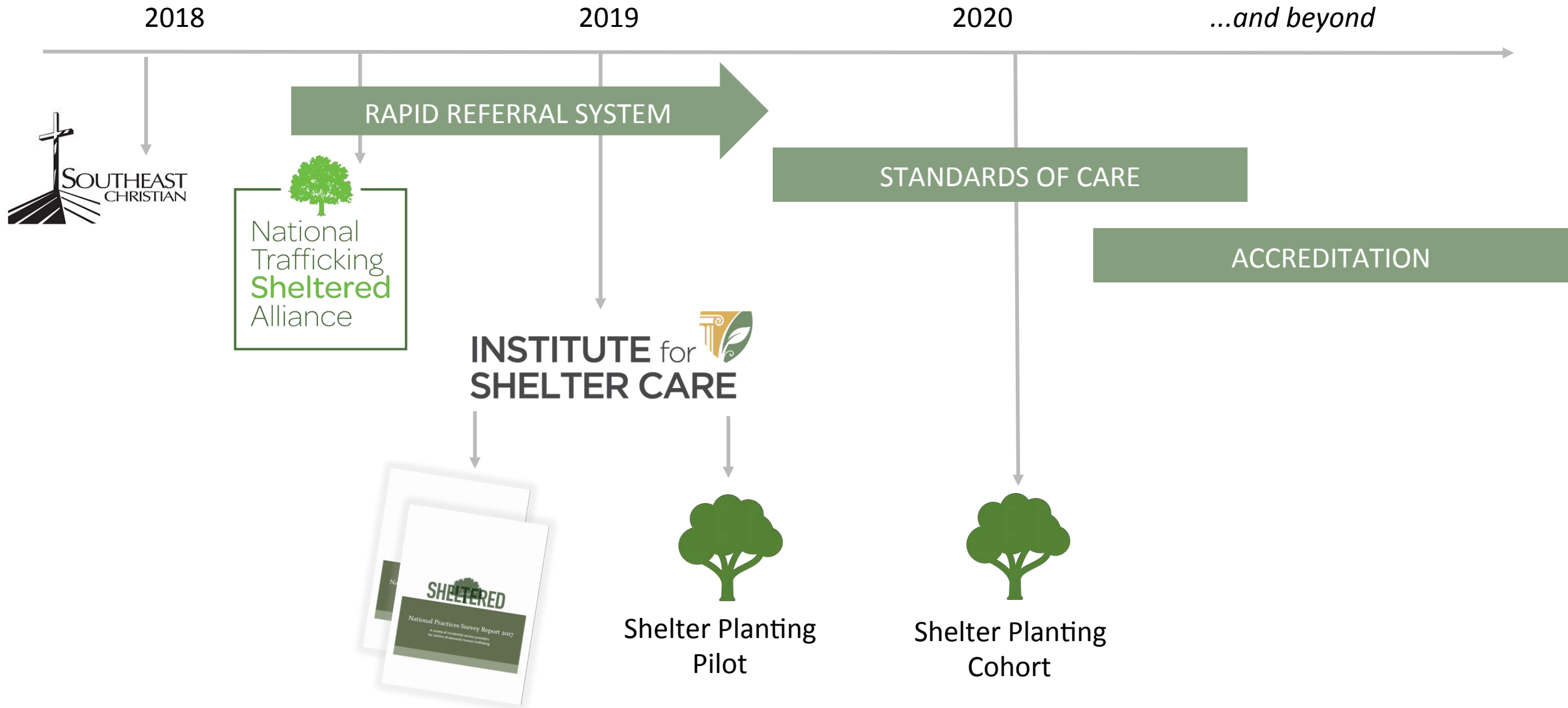
Announcing the 2019 Cohort

- 
- 1 Freedom and Restoration For Everyone Enslaved (FREE) - Morgantown, PA**
 - 2 Harriett's House - Cambridge, MD**
 - 3 Northern Virginia Human Trafficking Initiative (NOVA-HTI) - Reston, VA**

Summary SWOT Analysis

POSITIVES		NEGATIVES	
INTERNAL	<i>PRESERVE OUR</i> Strengths	<i>REDUCE OUR</i> Weaknesses	
	<ul style="list-style-type: none">• First Mover Advantage• Sacrificial Commitment• Programmatic Diversity	<ul style="list-style-type: none">• Hyperbole• Lamentation• Lack of Objectivity	
EXTERNAL	<i>MAXIMIZE OUR</i> Opportunities	<i>MITIGATE OUR</i> Threats	
	<ul style="list-style-type: none">• Momentum• Relationships• Resources	<ul style="list-style-type: none">• Issue Dogpiling• Failure to Partner• Fighting in the Ranks	

Our second decade



Thank You

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