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FACTORS THAT AFFECT TRANSITIONAL HOMES  
FOR SEXUALLY EXPLOITED WOMEN

A THESIS PROJECT SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS  
FOR THE DOCTOR OF MINISTRY DEGREE

BY

RUTH DEGUZMAN DALMAN

ST. PAUL, MINNESOTA

MAY 2015



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I owe a debt of gratitude to each individual who agreed to assist with the case study interviews. Their dedication to completing God's purpose in their lives by serving sexually exploited women in transitional homes continues to humble this researcher. The willingness to assist in whatever way possible with this pursuit was overwhelming. Their lives will continue to be beacon for those to whom they minister.

I also thank my husband and our son. His assistance in my quest for this degree was constructive. Our son also played a significant part in assisting me. His knowledge of technology assisted me greatly and I am more than grateful.

## PREFACE

The topic of this thesis developed from the researcher's experience in ministering at transitional homes for sexually exploited women. The termination of two transitional homes caused a desire to find out why this occurred. The researcher also became motivated to pinpoint possible means of detecting factors that would assist such homes to become sustainable in order to fulfill their mission.

Sexually exploited women feel trapped with no options. Few transitional homes for exploited women exist across the central United States. The number of transitional homes specifically for women who have been sexually exploited does not exceed fifty. This study has uncovered factors to assist transitional homes for sexually exploited women to become sustainable and create options for future capacity building.

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## GLOSSARY

Church Model: “The church model is a holistic model that directly partners the transitional home with local churches. The church directly assists in maintaining the transitional home and provides role models as direct personal assistants by living in adjacent apartments in the home. This model also includes necessary social services and fosters a community environment that centers on assisting residents to move past trauma into a self-sufficient and independent future”<sup>1</sup>

Transitional Home: “Transitional Housing Units are housing units that provide the option of long term stay [and are] dedicated exclusively to survivors of trafficking.”<sup>2</sup>  
“Transitional Homes offer safe housing, counseling, job training, educational resources, love and support for women for a period of up to 18 [to 24] months.”<sup>3</sup>

Faith or Church-Based Transitional Home: A faith or church-based transitional home directly involved or partners with a faith-based or church-based organizational framework.

Trafficker: The trafficker can be a pimp, but is more closely identified as one

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<sup>1</sup> Peter Wohler, in an interview with the researcher, Minneapolis, MN, February 20, 2011.

<sup>2</sup> Anhali Alimchandani and Salome Lemma, *Transitional Housing Toolkit for Anti-Trafficking Service Providers* (Cambridge: John F. Kennedy School of Government, 2006), 9.

<sup>3</sup> “About Us: A New Life for Survivors,” Freedom House, accessed July 24, 2013, <http://www.freedomhousesf.org/aboutus/>.

locating corridors to move females from place to place. This person is involved in creating trafficking pipelines or conduits and keeps victims on the move. The trafficker is vitally aware of the how close the law is in pursuit as well as what the law says. This individual often plays the role of a professional connector between pimps and the demand for women.

**Sustainability:** Sustainability is the ability for a transitional home to stay in business. Sustainability includes the alignment of the working components with the stated mission and outcomes.

**Non-sustainability:** Non-sustainability occurs when the working components of an organization have not successfully been understood or aligned with the outcomes stated in the mission.

## ABSTRACT

The problem this thesis project addressed was the factors that prevent the sustainability of transitional homes for sexually exploited women. The goal was to gain understanding as to why some transitional homes fail and what components are necessary for sustainability. Four case studies were carried out between two sustainable and two non-sustainable homes. Three workers from each home were interviewed. Interview queries related to how the home treated organization, management, assessment and training, and resources.

Significant data was produced from probing mission alignment, leadership interaction, policy comprehension, merits of assessment, and significance of training. One of the significant findings was that all homes did not discuss the value or importance of having a transitional home that is sustainable. Transitional homes might benefit from adding the topic of sustainability to the strategic planning process.

Research indicated that a lack of discourse existed between the board and administration. Findings suggested that collaboration within the transitional home would be beneficial. For example, creation of policy and program by all parties involved. Benefits collaboration might lead to consistent assessment and intentional application of policies and procedures which would lead to sustainability.

## DEDICATION

To those led by God to provide a shelter for sexually exploited women in transitional homes and to those victims who desire to get out of “the life.”

## CHAPTER ONE: THE PROBLEM AND RESEARCH DESIGN

### **Statement of the Problem**

The problem this thesis project addressed was the factors that prevent the sustainability of transitional homes for sexually exploited women. The researcher investigated biblical and theological concepts of God's mercy as a foundation for ministry to sexually exploited women. The researcher then explored faith-based transitional homes that were similar in size and scope. These homes were specifically for adult sexually exploited women across the central United States. The researcher located those factors that contributed to the sustainability of the transitional homes.

### *Delimitations of the Problem*

The research and discussion was limited to females ages eighteen and older. The researcher did not involve minors in the research. Research and discussion dealt only with transitional homes in the central United States. The research data deals specifically with faith-based, transitional homes that assist women trafficked for sex who desire to leave the life of prostitution as opposed to those women involved in labor trafficking. The data was collected from “second phase” post-trafficking assistance. This means helping women find the resources needed to become self-sufficient enough to locate a job or return to school. This happens through training in life skills, social advocacy, trauma support, personal counseling and other necessary assistance to create realistic goals. This phase provides nurturing guidance and mentoring. The research was also limited to

transitional homes that partner with local churches, social service providers, and other faith-based entities.

### *Assumptions*

The first assumption was that sexually exploited females will need specific individual after-care on an individual basis. Second, women cannot easily walk away from sexual exploitation or sex trafficking if they desire assistance. Third, when victims enter phase two recovery in a transitional home the assumption is that they are ready to find ways to create personal change towards a more holistic life-style. Fourth, phase two partners are often forced to evaluate transitional homes or venues by relying on statistics on successful outcomes rather than measurements.

### *Subproblems*

The first subproblem was to identify those biblical and theological issues that address God's mercy in ministering to this population. The second subproblem determined what the literature says about sexually exploited female victims housed in transitional homes across the central United States. The third subproblem reviewed mission statements from two sustainable and two non-sustainable faith-based transitional homes in the United States. The fourth subproblem was to interview administrators, employees, and volunteers working in faith-based transitional homes. The fifth subproblem was to compare and contrast the researched data from two different sustainable and non-sustainable homes to determine factors that contribute to sustainability.

### **Setting of the Project**

The Twin Cities metro area was the area used for research as three of the four transitional homes were located there.

The research dealt with transitional homes that partner with local churches, social service providers, and other faith-based entities. There are three phases for those hoping to leave a life of trafficking. The first is immediate care that helps women become stable in a safe and non-threatening place. The second phase is helping women find the resources needed to become self-sufficient enough to locate a job or return to school. Help is provided through training in life skills, social advocacy, trauma support, personal counseling and other necessary assistance to create realistic goals. This phase also continues to provide nurturing guidance and mentoring. The third phase places the individual into her own housing situation with minimal but further guaranteed mentoring and support where necessary to become a happy and contributing member of society. The research was defined as phase two of assistance in order to help the individual become free of the chains of sexual exploitation.

Transitional home (phase two) after-care shelters vary greatly. They also vary in the services they offer, by whom they are administered, and how the services are administered within the context of the organization. This study centers on those victims who have moved through emergency treatment and have decided to get out of “the life,” and try to find a new life in order to become a contributing member of society.

The faith-based transitional home is a unique option that partners with churches, other similar assistance organizations, and social service organizations. This type of transitional home can provide a stable after-care home and community environment where each resident has loving, nurturing, and mentoring people of faith. Such a holistic environment provides unique opportunities where victims can begin to feel accepted as

they are and are granted the time and space necessary for healing. When trusting relationships deepen survivors begin to see each other as people of worth.

### The Importance of the Project

#### *The Importance of the Project to the Researcher*

The researcher grew up in a bi-cultural environment that provided many opportunities to be involved directly and indirectly with international mission. The researcher continues to thrive on serving multi-ethnic, marginalized and exploited populations.

Gary Haugen, CEO and founder of the International Justice Mission, presented the plight of women caught in the tentacles of sexual exploitation. The individual stories, the pictures of how such women had to live, and the words of Isaiah 61:1-10 caused the researcher to delve into the circumstances of this population. The researcher was motivated to take direct action for the sake of trafficked women. God planted a strong desire within the heart of the researcher along with the realization that something needed to be done in the neighborhood.

Brooklyn Center, Minnesota is multi-ethnic and made up of lower and middle class socio-economic levels with a small number of professional baby boomers.<sup>4</sup> There have been arrests related to sex trafficking in Brooklyn Park, which is barely a mile from the researcher's home. Local ministers, the police and the mayor of Brooklyn Park have been paying close attention to the great number of teens in the Brooklyn Park and Brooklyn Center ("The Brooklyns"). Steps were taken to provide for basic needs (i.e. beds, food, computers) to assist with educational options and jobs. Property was

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<sup>4</sup> "2012 Brooklyn Center Resident Survey Highlights," City of Brooklyn Center, MN, accessed July, 26, 2013, <http://www.cityofbrooklyncenter.org/index.aspx?NID=971>.



purchased to create a safe house for teens in Brooklyn Park that began operations in January of 2015.

The local prayer group dedicated to trafficked women in “The Brooklyns” was asking God for the opportunity to create a transitional home specifically for trafficked women. The group asked God to motivate local churches to become actively involved in the issue of trafficking. Within a week, the group was asked to provide an awareness presentation about “Trafficking in Our Own Backyard” at a local church. The prayer group was given an honorarium and it was felt that this was an affirmation for the creation of a transitional home. Within another week, the head of the Mayor’s Prayer Breakfast Committee asked the prayer group to meet with him. The resulting dialog centered on the possibility of creating a transitional shelter for homeless youth. The mayor stated that the home “would function as a deterrent for sexual exploitation of young people.”<sup>5</sup> The group became part of the prayer breakfast committee to provide awareness of the depth of trafficking and to represent those faith-based social agencies already serving this population in Minneapolis. The hope was to point to opportunities and open up local ministry options and partnerships to combat this evil on a local level.

God has been moving in “The Brooklyns.” The safe house has opened the doors for ministry. The group continued to pray for guidance in how to serve trafficked women.

#### *The Importance of the Project within the Ministry Context*

Trafficked women have unique needs that are rarely met in general after-care situations provided by social service providers. Social services can provide immediate emergency trauma assistance, counseling, life skills training, and help in finding

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<sup>5</sup> Jeff Lunde, in an interview with the author, Brooklyn Park, MN, May 15, 2013.

employment in order to help women realize that they can remake themselves with the right frame of mind. This assistance and service is worthy of high praise, but such services deal with surface problems. Social service providers may assist survivors with moving forward with restoration, but damage caused by severe trauma is not healed quickly. Deep wounds take time to heal and it is rare that solid behavioral change occurs without consistent nurturing and authentic trust on many levels. This kind of movement toward change can take place only in a situation that is safe and secure. Transitional or permanent housing is crucial for the woman attempting to move out of the life of sexual exploitation.

Testimony from a service provider underlines the important role that secure housing provides. Transitional housing can change lives “The women who are in housing stay out of ‘the life.’ It can take two years just to get a grip. How can you rebuild your life if you don’t know where you are going to lay your head?”<sup>6</sup>

As the Samaritan woman was surprised that Jesus knew her so completely when he told her that she had more than one husband, so trafficked victims need the same type of deep individual attention. Only God can reach deeply into one's inner being in this way. His presence provides the realization that one can be known, loved, and appreciated as a unique creation. The healing ministry of the Spirit and constant nurturing of loving relationships from those committed to serving this population can soften hardened abused hearts. Such in-depth ministry provided daily can provide movement toward behavioral change and emotional healing.

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<sup>6</sup> “Sex Trafficking Transitional Home,” The Annex, accessed July 12, 2012, sourceannex.org.

The researcher has observed this first hand by serving the past sixteen months as an intern at The Annex between February 2011 and February 2012, the transitional home for trafficked women that is part of Source Network in South Minneapolis.

When survivors realize that change is taking place from within their motivation to move forward increases. One survivor provides an explanation of how internal change came about for her. “I have regained my self-confidence. Before, I was so ashamed to face my neighbors because they gossiped about me, but when they learned that I became a born again Christian, they now smile at me when I visit our home. I draw support from the Lord daily. I cannot do it alone.”<sup>7</sup>

The researcher acted as the coordinator at The Annex from March to September 2012. This entailed monitoring the residents for accountability with their personal progress programs and assigned duties. Responsibilities also included looking after each victim’s well-being, safety, spiritual needs and social outlets. Some of these duties were taken on and coordinated by the live-in residential volunteers along with the executive director of Source Network. A local social service provider specifically serving sexually exploited women partnered with The Annex and provided direct services to the clients in the home. This relationship ended when three of the residents moved on to other social advocacy venues.

During the time residents lived in the Annex the researcher's role evolved into becoming the senior shepherd. The duties were to care specifically for the welfare of the

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<sup>7</sup>Ma Justiniana J. Dedace, “Nonformal Education: Moving Prostituted Women From the Margin to the Mainstream” (paper presented at the Global Conference, International Christian Alliance on Prostitution, Green Lake, WI: May 22-27, 2011), 6, accessed July 26, 2013, <http://www.icapglobal.org/pdf/presentation%20pdfs/Non-Formal%20Education%20%281%29.pdf>.

resident volunteers and protect them from burnout. The researcher also assisted with watch-care over the residents by being a prayer mom and mentor.

Another person moved into the role of the coordinator which provided the researcher with the time and opportunity to finish academic pursuits. The researcher's role changed from providing direct service to that of indirect oversight, a shepherding role. The researcher was grateful for the flexibility to finish her academic work while remaining involved in positive ways. The researcher retained the option to attend weekly house meetings. There was also opportunity to provide coaching assistance as needed.

#### *Benefits to the Larger Christian and Academic Community*

The Annex is not affiliated with any specific church. This unique ministry is a very strong and positive option for transitional housing for trafficked victims. The opportunities to employ trusting and loving relationships happen as the volunteers live in apartments adjacent to those of the residents. The idea of having constant Christian community around exploited victims and loving them fulfills the command in Micah 6:8. The researcher can personally attest to the strong relationships that were built in a matter of weeks.

The affirmation and rebuilding of each resident was amazing as a survivor explained to a provider : “Initially, when I came to know the staff, I did not expect that I would be able to join and be accepted in the group. When I got elected (as secretary of our women's group), [I heard these words] ‘Ma'am, you will learn a lot more. I know that you are intelligent. You can do it.’ They continue to build my confidence.”<sup>8</sup>

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<sup>8</sup> Dedace, 5.

Local churches become a caring community when they are involved as partners and the ministry team members come from their own congregants. Residents also have opportunity to volunteer and interact within the life of the congregation. These interactions build further trust and holistic relationships.

Such loving relationships prepare the empty, brittle, and broken hearts of the victims to make them ready for the healing that comes only via the Spirit. The message and compassion of Christ surrounds each one. Hearts can be softened and made ready to accept the perfect love that comes only by realizing how much that love meant to God the Father who sacrificed his son for them. Watching a once angry and bitter individual become open and accepting because of consistent nurturing is a miracle. Trust built in this kind of environment cements relationships that grow into strong friendships between women who find that only perfect love from God casts out fear.

Churches, faith-based organizations, and social agencies serving trafficked women in partnership with transitional homes provide direct ministry opportunities. Each ministers actively and directly to populations in dire need of what they offer. Often individuals from churches are frustrated as they want to minister and have no outlet to do so. This is more acute for congregants from rural areas desiring to minister to those from an inner city or marginalized population.

Many volunteers are needed to provide transportation or teach classes according to one's interest, profession or gifting. Volunteers are also needed to host parties, prepare meals, lead Bible studies, teach life skills, or just take time to be available to listen. Adults of any age are welcome to participate in the ministries. One need only contact a chosen agency to volunteer.

## CHAPTER TWO: THEOLOGY OF THE CONCEPT OF HESED

### *Introduction to the Concept of Hesed*

The researcher discussed the theological and scriptural implications of this study as it centered on sexually exploited women via God's relationship with his people. This was accomplished by studying the concept and use of how the Hebrew concept *hesed* was used in the Bible. This led the researcher to articulate principles for those who aspire to live out *missio dei* when serving exploited and marginalized populations.

Much of biblical Hebrew has been lost in that it is a conceptual language as it portrays much that is missed because of translation. One could compare it to listening to a piano piece and hearing the inherent overtones as the keys are played. This phenomenon also happens when specific words are used in Hebrew, where shades of meaning are conveyed, as with the word *shalom*.

The study of this concept is undertaken here in relation to the biblical record. Many scholars have determined how *hesed* is used in various ways. "Because of its theological significance, the Hebrew *hesed*, is rendered as 'loving kindness, loyal love, [or] devotion,' and has received much attention from Old Testament interpreters."<sup>1</sup> The concept indicates various meanings according to the context in which it is found. "The biblical *hesed*, variously translated as 'loving kindness' and 'steadfast love', displays a

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<sup>1</sup> Robert B. Chisholm Jr., review of "Hesed in the Hebrew Bible," Gordon R. Clark, *Bibliotheca Sacra* 153 (1993): 494.

wide range of biblical uses and meanings. The term appears frequently in the Hebrew Bible and describes a variety of actions and dispositions involving God and people.”<sup>2</sup> The researcher discussed the concept as found in Scripture after providing a brief background of the views surrounding its usage across the Biblical record.

Much debate has involved the usage and implied meaning of *hesed*. Nelson Gleuck, a noted rabbi and Old Testament scholar, holds the traditional view that the divine-human relationship inherently retained a mutual obligation on the part of individuals. For Gleuck,

The use of *hesed* involved the relationship as seen between a beneficent God in relationship with one of his creation. Gleuck believed that this mutual obligation was equal for each party concerned. The mutual obligation associated with the term led him to give prominence to covenant as an especially appropriate context in which *hesed* operated. The divine exercise of *hesed* is based on God's covenantal relationship with his people.<sup>3</sup>

Katherine Sakenfeld, a professor of Old Testament Literature and Exegesis at Princeton Seminary, defined *hesed* in a way that differed from Gleuck’s idea. This view held that “*Hesed* is appropriate to the superior party in a relationship, involving ‘deliverance or protection as a responsible keeping of faith with another in a relationship’ and that action in accordance with this principle was not such a fundamental human responsibility as to be legally enforceable.”<sup>4</sup> Sakenfeld further stated that the sense of

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<sup>2</sup> Brian Britt, “Unexpected Attachments: A Literary Approach to the Term *Hesed* in the Hebrew Bible,” *Journal for the Study of the Old Testament* vol. 27, no. 3 (2003): 289.

<sup>3</sup> D. A. Baer and R .P. Gordon, “Hesed,” in *New International Dictionary of Old Testament Theology and Exegesis*, ed. Willem VanGemeren, vol. 5 (Grand Rapids: 1997), 210-218.

<sup>4</sup> K. D. Sakenfeld, *The Meaning of Hesed in the Hebrew Bible: A New Inquiry* (Missoula: Scholars Press, 1978), 233.

mutuality was strong but the idea did not espouse a binding covenant relationship as salient.

Gordon Clark in his treatise *Hesed in the Hebrew Bible* carries on the discussion regarding the covenantal relationship. “Too little attention is given to the influence that some of the words occurring in close proximity to *hesed* may have had contextual influence on the meaning of the term.” He believed that the situational context provides more recent developments in the linguistic environment because of the usage of surrounding words in various places where the term is used in Scripture. “Clark built on previous works, but advanced the study by examining the word in the context of its semantic field.”<sup>5</sup>

Chisholm underlined how Clark's point could be seen in various poetic and narrative texts wherein *hesed* appears. He points out that Clark asserted “[There are] unexpected contextual surprises associated with the term in that they allude to a deviation from a hard and fast covenantal relationship.”<sup>6</sup>

Both the secular and religious usage of such contexts, when used together, provided a more unified observation of its meaning. “The religious uses of *hesed* in the O.T., take into account both an agreement with secular usage and a divergence from it. This indicates once more that our concept was borrowed from the secular sphere and placed into the religious language of Israel.”<sup>7</sup>

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<sup>5</sup> Chisholm, 494.

<sup>6</sup> Chisholm, 494.

<sup>7</sup> H. J. Zobel. “*Hesed*” in *Theological Dictionary of the Old Testament*, ed. G. Johannes Botterweck and Helmer Ringgren, vol. 5 (Grand Rapids: Eerdmans, 1986), 46.



H. J. Zobel noted that “it is advisable to begin with secular usage in order to determine the semantic component of *hesed* because our term is used most concretely in relationships among humans.”<sup>8</sup>

### *Use of Hesed*

#### **Secular Uses**

Many interpersonal relationships display the use of *hesed*. Typically interactions were between relatives as seen with Sarah and Abraham (Gen. 20:13) and with Ruth and Orpah, Mahlon, Chilion and Naomi (Ruth 1:1-18). Interactions between host and guest provide other examples as between Lot and guests (Gen. 19:19) and Rahab with the spies (Josh. 2:12-14). David and Jonathan provide a sample of this relationship as seen between friends (1 Sam. 2:8-14). “There is also evidence for this between sovereign (Joash) and subject (Jehoiada) in 2 Chronicles 24:22.”<sup>9</sup> Such interactions fall between two given parties. When *hesed* is used this way within relationships or between relatives it provides only part of the meaning. The context here indicates that true intimacy is involved as seen with Abraham and Sarah (Gen. 20:13) and with Ruth and those surrounding her (Ruth 1:1-18).

The use of *hesed* between two parties, be they friends or servant and master implies an expectation of reciprocity exemplified in the hope of a similar act performed by the recipient. “Abimelech, for example, having taken in Abraham as a guest, (Gen.

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<sup>8</sup> Zobel, 46, 47.

<sup>9</sup> Zobel, 46.

21:23).”<sup>10</sup> Rahab’s initial action toward the Israeli spies could be seen as an anticipation of a relationship where “she expected that her act of kindness would be rewarded by *hesed*.”<sup>11</sup>

The concept is seen in the Dead Sea Scrolls. Walther Zimmerli, in his article about the Scrolls, states: “More than half of the passages use [*Hesed* in the] plural, ‘acts of kindness.’” Semantically, he notes that the devout person lives in *hesed* in covenant with God, and shares in the mystery that is, one notes that secular uses often intertwine themselves with religious uses of *hesed*. “We must take into account both an agreement with secular usage and a divergence from it. This indicates that there is evidence that the concept was borrowed from the secular sphere into the religious language of Israel.”<sup>12</sup> The various contextual representations of *hesed* are seen together in both secular and religious uses of the concept.

Baer and Gordon see the idea of faithfulness, steadfast love, or more specifically, kindness, represented by *hesed*. The editors also see this idea used regularly to mirror human attitudes and show how they behave with each other. “But it [also] represents an intersection between two planes of human and divine *hesed*.”<sup>13</sup>

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<sup>10</sup> Bottererweck and Ringren, 292.

<sup>11</sup> Sakenfeld, 44-45.

<sup>12</sup> Zobel, 62.

<sup>13</sup> Baer and Gordon, 210.

## Religious Uses

Clark describes *hesed* as; “A characteristic of God rather than human beings; it is rooted in the divine nature.”<sup>14</sup> Divine *hesed* permeated the individual and communal life of God's people. The concept provides guidelines to live by.” In your unfailing love you will lead the people you have redeemed. In your strength you will guide them to your holy dwelling.” (Exod. 15:13) and teachings provided within the context: “Your statutes are my delight; they are my counselors.” (Ps. 119:124).

Clark also provides significant insight into the action resulting from the idea of *hesed*: “It is an emotion that leads to activity beneficial to the recipient.” He goes on to describe, “A beneficent action performed in the context of a deep and enduring commitment between two persons or parties by one who is able to render assistance to the needy party who in the circumstances is unable to help him or herself.”<sup>15</sup> Such action further clarifies how one should trust God's *hesed* through difficult times.

*Hesed* exemplified how God's words were to be remembered, discussed, and internalized in (Ps. 92:1-4). One could say that *hesed* was an inherent part of the worldview.

Divine *hesed* occupies a prominent role in the inner and communal life of God's people. It guides them to God (Exod. 15:13) and characterizes his teaching of them (Ps. 143:8). It also focuses their hope in difficulty (Ps13:5). It causes the delivered to rejoice

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<sup>14</sup> Gordon R. Clark, “The Word *Hesed* in the Hebrew Bible,” *Journal for the Study of the Old Testament*, 157 (1993): 187.

<sup>15</sup> Clark, 267.

and sing (Ps. 59:17) and occasions thanksgiving (Ps. 107). Finally, it serves a pedagogical function as it is remembered, recounted, and meditated upon. (Ps. 92:1-4).<sup>16</sup>

The numerous occurrences of *hesed* within the biblical record exemplify its various characteristics. This can be seen as expressed in “Exodus 34:6, which represents, an orthodox summary of the attributes of God: The Lord, the Lord, the compassionate and gracious God, slow to anger and abounding in love (*hesed*) and faithfulness.”<sup>17</sup>

Yahweh's *hesed* is enduring and persistent (Isaiah 54:10) as opposed to the things of earth as seen in Jeremiah 31:3, “I have drawn you with unfailing kindness.” It follows then that God’s *hesed* is everlasting (Ps. 103:17) and that his people can rejoice in it forever (Ps. 89:1). This context also underlines the fact that “A deep and enduring commitment [is maintained] when Yahweh expresses his *hesed* to his people.”<sup>18</sup>

Divine *hesed* is foundational for the petitioning of his people, as Moses entreated the Lord on behalf of rebellious Israel (Num. 14:17-19). Indeed after the death of David's child he realized that his sin had to be dealt with on the basis of God’s divine *hesed* (Ps. 51:1,3) as he asked for forgiveness.” The writer recognizes that sin has marred his relationship with God and prays that God, because of his *hesed* will restore their relationship.”<sup>19</sup>

Such *hesed* is holistic in that it restores (Isa. 49:8-10) and provides health and healing as an integral part of forgiveness as seen in (Jer. 33:6-9). Elsewhere the Psalmist

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<sup>16</sup> Baer and Gordon, 216-217.

<sup>17</sup> Robin Routledge, “Hesed as Obligation: A Re-Examination.” *Tyndale Bulletin* vol. 46, no. 1 (1995): 187.

<sup>18</sup> Davies, Eryl W., “The Word Hesed in the Hebrew Bible,” *Journal of Semitic Studies* vol. 41, no. 2 (1996): 334.

<sup>19</sup> Routledge, 192.

cries out to God asking that his life be preserved (Ps. 119:88,149,159). God's *hesed* overcomes the curse of death in this instance. "Death is near at hand in the in the experience of the O.T. writers. It is an invading power that seeks to drag one down and cut off one's life. God's *hesed* counteracts this power (Ps. 6:4)."<sup>20</sup> In this sense *hesed* can be seen to affect God's wrath in minimal ways as well (Isa. 54:8). Exodus 34:6 also recounts how God is slow to anger (Ps. 86:15-16a). This is built on Yahweh's compassion, abounding love, faithfulness, and mercy.

In Genesis 24 Abraham's petition relies upon the promise that his seed will prevail as he is concerned with getting a wife for Isaac. Here the term seems to indicate that God will sustain Abraham's posterity according to his promise as well. This can be seen in God's persistent *hesed* as he carries out and characterizes his rule to establish kings (Ps. 89:14). "The O.T. has much to say about the nexus between *hesed* and kingship with regard to the human king. There is a particular focus on God's establishing *hesed* toward David, [and] for his successors."<sup>21</sup>

Walther Eichrodt's work says that: "One expression of Yahweh's covenant love is his righteousness. Just as the *hesed* God desires from man includes the practice of righteousness, so God shows his favour by doing justice and righteousness."<sup>22</sup> God's righteousness provides important legal implications and ethical dimensions. Routledge sees this as "the antithesis of wickedness and evil. The poor, oppressed and afflicted may call on God to uphold the rightness of their cause and to deliver them from their enemies.

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<sup>20</sup> Baer and Gordon, 214.

<sup>21</sup> Baer and Gordon, 217.

<sup>22</sup> Walther Eichrodt, "The Word *Hesed*," in *Theology of the Old Testament Vol.1* (Louisville, KY: Westminster John Knox Press, 1961), 239-240.

(Exod. 23:7, Deut. 25:1).”<sup>23</sup> Sakenfeld brings in the idea that God’s people can appeal to his *hesed*. “[These] are appeals based, not upon any human merit, but rather upon the faithfulness of God to help the undeserving to depend solely upon God and take the form of grace.”<sup>24</sup>

Human beings are limited by time and space, so one appreciates the permanence and reliability of God’s *hesed* as a seal or proof that it can be relied upon.

The history of Yahweh's people, past, present, and future- in the entire world is the stage for the demonstration of Yahweh's kindness. He has granted fellowship with him to his people, to all mankind, to the whole world and is characterized by permanence, constancy, and reliability.<sup>25</sup> God’s *hesed* continues to be proven as it is “from of old” (Ps. 25:6) and as it “endures forever” (Ps. 106:1).

There is some discussion among scholars revolving around the Hebrew term *rahamim* and *hesed*. *Rahamim* is close in meaning to *hesed*. Many scholars link the terms but not to the degree that they are synonymous. Routledge quotes Stoebe, who sees “The link between *hesed* and *rahamim* (mercy, kindness) as goodness or kindness which goes beyond what one may expect or deserve, and which has its sole basis in a willing generosity towards others.”<sup>26</sup> H. J. Zobel states that “the most appropriate translation of *hesed* is ‘goodness, grace, or kindness’ which takes the same meaning of *rahamim*.”<sup>27</sup>

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<sup>23</sup> Routledge, 191.

<sup>24</sup> Sakenfeld, 62.

<sup>25</sup> Zobel, 62.

<sup>26</sup> Routledge, 46.

<sup>27</sup> Zobel, 180.

Clark's study further confirms the close association of *hesed* with *rahamim* but states that "not in the elements of each case where it is mentioned."

Zobel holds the view that "The use of *hesed* in combination with particles and prepositions expresses Yahweh's readiness to intervene on behalf of the worshipper and thus demonstrates his divine kindness and that Yahweh's name and kindness are identical (Pss. 44:26, 25:7)."<sup>28</sup> Clark underlines this as stated earlier in this paper and is reiterated here in that "*Hesed* is shown by God to people. It is a characteristic of God; it is rooted in the divine nature."<sup>29</sup>

Within the LXX (The Old Testament translated into Greek, or the Septuagint), *hesed* is translated as the Greek word *eleos*. Baer and Gordon state: "In the New Testament where occasional quotations of Old Testament texts featuring *hesed* meaning mercy (Matt. 9:13 parallels Hosea 6:6) is usually appropriate through the idea of mutuality. This is seen in Matthew 5:7 and perhaps in reference to Onesiphorus and his house (2 Tim. 1:16-18)."<sup>30</sup>

Perhaps the most striking occurrence of *hesed* is seen in the dramatic change within the context of the passage in the third chapter of Lamentations. Here, the prophet, as the author, has suffered at the hands of the divine. In verse twenty-one there is a radical contrast in rhetoric. Jeremiah laments saying "I have been deprived of peace. My splendor is gone. I remember my affliction, the bitterness and the gall. I well remember

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<sup>28</sup> Zobel, 56.

<sup>29</sup> Clark, 185.

<sup>30</sup> Baer and Gordon, 218.

them and my soul is downcast within me.” But then he also realizes that in God he has hope. “Yet, this I call to mind and therefore I have hope (Lam. 3:19-21).”

The researcher sees the Hebrew word *hesed* as uniquely suited in providing the various foundational truths for ministry to sexually exploited women because of contexts in which it is found. Such victims can find hope and rest in the *hesed* of God where there is lasting change and true shalom. One cannot help but rejoice in the extraordinary nature of Yahweh’s *hesed*.

### *Principles of Hesed*

#### Covenantal Nature of Hesed

One principle found in Scripture is the covenantal nature of *hesed*. The covenantal nature of *hesed* is seen in God’s people as his grace indwells them through his spirit as described in Isaiah 59:21. It is exemplified in the account of Rahab as she and her household were saved from the destruction of Jericho as promised by Joshua’s spies (Josh. 2: 12-23). The verbal covenant between them was reaffirmed in Joshua 2:17 and 18. The act of hanging the scarlet cord from her window signified her faith in the God of Israel and the covenant promise lived out in his people.

The indwelling nature of the covenant can also be seen in in how Christ shared his covenant grace to the Samaritan woman at the well (John 4:5-42). The Samaritan woman, a gentile, receives God’s covenant of grace. The woman was confused about who Christ was, moves from seeing Christ as a prophet to the Messiah. The act of her returning to her village to share about Christ signified her faith and the covenant relationship with God.



Scripture provides many examples of God's covenant grace (*hesed*). The presence of God indwelling his people can be seen as they reflect his character in sharing his *hesed*.

#### The Justice Nature of Hesed

A second principle found in Scripture is the justice nature of *hesed*. God through Moses brought the people of Israel out of slavery in Exod. 14:1-4. However, Israel's constant complaining, rebellion, and unbelief brought out God's anger (Exod.32:11-14). Moses reminded God that the covenant given to his people at Sinai remained. God's justice was not to be ignored. His sentence of forty years wandering for a generation kept the original slaves from entering Canaan. Moses, Aaron and Miriam received the same sentence. Only Caleb and Joshua survived the journey and were allowed to enter the land.

When Israel was on the brink of entering Canaan their grumbling again brought about God's wrath. He sent venomous snakes as his consequence. Once again Moses intervened and a bronze viper was lifted up as a symbol to look upon for deliverance (Num.11-21). Divine *hesed* counteracts God's wrath.

God's wrath was valid. Both his anger and love were appropriate. Yet, his *hesed* (merciful love) was the last word. The outworking of his divine *hesed* contrasts his wrath with Israel (Mic.7:18). Because of his character his anger does not remain. He delights to show his mercy (*hesed*) in Micah 7:18.

The principle applicable here is that God will not leave the guilty unpunished, but he cannot go against his character that is slow to anger, gracious, and abounding in love. From these examples, the justice nature of *hesed* can be seen in the delicate balance of

God's wrath and love. God does not leave the guilty unpunished, but he cannot go against his character which is slow to anger, gracious, and abounding in love (Ps. 103:8).

### *Relational Nature of Hesed*

A third principle found in Scripture is the relational nature of *hesed*. This relational nature is seen in the loyalty extended within the context of the family. Ruth's position as a gentile who married into the community kept her as an outsider (Ruth 1:1-4). It was her relationship and commitment to Naomi that allowed her a place of belonging. This relationship was a symbol of God's loving kindness receives outsiders and brings them into his family. It was her recognition, obedience, and subsequent belief in Naomi's God and his *hesed* that found her a special place in Christ's genealogy (Ruth 4:18-22).

The relational nature of *hesed* is also seen within the context of friendships. The close friendship between David and Jonathan was put to the test when David found himself fleeing from from the anger of Jonathan's father.. Paul's jealous rage caused David to take flight and he called on his friend for help. In I Samuel, the two friends speak a covenant of loyalty to each other in the face of possible death.They speak a covenant of their loyalty to each other in the face of possible death.

The implication from these two examples is that God's *hesed* involves emotional attachments between family and friends.. The principle here is that God's covenantal indwelling spirit (*hesed*) is demonstrated in his people within the context of their personal relationships.

### Conclusion

God's divine *hesed* never ceases as he faithful to keeping his covenant with his people. He asks his people to live out his *hesed*. He infuses his people by showing his character of loving kindness and compassion through them to assist in healing marginalized and exploited individuals. His *hesed* expresses itself outwardly in dutiful and loving action that is rooted in the divine nature (Exod. 34:6)

Such steadfast love is inherent within his justice and embodied in his consequences (Mic. 7:18). Jeremiah calls this to mind in 2:19-23 of his book where he hopes in: "The steadfast love of the Lord never ceases, his mercies never come to an end. They are new every morning, great is your faithfulness." God's *hesed* is enduring and eternal and he delights in love.

## CHAPTER THREE: REVIEW OF RELATED LITERATURE

This section reviews the literature related to sexually exploited female victims in the United States. The literature was limited to the needs of sexually exploited victims, services available to them, their barriers to accessing such services, and the challenges faces by transitional homes. While there are many services available for sexually exploited victims, there are few transitional homes where they can live while being assisted with such services. The researcher has chosen to focus on transitional homes. The scope of this thesis deals with factors that contribute to sustainability of transitional homes.

### **Definitions and Statistics of Sexual Exploitation or Sex Trafficking**

There is little literature available that discusses sexual exploitation if one searches using the exact term “sexual exploitation.” It is often used synonymously with sexual trafficking.

Donna H. Hughes, a professor of women’s studies and a leading international researcher on human trafficking, defines commercial sexual exploitation as:

A practice by which a person achieves sexual gratification, financial gain or advancement through the abuse or exploitation of a person's sexuality by abrogating that persons’ human right to dignity, equality, autonomy, and physical and mental well-being; i.e. trafficking, prostitution, prostitution tourism, mail-order-bride trade, pornography, stripping, battering, incest, rape and sexual harassment.<sup>1</sup>

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<sup>1</sup> Donna M. Hughes, “Pimps and Predators on the Internet: Globalizing Sexual Exploitation of Women and Children,” *The Coalition Against Trafficking in Women* (1999), accessed October 9, 2014, <http://www.uri.edu/artsci/wms/hughes/pprep.pdf>

Although Ms. Hughes provides a fairly good definition, there is no real true definition for “trafficking,” “sexual trafficking,” “sex trafficking,” “human trafficking,” and “sex smuggling.” These terms are often used synonymously. The United Nations documents sexual trafficking by expanding the definition more succinctly:

The term “sexual exploitation” means any actual or attempted abuse of a position or vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting socially or politically from the sexual exploitation of another. The term ‘sexual abuse’ means the actual or threatened physical intrusion of a sexual nature, whether by force or under it.<sup>2</sup>

The Advocates for Human Rights monitors issues of exploitation and provides insight here. “Although legal definitions vary, international, federal and state laws all reflect the idea that human trafficking involves the recruiting, harboring, receipt or transportation of persons for some exploitative purpose.”<sup>3</sup>

The term “sexual exploitation” will be used throughout this dissertation as defined above. It is unavoidable to refer to information that does not use the term trafficking or sex trafficking. So the researcher will use such quotes to represent sexual exploitation and sexual abuse.

Generally law enforcement and social agencies view these forms of exploitation in two broad categories; labor trafficking and sex trafficking. This paper will deal with sexual exploitation or sex trafficking.

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<sup>2</sup> “Protection from Sexual Exploitation and Abuse,” United Nations, accessed September 9, 2014, <http://www.un.org/en/pseataaskforce/>.

<sup>3</sup> The Advocates for Human Rights, Minneapolis, *Sex Trafficking Needs Assessment for the State of Minnesota*, (Minneapolis: Advocates for Human Rights, 2008), 3.

## **Victims in the United States**

There is no stereotypical pattern for such victims. People from various backgrounds are trafficked for sexual exploitation. Although traffickers often seek for individuals perceived to be vulnerable for various reasons, including age, poverty, and chemical dependency. Some may have a history of abuse, lack of resources or support systems, and perhaps lack of immigration status.

Marginal populations remain vulnerable as easy prey and sexual exploitation has no boundaries. However, victims are not always those living as marginal individuals. Sometimes it is the girl next door or your own daughters who fall into it blindly. “Most of the women [interviewed by California vice investigators] described their path into the sex trade as a boyfriend transforming into a pimp or a girlfriend becoming a prostitute.”<sup>4</sup>

Individuals working with sexually exploited victims realize that most victims have been exploited at a very young age or sometime in their background. “Victims believe that selling themselves was their only alternative for survival. Many came from dysfunctional homes, had few friends or family members who cared about them, and were drug addicts or alcoholics.”<sup>5</sup>

Individuals function within a sphere of familiarity that seems secure and normal. Victims often gravitate to living situations that seemed like home to them. Runaways living on the street find security with those who provide a meal or promise a place to stay.

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<sup>4</sup> Steve Marcin, “Prostitution and Human Trafficking: A Paradigm Shift,” FBI Law Enforcement Bulletin, 3, accessed October 10, 2014, <http://leb.fbi.gov/2013/march/prostitution-and-human-trafficking-a-paradigm-shift>.

<sup>5</sup> Marcin, 3.

“It is important to learn to pay attention to the signs of sexual abuse. We do know that majority of sexual abuse happens between the vulnerable ages of seven and thirteen. The average is age eight.”<sup>6</sup>

Once lured into these situations there is little respite or an opportunity to find a way out. Unsuspecting girls are preyed upon and made into virtual sex slaves with no control over their situation or option to find help. They quickly find themselves in dire situations.

Traffickers use various tactics to control these persons that may include inflicting sexual, emotional or mental abuse; confiscating documents; inducing or enabling chemical addiction; withholding money or identification documents; and violent physical assaults or threats of assaults.<sup>7</sup>

Various news commentators have stated that during this century the human slave trade far exceeds the number during the time of the height of the slave trade. Globally, the International Labor Organizations estimates that there are 4.5 million people trapped in forced sexual exploitation. In 2013, the National Human Trafficking Resource Center hotline, operated by Polaris, received reports of 3,609 sex trafficking cases inside the United States.<sup>8</sup>

The statistics continue to rise while little is done to prevent such crimes. In street-based sex trafficking, victims are often expected to earn a nightly quota, ranging from \$500 to \$2000 or more, which is confiscated by the pimp. Women in brothels disguised

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<sup>6</sup> Mary Frances Bowley, *The White Umbrella* (Chicago: Moody Publishers, 2012), 62.

<sup>7</sup> Advocates for Human Rights, 4.

<sup>8</sup> “Human Trafficking, A Survivor’s Perspective,” Missing and Exploited Children’s Program (MECP), 1, accessed September 7, 2014, [http://mecptraining.org/wp-content/uploads/2014/07/FAQ-Human-Trafficking\\_Survivors-Perspective.pdf](http://mecptraining.org/wp-content/uploads/2014/07/FAQ-Human-Trafficking_Survivors-Perspective.pdf).

as massage businesses typically live on-site where they are coerced into providing commercial sex to 6-10 men a day, 7 days a week. The average victim may be forced to have sex up to 20-48 times a day.<sup>9</sup>

It has been said that prostitution is the oldest profession but Vednita Carter of Breaking Free in St. Paul, states that it is “the oldest oppression.”<sup>10</sup> Sexual exploitation is found in diverse places including fake massage businesses, online escort services, residential brothels, in public on city streets, and in truck stops, strip clubs, hotels, motels and elsewhere.

These practices are nothing less than slavery. “All trafficking victims are victims of slavery because it removes the victim from all that is familiar to her, rendering her completely isolated and alone, often unable to speak the language of her captors or fellow victims.”<sup>11</sup>

### **Needs Faced by Adult Victims**

Current initial response for victims includes crisis intervention, trafficking assessment and identification. The literature maintains that a victim-centered approach to rescuing victims is best. It is viewed as a process which varies between short term treatment to lengthy and sometimes complicated therapy which may or may not prove successful.

The Department of Homeland Security uses a victim-centered approach to combat human trafficking, which places equal value on the identification and stabilization of victims as well as the investigation and prosecution of traffickers.

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<sup>9</sup> MECP, 1.

<sup>10</sup> Vednita Carter, “Demand Change Project: The Issue of Sex Trafficking.” (lecture delivered at Breaking Free Conference, Crowne Plaza, St. Paul, May 13, 2011).

<sup>11</sup> “Sex Slavery/Trafficking: Frequently Asked Questions,” Soroptimist: Best for Women, accessed October 7, 2014, <http://www.soroptimist.org/trafficking/faq.html>



The DHS understands how difficult it can be for victims to come forward and work with law enforcement, due to their trauma. DHS is committed to helping victims feel stable, safe and secure.<sup>12</sup>

Each victim should be viewed as unique and crisis intervention should also be tailored to the needs of that individual. “The practice of providing victim services must be simultaneously comprehensive and adaptable as it requires caregivers to provide services reflecting the unique experience of each survivor. Even if two people endure identical abuse, they may have very different needs.”<sup>13</sup>

A victim-centered investigation provides some freedom for each individual. The victim should be entitled to their rights even if they participated knowingly or were forced to commit illegal acts during their exploitation. This is integral to the successful investigation and prosecution of the perpetrators. Each of the victims has the right to be informed and have opportunities to take a part in their case throughout the process.<sup>14</sup>

Initial emergency needs include: safety, housing, food and clothing, and perhaps translation. Service providers and law enforcement note that most victims also need health screening vaccinations or immunizations, medical treatment for physical injuries and dental care. Reports also state that all victims of trafficking usually have some type of mental health need.

### **Services Available for Victims**

Once emergency needs are met, other needs present themselves in the short-and long-term. The foremost need is housing (transitional and permanent) for adults. A

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<sup>12</sup> “A Victim-Centered Approach,” Blue Campaign, United States Department of Homeland Security, accessed September 14, 2014, <http://www.dhs.gov/blue-campaign/victim-centered-approach>.

<sup>13</sup> “Trafficking in Persons Report, 2012,” United States Department of State, accessed September 7, 2014. <http://www.state.gov/j/tip/rls/tiprpt/2012/>.

<sup>14</sup> Homeland Security.

plethora of assistance via individuals and organizations is available for the needs of this population. They vary from grass roots organizations to social advocacy agencies, philanthropic organizations, churches, religious related organizations. Individuals desiring to assist include movie stars, educators, white and blue collar advocates. Many volunteers remain interested individuals who work hard to broadcast the needs of survivors to any who will provide an option for assistance. However, all this assistance is surface help and acts as a drop in the sea of need. There is little willingness to actually take time to fully understand the issue and less inclination toward personal or overt action. Fear, social stigma, and not wanting to feel dirty can be overcome given the correct situations and training options.

Surface needs are easily diagnosed, but advocates warn that deep needs are often undetected and are most often virtually ignored by agencies that provide what they think is good help. We are warned to look below surface needs as this particular population has learned to cleverly conceal deep personal needs. Such extensive needs are not easily defined nor diagnosed immediately.

“Trafficking victims typically show symptoms of those who have experienced torture, including psychosomatic reactions, psychoactive substance abuse and dependence, social reactions and psychophysical consequences of STDs or injuries.”<sup>15</sup> Too often survivors look fine and seem to be healing well. Surviving within their lifestyle has caused them to deny any personal hurt or emotional scars.

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<sup>15</sup> O. Yakushko. “ Human Trafficking: A Review for Mental Health Professionals,” *International Journal of Advanced Counseling* 31 (2009): 158-167.

Individual trauma surfaces in many different ways and can be triggered by innocuous things. “As collaboration among providers increases to meet the multiple needs of trafficking victims, social service agencies offer another important resource and are often included in the overall nexus of necessary services.”<sup>16</sup>

### **Barriers Victims Face Accessing Services**

Even though there is fairly consistent consensus regarding needs of trafficked victims, many challenges and barriers prevent getting services to them in timely fashion. The United States Department of Health and Human Services addresses such. “There is a general lack of knowledge and understanding of human trafficking and not enough service providers in the healthcare profession, local Social Security Administration offices, department of motor vehicles and other key agencies that are trained on this issue to know how they can serve these clients”.<sup>17</sup>

The availability of services is basically confusing to service providers and health workers dealing with mental health and substance abuse treatment. Specialized care for acute long-term medical needs is often cost prohibitive for domestic victims. Service providers often get lost trying to match specific needs with the correct treatment. They become frustrated with too many complications offering only partial treatment and more dead ends that promise specific treatment, but in reality do not. Appropriateness of services often become cultural problems. Rural communities have had little cultural

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<sup>16</sup>Heather J. Clawson, Kevonne Small, Ellen Go and Bradley Myles, *Needs Assessment for Service Providers and Trafficking Victims*, United States Department of Health and Human Services (2003), 8.

<sup>17</sup> Clawson and Nicole Dutch, “Addressing the Needs of Victims of Human Trafficking: Challenges, Barriers and Promising Practices,” United States Department of Health and Human Services, (2008): 5.

awareness training and as a result have no idea how to deal with diverse populations. Access to and length of services varies with each client and cannot be plotted on a timeline.

When working with a domestic victim, I just need more time. I can't stabilize a client with an extensive trauma history within 90 days or transition them to permanent housing within 18 months. Many of my clients struggle to get clean, get an education (or GED), learn life skills, obtain employable skills, and get employed. This is especially true if they have not begun to work on trauma recovery and this can take years.<sup>18</sup>

The lack of coordination between services providers has improved minimally. But there is evidence that the need for a single point of contact within each agency working with victims with a central case manager would provide communication and coordination of services.

It is difficult at best, to consistently recognize specific needs in individual clients, and treat them appropriately. It is important to build in flexible time for treatment to work in order to begin to move any survivor toward inner healing. Too often a quick diagnosis may be faulty and could place victims in immediate jeopardy physically and mentally.

The psychological aspects of the trafficking experience can last long after the physical scars have healed. Although women reported fewer symptoms ninety days after leaving the trafficking situation, they remained at risk for recurring PTSD when re-integrating into society or facing stressful events in the future.<sup>19</sup>

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<sup>18</sup> Clausen and Dutch, 8.

<sup>19</sup> Advocates for Human Rights, 5.

Unless solid follow-up procedures are documented and placed into policy, such cases can often go unrecognized and clients inevitably find their way back to “the life” as that is all they have to fall back on.

### **Challenges Faced by Transitional Homes**

Research dealing with after-care for sexually trafficked women is a fairly recent phenomenon. Most of the literature is located within the realm of social work and to a larger degree the social sciences.

There is a plethora of homes and shelters for abused and addicted women, but very few specifically for sexually exploited women across the United States. “The lack of available housing may deter trafficked persons from seeking services at all. A service provider reported that “We tell them right away [during street outreach] that we have sixty people on the waiting list for housing and then they never come in.”<sup>20</sup>

There are rumblings across the country created by social advocacy services and faith-based initiatives regarding the need of transitional homes to provide assistance for victims. Key findings from residential programs for trafficked victim in the U.S. reports that: “A total of 33 residential programs were found to be currently operational and exclusive to trafficking victims with a total of 682 beds.”<sup>21</sup> The amount of evidence for this need is overwhelming within the literature. The former report reveals that twenty-eight states had no residential programs for victims of sex trafficking and no plans to

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<sup>20</sup> Advocates for Human Rights, 5.

<sup>21</sup> Jessica Reichert and Amy Sylswetzkak, *National Survey of Residential Programs for Victims of Sex Trafficking*, (Chicago: The Illinois Criminal Justice Information Authority. 2013), i.

open any. However, “Many agencies indicated that they would be opening a residential program - a total of 27 programs offering 354 more beds.<sup>22</sup>”

Transitional homes are residential homes where victims voluntarily have the opportunity to begin to live as individuals, function in a safe environment, utilize learning opportunities leading to self sufficiency. This is meant to happen with the help of nurturing and caring individuals who are there purposefully to assist them.

Creating a transitional home demands much forethought, strategic planning, a realistic view of daily and long term operations. The Transitional Housing Toolkit for Anti-Trafficking Service Providers provided helpful material. Factors listed for those hoping to provide a home must include a very strategic, detailed and well-developed organizational plan. The plan needs to embed ways to create future capital in order for the home to be sustainable. The overarching factor for the operational plan is that all things must be holistic and client-centered.

Key factors will vary according to the type of home; however, basic needs remain fairly similar. They include: cultural and linguistic background (may need to include language banks), security, operational safety concerns, legal services, risks surrounding traffickers, client behaviors, visitors, health services, social service needs across the board. Social and clinical social workers are a mandatory part of survivor services and are often staff members and part of transitional homes.

If shelters are to serve survivors in an integral way towards recovery, they must be places of refuge, not detention centers. Governments and law enforcement should recognize that survivors needs go far beyond safe places to stay. This includes medical

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<sup>22</sup> Reichert and Sylswetzkak, i.

care and counseling, legal advice and social services as well as the means to contact and reunify with their loved ones, if they so desire. “Victim care must be designed to anticipate common needs, while responding in a way that is adaptable to each individual's situation.”<sup>23</sup>

Individually designed programs involve individual personal development toward the re-integration phase of recovery. [These clients] have been through a measure of their healing and recovery, to enroll in school or get a job, continue with support and recovery work, and begin to move from being under a 100% supervisory programs to 100% independence back into the mainstream of life in a productive, life-giving, and contributing way.”<sup>24</sup>

Major findings taken from the authors of the Transitional Housing Toolkit include these stipulations beginning with: The need for a strong expressed desire by service providers for a transitional home dedicated exclusively to survivors of trafficking. Providers need to realize that there is no universal ideal housing model in existence as each home, environment, and situation will vary. The lack of publicly available information on the provision of services including those for survivors of trafficking is a problem for planning, implementing, and creating any sustainability. There is a salient need for knowledge sharing and collaboration between key actors in the anti-trafficking field across all sectors.<sup>25</sup>

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<sup>23</sup> Department of State, 30.

<sup>24</sup> “The Homestead Ministry, About,” The Homestead Ministry, (accessed September 6, 2013). <http://www.homesteadministry.org/#!about>.

<sup>25</sup> Anjali and Lemma, 30.

Service providers along with transitional homes need to recognize that it is impossible for one agency or home to take on the task of serving trafficking victims as a single entity.

As human trafficking becomes more prevalent in the United States, domestic service providers are responding with the necessary steps to build a coordinated and collaborative infrastructure of effective services that meets the comprehensive needs of trafficked victims. While no one agency can complete the task alone, service providers collaborate to help piece their existing services together in an attempt to provide trafficking victims with the unique blend of services they require.

The outstanding managerial concern for the majority of transitional homes is lack of sustained funding, be it federal, private, or diversified. Intra-agency cooperation should remain open and honest in order to integrate law enforcement, housing and tax concerns, corporate structure, and possible third party or other serviced providers within policy manuals. The house will need documented standards, rules and protocols, outreach procedures (direct and indirect), exiting procedures, follow-up agendas, and open opportunity for client and survivor input where appropriate. Self-care information for caregivers must be built into policy manuals. There should be open opportunities available for caregivers needing necessary services at any time as well.<sup>26</sup> Time and space should allow for deep and frank discussions with those already active in the area within the anti-trafficking field and transitional homes in order to create a solid needs assessment document. It is important to bring responsible parties together to form a

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<sup>26</sup> Anjali and Lemma, 31.



working board which would interact informally with relevant government voices on the federal, state, and local level.

Needs assessment outcomes will determine decisions surrounding service provision for the population for the home along with property ownership, staffing, space and other necessary factors.

[One service vendor stated that] given their staffing capacity and skill set as well as the results of the needs assessment, [they] decided to create a safe house in which all services would be provided by sponsoring organizations. [They] decided to purchase, rather than rent a home to convey a sense of permanency. Ownership would encourage the development of permanent relationships with neighbors and area law enforcement officials. In addition, ownership provided the option to gift the house to the anti-trafficking community as a lasting resource in the provision of housing services.<sup>27</sup>

Faith-based and non-governmental organizations have come together to help address sexual exploitation in various ways. Many recognize the effects of living in a transitional homes where one is safe, has a place and enough recovery time outweighs other options. Faith-based homes often provide more flexibility and enlarge living capacity options for clients in order to help them feel loved, nurtured, safe, and finally at home. Faith-based organizations also offer a variety of social services to trafficking victims in general.

Recent changes in U.S. public policy have emphasized the participation of religious and grassroots groups in the revitalization and prosperity of local communities. Religious congregations in particular are understood to cultivate critical networks of

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<sup>27</sup> Anjali and Lemma, 34.

social resources and services that improve the livability of neighborhoods. Religious congregations receive certain benefits to encourage their contributions to society.<sup>28</sup>

“The capacity of religious congregations to competently foster new or innovative service entities constitutes an essential aspect of policy design and implementation.”<sup>29</sup>

Because some transitional homes are located across the country and in rural areas they offer services more familiar with the geographic context. It is also possible that other venue locations can create bridges to more specialized social services not traditionally available.

The most foundational factor for transitional homes is funding and how it works together with agency capacity. Each agency and social service providers have specific demands according to their individual constituencies and rules

A particular fallacy pervasive across social service providers, with faith-based providers, and transitional homes as well is the idea that all survivors progress at the same rate. Each survivor must be given the freedom to progress with her rehabilitation process at her own rate. Respect for her progress and personal desire toward reintegration should also be respected and celebrated. Reintegration back into society should be provided, given and conducted with a certain amount of confidence that is sensitive to women's needs, not according to how providers perceive it. First is letting the women know that they can be trusted to make good choices. This is not usual and can sometimes become a source of division across staff and service providers.

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<sup>28</sup> Nancy T. Kinney and Mary L. Carver, “Urban Congregations as Incubators of Service Organizations,” *Nonprofit Management and Leadership* vol. 18, no. 2 (2007): 193, 195.

<sup>29</sup> Kinney and Carver, 194.

In tackling issues with the women, we have to trust that survivors already have the experience and the capacities to come up with whatever solutions they see fit. As facilitators we can surface these issues and also give them a sense that they are able to solve the problems at hand. Our goal is to encourage a participatory environment so that they will develop a sense of ownership in what they are doing.<sup>30</sup>

New and more innovative strategies will be necessary to address the challenges and barriers of providing services to victims of human trafficking from transitional homes. It becomes obvious that community efforts must play an integral part in assisting with effective treatment to produce successful outcomes. “Collaboration across social, health, and law enforcement agencies stresses the importance of working together to meet the diverse and complex needs of this population.”<sup>31</sup>

Consistency of case managers, social workers, clinical social workers and crisis service providers will provide comprehensive assistance for the complex needs of trafficked victims while living in transitional homes. Mobile services are in high demand in many communities where home visits become a way to introduce clients to services. “It is almost a trial period before transitioning them to in-office treatment.”<sup>32</sup>

*Pro bono* services, particularly for legal services, are needed across most transitional homes and agencies. Volunteers make up the majority of non-professional workers in many agencies as well as transitional homes and such venues would not function without them.

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<sup>30</sup> Dedace, 6.

<sup>31</sup> Dedace, 8.

<sup>32</sup> Clawson and Dutch ,9.

Providing services for trafficked clients can take months or years, as each client learns and progresses differently and any progress is often unpredictable. The continued challenges for accessing timely and appropriate services for victims continue, especially as tenure in most transitional homes ends after 2.5 years. As agencies and homes move towards collaborating and creating cooperatives across governmental, non-governmental and faith-based agencies across the country, more organizational development, innovative strategies, and client-based practices will provide sexually exploited victims with assistance more suited to their needs.

The literature related to sexually exploited victims in the United States has increased, however, true understanding and knowledge of the topic is limited. The needs of sexually exploited women are demanding and real. Transitional homes can play a role a significant role in helping meet those needs. Services for sexually exploited victims vary widely and demand a multi-dimensional approach. Barriers to services for the few transitional homes dedicated only to sexually exploited victims across the nation are overwhelming but manageable. The literature suggested that solid partnerships were necessary to make transitional homes sustainable.

### **Management of Homes**

#### *Partnerships*

Different groups working within the milieu of sexually exploited individuals are increasingly realizing that they cannot do the task alone. Transitional homes continue to reach out for partners or look for inter-agency collaboration and informal personal relationships between agencies. Even when such associations exist relationships and working outcomes continue to be limited as other important players are not present.

Collaboration between state, regional government, NGOs, and faith-based organizations need the assistance of local law enforcement, health professionals, multiple service agencies, educational organizations, coalitions, attorneys, and policy makers are needed to provide true victim assistance. Together each performs a vital function while keeping communication open, and providing what unified assistance is possible for each victim.

Partnership structures vary and impact how the coalition or task force functions. Different models exist across the United States. Agencies are realizing that they need to cooperate. “Of all the subjects in law enforcement that police have had to deal with, [human trafficking] is the most complicated in terms of criminal law but also in terms of how police and communities need to work together.”<sup>33</sup>

Three basic models are discussed here. The first model involved a large number of groups with one large lead organization in charge. The second model was made up of smaller groups with one lead agency in charge. The third model was smaller and functioned much the same as the second. Models two and three however, purposefully worked very close together adjusting according to individual victim’s needs. This provided opportunities to find strengths and weaknesses of the structures within each agency. Accountability was also a positive factor that surfaced from such close alignment between agencies.

While collaborations to combat human trafficking between government agencies, faith-based groups, NGOs, and religious communities it is not a novel occurrence. It is a

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<sup>33</sup> Lt. John Vanek, interview with author, July 23, 2010.

practice with which agencies are often unfamiliar. The complexities of human trafficking demand a broad spectrum of organizations to be involved.<sup>34</sup>

It is necessary for providers to join in order to put their existing service together to provide victims with the unique blend of services necessary for their needs. Because of the nature of sexual exploitation assistance for victims are tasks that are more involved than parallel tasks for other crimes. Inter-agency cooperation is essential to ensuring timely responses to victim's needs. Kate Rocke from the Central Texas Coalitions against Human Trafficking stated that:

In a situation requiring a immediate response, agencies must already have the education to appropriately address circumstances specific to human trafficking cases and possess a previously arranged standard procedure for referrals. Meeting key partners and developing relationships in advance of a crisis or significant need is vital.<sup>35</sup>

It is advisable for partners to build relationships away from usual meetings or case focused interactions. Open and on-going communication is necessary when not working on a case. It allows for smoother efficient treatment if a crisis should occur. Trust and respect within partnerships is critical for individuals who serve in any network of transitional homes for sexually exploited women. This may require strong perseverance. A large part of creating partnerships is breaking down perceived barriers between potential partners. "It's all about connections, and we have to learn from each other."<sup>36</sup>

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<sup>34</sup> Rachel R. Wilson (above), 124.

<sup>35</sup> Kate Rockie, interview by author, July 6, 2010. Rachel R. Wilson author, 128.

<sup>36</sup> Sarah Littlestar, interview by author, May 12, 2010. 133.

It could be said that the strengths of working together within partnerships, task forces or collaborations outweigh the weaknesses. But, all such organizations are made up of innately flawed human beings but who can overcome any conflict and work together for the good of each client or victim. Inter-agency cooperation is necessary for effective action against sexually exploitation for women and such positive inter-agency partnerships depend upon individuals in trusting relationships that are forged over time.

#### *Board Governance*

The function, purpose, and existence for the board across NGOs seems to be rather nebulous. It seems to function as a separate entity having little to do with the organization on the whole. It is suggested that the organizational strategy begin to provide clarity and focus for the purpose of the board. Each member would then become an integrated functioning part of the whole. The board and staff leaders should note costs incurred, measurable outcomes, and results achieved.

Specifically, board and staff would be aware of and could produce answers to questions such as, ‘What percentage of your clients obtains a permanent job and what does this success cost on a per client basis?’ With the data, leaders would be able to communicate the contextual reasons behind cost-effective results.<sup>37</sup>

If this is built into policy, the board would hold the director and itself accountable for measurable change. The board could then be aware of and be able to collaborate more strategically to improve cost effectiveness. This framework would communicate the mission and vision towards inspiring others by describing the program and organizational goals. Leveraging relationships with those interested in assisting sexually exploited

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<sup>37</sup> York, 9.

women to get out of ‘the life’ will yield success. It will bring dollars, attract similar agencies and venues, and provide access to people, legislators, and potential employers. It will also open doors for clients with respect to locating permanent housing.

In order to fulfill this expanded role, the board would need to meet consistently by itself as well as together with staff and administration. It should also meet after each scheduled assessment. Such meetings would actively discuss data, analyze findings, and decide on the next steps while keeping the funding environment in mind. All parties involved including the board should look closely at the quality and strengths of existing partnerships and collaborative associations. Such collaborations provide opportunity for sustainability.

Peter York suggests a way to make the board both autonomous and involved. “Require every board member to articulate and communicate the vision, mission and measurable outcomes the organization plans to achieve.”<sup>38</sup> The board is integral to any successful strategic planning and organizational development. It is hoped that the individuals on the board would find it advantageous to continue to locate sophisticated learning options regarding organizational processes and programmatic options.

John Carver’s model of Policy Governance may be applicable here. “Carver espouses an integrated board leadership paradigm. The model enables the board to focus on the larger issues, to delegate with clarity, to rigorously evaluate accomplishments and to truly lead the organization.”<sup>39</sup> He asks the board and the Chief Executive Officer to

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<sup>38</sup> York, 12.

<sup>39</sup> John and Miriam Carver, “The Policy Governance Model,” <http://www.carvergovernance.com/model.htm>. (Accessed February 22, 2015).



share outcomes that are measurable. The board and director would be accountable for measurable change.

As the board expands its role, it should also refine its initial purpose. The literature suggests that the leadership should “Create specific goals and objectives for every board member with respect to garnering resources such as in-kind donations, facilities or equipment, accesses to networks (including leaders), or dollars.”<sup>40</sup>

Management, staff, and the board should actively track the progress and accomplishments of the home. Assessment of human resources performance will assist in future success in the area of professional development for staff. It will also attract potential partners and interested individuals.

Together the home’s leaders must make decisions that potential partners or stakeholders will view as cost effective. Two key factors stand out here: the cost of services per person and the measure of effectiveness defined by outcomes and or behavioral changes from the target population. “While many non-profits measure how much they do and the cost of that effort, they should focus on the impact of their programs which nonprofits must define through the eyes of those they serve.”<sup>41</sup>

Employment of Carver’s model will enhance organizational development as well as outcomes and lead to sustainability.

### *Conclusion*

The literature review was helpful in defining the characteristics of victims, needs, and barriers. The Literature also related useful information regarding management of

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<sup>40</sup> York, 12.

<sup>41</sup> York, 3.

transitional homes and the need to explore non-profit topics of partnerships and board management.

## CHAPTER FOUR: CASE STUDY METHODOLOGY

### **Justification for Methodology**

The research method used for in this thesis consists of qualitative case study interviews with twelve individuals who work in transitional homes for sexually exploited women. In the *Principles of Qualitative Research*, Creswell and Clark explain qualitative research as an inquiry approach.<sup>1</sup> Leedy further describes the inquiry approach of qualitative research and finds it a process “in which in-depth data are gathered relative to a single individual program, or event, for the purpose of learning more about an unknown or poorly understood situation.”<sup>2</sup> The purpose of this research was to find key factors recognized as salient features contributing to sustainability for the transitional home.

Qualitative research enables one to focus on process as well as outcomes. This process emerges as a design when one employs inductive reasoning. The design develops into a complex picture of what is studied, discusses the context of the phenomenon and allows opportunity to follow the scientific method. The researcher resolved that case studies would be the best way to answer this query. Research began with the problem and the resulting question after which one had to organize the data, and look at the results.

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<sup>1</sup> John W. Creswell, and Vicki L. Plano Clark, “Principles of Qualitative Research,” (2013), 1.

<sup>2</sup> Paul D. Leedy and Jeanne Ellis Ormrod, *Practical Research Planning and Design*, (Upper Saddle River: Pearson Education Inc., 2010), 108.

Glenn Bowen reports that research and data results should motivate one towards daily activity. “The main strength of qualitative research is that it yields data that provide depth and detail to create understanding of key concepts and lived experiences.”<sup>3</sup>

Authors Lessem and Schieffer believe the following three points to be important in the use of the case study research design. It provides exploratory information by asking who, what, where, how and why. It also gives the researcher explanations by examining the scope of the study via the context. The last point deals with the research design as it allows one to analyze the data providing the researcher with opportunities to describe the details of the situation with quantitative and factual information.<sup>4</sup>

### **Description of Methodology**

The case study method was chosen in order to focus on the qualitative aspects of each of the following: the community, the processes and the programs in different transitional homes for sexually exploited women. Twelve individual service providers were interviewed. Each one was living or working within the home alongside of the victims.

Four transitional homes were studied. Two were sustainable and two were non-sustainable. Three subjects from each home were interviewed. The data was gleaned from an administrator, a staff person, and a volunteer within each of the homes. All were faith-based homes. Three were located in Minnesota and one in Kansas.

It was more difficult than expected for the researcher to locate four specific faith-based transitional homes that specifically served females over the age of eighteen.

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<sup>3</sup> Glenn A. Bowen, “Preparing a Qualitative Research-Bases Dissertation,” *The Qualitative Report* vol. 10, no. 2 (June 2, 2005): 209.

<sup>4</sup> Ronnie Lessem, and Alexander Schieffer, *Integral Research and Innovation* (Burlington, VT: Ashgate Publishing Company, 2010), 98.

Another problem was to locate four transitional homes that maintained two service providers and an administrator that could be interviewed. The third problem was to find four homes within the state of Minnesota with three individuals fitting the criteria for the interviews. Two of the four homes were organized as part of a specific church ministry and are discussed within this paper. The home in Kansas was chosen as it fit the criteria. At the time it was also the only other model connected to a church across the United States that fit the criteria.

Research focused on qualitative aspects of the community member's roles, the community's external relations, problems and challenges, individual satisfaction and the outcomes of social interaction and overall home projects. As these characteristics were identified the study was strengthened by eliciting an understanding of the overall context of the home and community.

### *Case Study Subjects*

#### **Demographics of Subjects**

The criteria for the transitional homes chosen as subjects were that two were sustainable and two that were non-sustainable. Also a church connection needed to be represented within the two different types of homes. That is, one had to be a sustainable home and the other, a non-sustainable home. Both were necessary for gathering reliable data.

Each home purposed to serve trafficked women desiring to get out of "the life" and find a new identity. Individual homes did not require incoming sexually exploited women to be involved in a religion or adhere to any faith prior to her entering the home or throughout her stay. However, upon entering the home, each woman was made

cognizant that the home was a place of faith and that such beliefs touched all of the services and ministry provided.

### *Interview Descriptions*

Research was completed as planned via conversations with interviewees not exceeding two hours. All interviews were done by phone, recorded, and transcribed by the researcher with an audio recorder and typed notes.

The answers to the interview questions contributed to understanding individual and organizational phenomena for each home. The researcher gathered the data, analyzed and interpreted the results, then attempted to draw appropriate conclusions.

### **Interview Questions**

Responses to interview queries were organized into two categories, that of sustainable and non-sustainable transitional homes. They were further categorized by responses which fell into four broad themes taken from prioritized questions. The researcher labeled them as: “organization,” “management,” “assessment-training” and “resources”. Each category above was further subdivided to make data more manageable.

### **Interview Responses**

Responses to interview queries contributed to understanding the roles of the service providers, the victims, and the organization of each home. However, after gathering analyzing, and attempting to draw appropriate information from the data, the researcher found a dilemma. Due to the subjectivity inherent in such data results, and the variations found in each home, the researcher found it a bit difficult to measure realistic outcomes. There was no standardization or protocol regarding what constituted the best service provided by transitional homes. Therefore, the researcher used an idea taken from

a meeting of the Minneapolis Human Trafficking Task Force. The topic of measuring data for outcomes about this population was a problem. The speakers decided to adapt a business model and create their own model using metrics in order to create guidelines by which to measure outcomes and services.<sup>5</sup> The business model was useful in finding concrete ways to process the data and provided measurement capabilities by which the researchers could better locate outcomes and draw appropriate conclusions for the research problem.

This option provided the researcher with information to make recommendations for the service providers, the population served, and the entire organization in order to better care for women who have been sexually exploited. Transitional homes might then become more attractive to potential partners toward assisting them to become more sustainable. Resulting information also provided options for further research as to how to create more systematic options for organizational development that will create and grow capacity for any transitional home.

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<sup>5</sup> Lauren Martin and Alexandra Pierce, “Mapping the Market for Sex with Trafficked Minor Girls in Minneapolis: Structures, Functions, and Patterns, Executive Summary and Overview,” *Urban Research and Outreach-Engagement Center and University of Minnesota* (2014): 1.

## CHAPTER FIVE: ANALYSIS AND FINDINGS

Chapter five discusses the results of the four case study interviews. Initial general responses are briefly discussed after which the interview replies are sorted into the four categories described in Chapter Four. The replies are compared to one another to separate the factors that led toward making transitional homes more attractive to partners in order to make them more sustainable.

This section reviews the responses from the following four categories: organization, management, assessment-training, and resources. Each of the categories was further broken down into sub-categories. Table 5:1 contains the sub-themes for each category.

**Table 5:1 Categories and Sub-Categories**

Category	Sub-Category
Organization	Mission and Goals Alignment of mission and goals Impact of administration
Management	Staffing Relationship between board and director Communication
Assessment-Training	Assessments Training
Resources	Use of Resources Funding Partnerships
Sustainability	Definitions of Sustainability

Each category and their sub-categories begin with a comparison of interviewee responses between two groups. Three individuals from four transitional homes were interviewed in order to gain a sample with queries relating to the home. The individuals consisted of: an administrator, one staff member, and one volunteer. By interviewing



each of these individuals the researcher was able to gain a more complete picture of how the home functioned.

### **Organization**

Interview questions 1-4 (see Appendix A) focused on the mission and goals of the organization and how the administration embodied them across the organization. After reviewing the mission statement (see Appendix C) of each home, the researcher noted the following patterns. First, each home had a mission statement. Second, each home defined themselves as temporary housing. Third, each home defined its purpose as a safe place where victims can find healing, discover their Creator and his purpose for them as they learn and grow. Fourth, each home relied upon a faith foundation.

The mission and goals of the home were upheld by the administration across the board. Although there was some deviation, it supported the fact that the administration had much impact on the management of the home (Table 5.3). Sustainable homes self-reported a greater percentage of clarity as compared to non-sustainable homes.

**Table 5.2 Mission and Goals**

Category	Sustainable (n=6)	Non-Sustainable (n=6)
How well leader maintains vision across the board.	100% Excellent	50% excellent or good
How well goals are understood across the board.	100% great deal or much clarity	50% great deal or much clarity
How well are goals and mission aligned?	100% great deal or much clarity	83% great deal or much clarity
Impact of administration - how well managed by administration?	100% great deal or much clarity	50% great deal or much clarity

Non-sustainable responses showed mixed answers for the immediate interview queries. The evidence from the answers displayed confusion regarding the mission and goals across the organization. Habakkuk 2:2 is a guiding principle here: “Write the vision (revelation) and make it plain.” God is not the author of confusion, but clarity of vision which provides purpose. Peter York, Sr. Vice President and Director of Research at TCC Group explains “To be effective, the vision and mission statement must be communicated successfully by staff and board leaders to the organization’s internal and external stakeholders, constituents and donors.”<sup>6</sup>

York also supported how vitally important such communication is for the organization. Organizational leaders should not only connect with and be motivated by a common vision and mission, but they should also be able to convince staff that there are real consequences for individuals, groups, and the community if they do not succeed. Leaders must hold themselves, each other, and all who touch the work accountable for progress.<sup>7</sup>

Such internal conversations need time for discussion and understanding for all in order to create motivation and establish the vision across the organization. Otherwise such statements are nothing more than words. One of the contextual applications of the Hebrew word *hesed* in Psalm 92:2 proclaims God’s love and faithfulness in our daily lives. This implies the strength and empowerment of these two virtues as they assist in the carrying out the mission of each of the transitional homes interviewed. As faith-based

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<sup>6</sup> Peter York, “The Sustainability Formula: How Nonprofit Organizations Can Thrive in the Emerging Economy,” *TCC Group*, (2011): 3, accessed Oct. 15, 2014, <http://tccgrp.com/pdfs/SustainabilityFormula.pdf>.

<sup>7</sup> York, 3.

organizations with faith and prayer embedded as daily functions, *hesed* remains understood as a constant and should permeates the organization from the mission statement throughout.

### ***Management***

#### *Staffing*

The category of management was explored through interview questions 5 and 6. Both sustainable and non-sustainable homes self-reported an appropriate ratio of staff. Staff included quality directors who were available around the clock, staff members (at least one available twenty-four hours), along with a cadre of volunteers who were scheduled mornings and evenings. Each home had a house manager available in house around the clock. The data suggests that homes that are staffed with an appropriate ratio of staff does not impact sustainability,

One home paired management and leadership roles into one, that of Executive Director. Although all the homes were fairly small maintaining only four to six clients, one might think it possible to handle both roles and perform them well. Ajith Fernando, in his commentary on Deuteronomy, writes: We need to invest in people so that they understand the inside workings of our group. We have to open up ourselves and our dreams to others. Then we have to trust them to carry the ball and more forward.<sup>8</sup>

#### *Relationship between Administration and Board*

Responses indicated that sustainable homes reported a better relationship between the administration and the board than did the non-sustainable homes.

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<sup>8</sup> Ajith Fernando, *Deuteronomy: Loving Obedience to a Loving God* (Wheaton: Crossways Books, 2012), 49.

**Table 5:3, Management**

	Sustainable (n=6)	Non-Sustainable (n=6)
Describe the relationship between the administration and the board. What kind of working relationship functions between them?	67% very good relationship 33% a good relationship	33% a good relationship 33% a talking relationship 33% not applicable

### *Communication*

Queries began by asking if communication was honest and open and how it was perceived across the organization. Interviewees were asked to rate how the administration connected with the staff, the clients and the volunteers. Predominant responses rated such communication as “all right”.

Data suggested that sustainability is impacted by communication. Sustainable homes have better communication between staff and administration. Question 9 asked staff and volunteers to rate the level of communication within the home. This was evidenced in the Table 5:4.

**Table: 5:4, Communication**

	Sustainable (n=6)	Non-Sustainable (n=6)
Communication between staff and administration	50% excellent 50% all right	17% excellent 83% all right
Communication between staff and clients	33% excellent 67% all right	17% excellent 83% all right
Communication between staff and volunteers	17% excellent 83% all right	17% excellent 83% all right

Sustainable homes, also have slightly better communication between staff and clients. Interestingly, the data revealed that both sustainable and non-sustainable homes have average communication between staff and volunteers.

## **Assessments and Training**

### *Assessments*

Interview question 10 focused on periodical evaluations of the performance of daily operations and processes and how they were assessed. Responses dealing with assessment varied across the transitional homes that were interviewed

The sustainable homes built in regularly scheduled assessments to review, analyze and discuss in changes were necessary. Inconsistent assessments yielded uncertain results from the non-sustainable homes as little was done with the data.

The literature suggests that outside assessments should be part of organizational policy as it provides unbiased information. “The purpose of gathering data is to glean information about client needs, community problems, the funding environment, and the policies and systems currently in place, how to engage and leverage partners, stakeholders and other constituents.”<sup>9</sup>

In-house assessments have a great impact in that they uncover things such as gaps in services, micro-supervision where no longer needed, or the need to delegate. When internal assessment outcomes are brought together with professional assessment data, goals are clarified and can result in a new view of the home. Such information will “revisit, refine, and continuously improve program management (quality control)

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<sup>9</sup> York, 12 .

practices in response to learning about what worked and why and how it does with regard to the juncture of programs and clients.”<sup>10</sup>

### *Training*

Interview question 10 also focused on training. The researcher explored what training took place as a result of the assessment outcomes. The reply was that no immediate training results came from assessments for both the sustainable and the non-sustainable homes. One sustainable homes indicated that after orientation training was done annually. All four homes showed that initial training had occurred. Further training was discussed and scheduled to occur in regular annual, weekly, or monthly meetings led by staff or social workers. One sustainable home video taped annual trainings for staff and volunteer availability. A non-sustainable home received two training sessions from outside individuals, one of which was a professional counselor and the other a social worker from a related social agency.

The research also explored what training took place on topics relevant to the client population. Specific topics asked about include the following: point-of-need training, trauma training, conflict resolution training, staff self-care training, and diverse population training.

Point-of-need training refers to the realization that more information was immediately necessary for a particular situation where no training had been supplied. Three of the four homes reported that no training had been done in the area relating to the immediate crisis situation. One of the non-sustainable homes had received point of need training from a partner social agency.

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<sup>10</sup> York, 12.

Results indicated that both sustainable and non-sustainable homes had regular training on the topic of trauma and conflict resolution. Predominately, this training was done by staff. In two homes some training came from outside sources.

Results also indicated that both sustainable and non-sustainable homes had some training on the topic of self-care. The director from a non-sustainable home was very specific about expecting staff to find a time to provide a personal Sabbath for themselves and devote it to self-care. A sustainable home touched on staff self-care training as part of a regular staff meeting.

Results indicated that one training session dealing with white privilege took place. Otherwise no other homes declared of being trained in the area of diverse populations.

## **Resources**

### *Use of Resources*

Interview question 7 focused on the use of organizational resources and facilities. Interviewees rated the use of organizational resources and facilities on a 5-point Likert scale: (1) Poor use, (2) Fair use, (3) Average use, (4) Good use, (5) Excellent use. All homes reported excellent or good use of resources. The homes utilized resources and facilities to the full. Each home stated that future plans included the need to adjust existing materials to improve home infrastructure. One home stated that it hoped begin using technology to track donations and to alert those wanting to know when needs are outstanding.

### *Funding*

Interview question 8 focused on how external operational needs were obtained. Three of the homes responded similarly regarding how external and internal needs were

met. The range of donated versus solicited needs provided went from 70-80 percent donated and 20-30 percent solicited. These homes schedule regular and special fundraising events which also provide ways to make the greater populace awareness of the evil that is sexual exploitation.

One sustainable home was an exception and was organized by praying for every need as they watched God supply over and above whatever for was petitioned. Needs filled varied from daily food supply to rewiring the entire infrastructure including out buildings. From the first day of the home's inception provision has been forthcoming in abundance. The home maintains the policy to not solicit for anything, but to pray expecting God will answer, and he has. When someone from the home was asked to speak, she shared what God has been doing as a tool for awareness about sexual exploitation and asks only for prayer; no remuneration. None of the employees are paid. Each one has taken on their responsibilities as volunteers providing justice, mercy, and a nurturing safe home for the target population while working to create God's kingdom through assisting the clients whom, they believe he has sent to the home. The home chose Malachi 3:10 as part of their vision. In this passage God is challenged to provide and in abundance.

### *Partnerships*

Interview questions 11-14 focused on relationships that each home had with social agencies and faith-based organizations. Importance of relationships with social and faith-based agencies rated high across all of the homes. Positive connections with social agencies provided government assistance, guidance for government related approaches and procedures, and created other avenues to connect to resources, interstate referrals,



professional training and networking capabilities, strong connections along with larger agencies and other local businesses.

Weaknesses reported from three homes defined social agencies as more clinical than transformational minded. Such differences made it difficult in providing some services. The philosophical differences tended to compromise the vision.

Strengths listed in relation to faith-based organizations with similar values created unlimited ministry options. Some enumerated were networking capabilities with like-minded agencies, mission opportunities, willing volunteers, teaching outreach, connections for pregnant clients.

Weaknesses of connections with faith-based agencies included assumptions that all faith-based transitional homes are alike in all things, severe competition for faith-based funding, and negative competition between homes.

“Transitional homes who participate in both strategic and fund development planning will be strong fundraisers. Skills to strengthen fundraising include: networking, strategic alliance formation, and board development.”<sup>11</sup>

Nonprofit organizations often struggle to balance fundraising with the ability to develop resources necessary for efficient operations. “The most significant impediment that nonprofits face first and foremost is cost.”<sup>12</sup>

The sustainable homes were not as heavily concerned with funding as were the non-sustainable homes. Both sustainable homes had a widely dedicated community

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<sup>11</sup> York, 5.

<sup>12</sup> “Fortifying Los Angeles’ Nonprofit Organizations: Capacity Building Needs and Services in Los Angeles County.” *TCC Group* (September, 2010), 55, accessed December 14, 2014, [http://www.tccgrp.com/pdfs/Weingart\\_Report.pdf](http://www.tccgrp.com/pdfs/Weingart_Report.pdf).

support system and strong church ties. The home in Kansas also received grants. The non-sustainable homes both had strong church ties and large and solid community influence, however, inconsistent funding proved unreliable even with minimal grants for one of them.

### Definition of Sustainability

The researcher asked two questions regarding sustainability at the end of the interview. The first asked for a definition of sustainability and the other asked for suggestions regarding sustainability for the home where the interviewee was working.

Responses showed a surprising deviation of definitions between the sustainable and non-sustainable homes. Responses agreed on one item; networking. It was seen as an integral part of sustainability.

**Table 5.5 Sustainability Definitions**

Sustainable Homes Resources Networks Staffing	<b>Sustainability is adequate resources</b> -Regular donations of goods and services -Consistent resources -Regularity of incoming resources - Financial provision as well
	<b>Sustainability is networking</b> -Solid community networks -Solid community connections and networks with open hearts
	<b>Sustainability is quality staffing</b> -Dedicated administration and staff living out faith foundations consistently -Solid leadership from administration and staff
Non-Sustainable Homes Client success Parent organization Networking	<b>Sustainability is client success</b> -Provides success for clients -Creates solutions for clients' problems -Provides ways to make complete break with clients' old life and healing
	<b>Sustainability is dependent on parent organization</b> -Church model is an efficient model -A strong parent organization creates longevity and solid foundations for fundraising
	<b>Sustainability is networking</b>

-Networking with churches, similar homes and agencies -Pro-bono assistance
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It is beneficial to know that the two non-sustainable homes each had strong ties that reflected their outcomes. One grew out of a community ministry which is seen here as the parent organization and provides much stability for the home. The other was begun as a mission ministry of a particular church which oversees the home in a minimal way.

### **Summary**

This chapter contained collected data from interviewed responses from twelve individuals working in four transitional homes for sexually exploited women. Two of the homes were sustainable and are currently operating. One of the non-sustainable homes is no longer in existence, but the other is in process of reorganization and has plans to open sometime in 2015.

Elements that impact sustainability began with solid leadership, strong core values, and community assent and feedback. Creative use of technology produces networking capabilities unusual to nonprofits. The ability to control weaknesses comes from regular and rigorous assessments that produce directions for measurement. Diversified funding engages outside expertise and assists in forecasting change. A mindset for continuous improvement maintains fluidity. Continued belief in answers to prayer from an organization permeated with faith foundations retains and strengthens infectious hope for the future for both clients and the home.

## CHAPTER SIX: EVALUATION AND DISCUSSION

This chapter discusses the findings recorded in Chapter Five with further reflection on the strengths and weaknesses of the project's research.

### Reflections on Analysis

From the findings, the researcher noted that sustainability can be impacted by certain elements. Table 6:1 summarizes which elements impact sustainability. The categories of organization, management, and resources had an impact on sustainability. The areas of assessment and training appeared to have no impact on sustainability.

**Table 6:1 Elements Impacting Sustainability**

Category	Sub-Category	Impact
Organization	Mission and Goals	Yes
	Alignment of mission and goals	Possibly
	Impact of administration	Yes
Management	Staffing	No
	Relationship between board and director	Possibly
	Communication	Yes
Assessment- Training	Assessments	No
	Training	No
Resources	Use of Resources	No
	Funding	Yes
	Partnerships	Yes

### *Organization*

The researcher analyzed the organization of the transitional homes in order to discern what the vision entailed, if it permeated the entire organization, and if the administration understood it and communicated it to everyone.

Data responses from sustainable homes found that the mission and goals were understood and that the administration aligned them successfully across the organization.

Data from the non-sustainable homes seemed to reach across the organization with fifty percent understanding and impact from the administrator. But the goals and mission were understood to be aligned. The outcome created a bit of confusion across those working in the non-sustainable homes. Interviewees also found the function of the board to be minimally advisory but markedly external having little do to with the internal functioning of the home.

In order to create and retain a solid impact the administration will need to review the purpose of the board. As objectives are clarified, the board needs to become thoroughly aware of how the program fits into organizational mission and goals.

The researcher was surprised at verbal answers from interviewees in the sustainable group. The perception across both the sustainable and non-sustainable groups saw the purpose and responsibility of the board to be a necessary part of the leadership as advisors. But their understanding of the specific duties of the board dealt significantly with external relationships. Overall the board members were not involved in the operations of the home. The literature supports the idea that for the organization to be successful all individuals concerned with leadership must be at the table.

The executive director, senior staff and all the board members should agree on the mission and vision of the organization, and all would similarly communicate any measurable changes that the organization produces relating to the clients.<sup>1</sup>

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<sup>1</sup> York, 9.

Non-profit organizations are envisioned and begun by strong leaders. Transitional homes, as non-profits, may have strong leadership but prove to be undermanaged. “The environment in which nonprofits operate often reinforces visionary leadership at the expense of management disciplines.”<sup>2</sup>

Faith-based organizations like transitional homes evoke much passion by motivating staff and attracting volunteers or fundraisers to assist with the given tasks. But leaders are rarely identified for solid management prowess. “The signs of inadequate management are easy to spot. Staff members are confused about their roles and responsibilities and out-of-control finances threaten to overwhelm the organization’s focus on impact.”<sup>3</sup>

Scripture reminded the researcher to do all things in a fitting and orderly way in I Cor. 14:40. Is. 40:11 reminds us to carry out duties tenderly as the Good shepherd. Providing clarity of mission and open communication across the organization will positively impact sustainability when completed with loving concern for all.

### *Management*

#### **Staffing**

Information gleaned from the four transitional homes showed that each was supplied with what they thought to be a sufficient number of staff. This entailed a director, staff persons, board members, a house manager (available twenty-four hours daily), and outsourced social workers, along with a number of volunteers.

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<sup>2</sup> Daniel Stid and Jeffrey Bradach, “Strongly Led, Under-managed: How Can Visionary nonprofits Make the Critical Transition to Stronger Management?” *The Bridgespan Group* (2009): 1, accessed October 22, 2014). [http://www.bridgespan.org/Publications-and-Tools/Organizational-Effectiveness/Strongly-Led-Under-Managed.aspx#.VROVSTvF\\_oE](http://www.bridgespan.org/Publications-and-Tools/Organizational-Effectiveness/Strongly-Led-Under-Managed.aspx#.VROVSTvF_oE)

<sup>3</sup> Stid and Bradach, 1.

One home deviated from this in that the staff members were also volunteers. These women volunteered to minister as well as live in the home in adjacent apartments with the clients. They were to assist with twenty-four hour monitoring according to their part time work schedules outside the home. They functioned as role models for the clients as well as peer mentors.

A sustainable home reported that the director managed the home as well acting as the administrator. The home was a ministry of a parent church. The home director was also the executive pastor at the church. Each of the transitional homes involved are small operations with basic, but bare-bones staff. Therefore, it would seem that each needs maximum input from all the leaders across the organization.

The qualities that make for strong leadership are critical to an organization. The capacity to share the mission in compelling ways is absolutely vital to success. The challenge, then, is to not merely to deepen management capabilities, but to do so without diminishing the focus on the mission.<sup>4</sup>

### **Relationship between Administration and Board**

Each transitional home interviewed in this study saw the role of the board to be extraneous from executive interaction. This researcher has found that in order to make and keep any transitional home sustainable the function of the board must be understood in a markedly different way. The suggestion is that board needs to be more integral to the inner workings of the organization. John Carver's Policy Governance Model for Nonprofit Organizations explains how the board can accomplish this task while making the home sustainable.

Carver's model organizes principles and concepts into a system of governance rather than providing a structure. It defines and guides appropriate

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<sup>4</sup> Stid and Bradach, 2.

relationships between the organization's owners, its board of directors, and the chief executive officer. It is a sophisticated management by objectives approach to governance and it departs from traditional governmental practices. It requires that boards become far more enlightened and more competent as groups than they have been. The intent is to provide operational definition to leadership as it is applied to the context of a governing board.

The model recognizes that any governing board fills a crucial link between owners and operators. The board exists to give the owners the controlling voice. The board does not exist to help staff. It empowers staff while preserving the necessary control for accountability. "It provides a values-based foundation for discipline, a framework for precision delegation, and a long term focus on what the organization is for more than what it does."<sup>5</sup>

Ten straightforward principles make up the system. The board functions as servant leaders with three basic jobs. The board "must link to the legal and moral ownership of the organization, produce explicit governing policies, and assure CEO performance by establishing clear expectations for performance and clear mechanisms for accountability."<sup>6</sup>

It is suggested that if transitional homes would use model then sustainability could be built into the overall governance of the organization.

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<sup>5</sup> John Carver and Miriam Carver, "Le modele Policy Governance et les organismes sans but lucrative" *Governance-revue internationale*, Vol.2, nos. 1, Winter 2001, 34 (Accessed February 23, 2015).

<sup>6</sup> Alan Hough, "The Policy Governance Model: A Critical Examination," *Working Paper No. CPNS 6*, 2002, (accessed February 10, 2015) 2.



## Communication

In order to keep the mission in mind and the staff inspired leaders should consistently verbalize it across the organization.

Repeating the vision does not mean repeating a slogan. The vision may be represented by a slogan, a graphic, or even a metaphor. But the vision is always more than the phrase or image that represents it. It is the heart and passion of the vision that needs to be repeated, so that those involved will be moved by its meaning.<sup>7</sup>

Peer mentoring should not only be thought of as assistance for the victims in the home, but between all the workers and volunteers. Expertise can be shared within the home. Such openness with each other can ease tasks while providing transparency and accountability. “Executive coaching and peer exchange (if facilitated well with the same group of individuals over a period of time) have proven to be among the most effective leadership development tools.”<sup>8</sup>

Another asset of communication which can instill cohesiveness deals with deepening relationships. Team building is part of valuing one’s staff and making morale a high priority. Building team activities into the schedule goes a long way to show staff that they are appreciated. Annual all-staff outings, monthly theme birthday parties, an annual staff-volunteer project, and post last-day-of service for the year celebrations can boost morale, retain valued workers, and attract others.

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<sup>7</sup> Tim Nichols, “The Pastor’s Role in Vision-Based Leadership,” *The Journal of Applied Christian Leadership* (Summer, 2007): 29, accessed December, 22, 2014, [http://www.andrews.edu/services/jacl/article\\_archive/2\\_1\\_summer\\_2007/2-vision-based-ls-of.pdf](http://www.andrews.edu/services/jacl/article_archive/2_1_summer_2007/2-vision-based-ls-of.pdf)

<sup>8</sup> York, 5.

## *Assessment and Training*

### **Assessments**

The category of assessment proved to be surprising. Each transitional home realized the importance of assessments. But the researcher observed that assessment was something that was perceived as someone else's responsibility to pursue as a formal task. Three individuals from the homes verbalized that there were basic discussions at weekly meetings around assessing what needed attention. But nothing was documented and rarely communicated to all the workers.

Assessing programs provides statistically significant data and a realistic perspective from which to view costs, program design, replication options, and program adaptability.

Knowing what is actually happening in the ministry can assist in correcting the status quo with prayer and deep discussion with all the voices at the table. Assessment data needs to be analyzed in order to gather performance metrics. These metrics can clarify and create agreement for program review. For example, the performance metric becomes the program evaluation to see how well goals are being achieved. In addition, the metrics also supply information about what services need to be added to achieve program goals.

The suggestion is that a few metrics be discovered from the everyday happenings in the home and measured for outcomes. The first metric could deal with the cost of services per client. A second metric might deal with the number of clients currently being

served. A third metric could be the number of hours the board directly interacted with leadership regarding daily functions of the home.

The mission can only be enhanced and hurting lives restored as ministry goals are clarified and redefined. This cannot happen without knowing how well you do what you think you are doing. When daily functions are assessed, analyzed, and adjusted, clarity will be forthcoming.

Learning exactly what works and for whom it works creates the best avenue for any organization to see the larger view in order to direct and control results to benefit all. The data discovered provides new tools for program managers in that they now can own the conversation as they come together to work with home administrators, board, and staff, on improving the delivery and direct the benefits of the clients. Information gained will help in the areas of program development, working to scale, and future expansion.

Transitional homes could benefit from regular external assessments. These assessments could reveal gaps in treatment or task redundancy. For example, the researcher observed staff confusion around job descriptions. At times, job descriptions may have overlapped or lacked clarity. Other benefits of outside assessment point to gathering data by talking to external stakeholders to see how the home is perceived in the community. Their viewpoints can assist staff to evaluate their program in light of the mission and add new values statements.

New models using data derived from both internal and external assessment will assist in developing organizationally to focus on long-term outcomes and possible strategies necessary to achieve them.<sup>9</sup>

Such information will lead to core program and infrastructure development as it works to scale, and impact further expansion putting the home in a positive light within the community.

Assessing programs provides statistically significant data and a realistic perspective from which to view costs, program design, replication options, and program adaptability; all of which support sustainability.

### **Training**

Responses from the twelve interviewees regarding training were varied. The homes were asked if any training resulted from assessments. There were resulting discussions at staff meetings, but no real training happened. Three homes provided initial training and nothing formal later. One non-sustainable home stated that staff could attend trainings when requested and that the parent partner would assist financially.

Two trainings were attended; one for which transportation was paid and the other all the expenses were taken care of. Training for the other homes came from staff during weekly or monthly meeting and one with a social worker from the parent organization. Another home video taped their annual training and made it available for those not able to be present at the session.

When those desiring to minister in transitional homes for sexually exploited women have the desire to assist in changing lives together with the Spirit holistic healing

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<sup>9</sup> "Episcopal Community Services," *TCC Group* (2009):1 accessed September 27, 2013. <http://www.tccgrp.com/results/ecs.php>.

can begin. “They are able to gain loyalty and higher energy levels for the pursuit of the company’s vision.”<sup>10</sup>

Nurturing clients into areas where they need assistance most cannot be done without the worker knowing the target audience and thoroughly understanding the ins and outs of their mission and program.

Organizations that have strong internal leadership (leaders who apply a mission-centered focused, and inclusive approach to making decisions and inspire and motivate people to act upon them and leader vision (leaders who formulate and motivate others to pursue a clear vision) are significantly more sustainable than those that do not.<sup>11</sup>

Staff and others working with clients in transitional homes need the opportunity to be included in the issues stated above in order to holistically assist clients in the day -to-day operations of the home. Then the mission, motivation, and accountability for all who work with the clients are unified. And the goal of holistic ministry becomes instilled in the client.

Christ trained his disciples in three years. For aspiring ministers working in transitional homes, training time is minimal. Higher education is rarely required for those without credentials for individuals assisting at transitional homes. It is only good stewardship to provide competent external and internal training for those who desire to fulfill Isaiah’s vision (Isa. 61). Quality professional and internal training enlarges the mission of the home and creates viable options for sustainability.

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<sup>10</sup> Nichols, 4.

<sup>11</sup> York, 3.

## *Resources*

### **Use of Resources**

Resources both solicited and donated were used to the fullest extent by each of the four homes for trafficked women. All but one home scheduled fundraisers and annual events to enhance opportunities for any incoming resources. One sustainable home followed George Mueller's example. He embraced a principle built on 2 Corinthians 1:20. "No matter how many promises God has made, they are 'Yes' in Christ." The principle was to pray for all his needs believing that God would respond. When the leadership of the home was asked to speak about the ministry, no remuneration was expected or solicited. Support continues to be sought by prayer. If any donations follow, they are seen as answers to prayer.

The remaining homes reported that 70-80 percent of materials were donated and 20-30 percent were solicited. Technology was already in use, but basically for public relations and in-house communication. A sustainable home hopes to track all resources, maintain in-house and external communication, and publish needs for those asking to donate.

### **Funding**

Part of financial stewardship is looking for resources in different places and in different ways. Diversified funding sources are a cornerstone of sustainability. Funding that seems secure currently may not be available in future. Faith-based agencies such as transitional homes should watch trends and remain aware of donor restrictions, double-dipping for client services, and monitor the financial horizon. "Maintaining a clear line of

communication with donors or investors and creating a transparent business plan for any potential funding partnership will assist in building sustainable relationships.”<sup>12</sup>

Fiscal integrity for transitional homes needs to include much more than getting grants and soliciting funds. In order to operate for sustainability, attention needs to be given to management of donor relations, and financial management. “Building solid long term relationships with key funders can lead towards sustainability and increase the value of every dollar donated through volunteer services and the resources leveraged for project partners.”<sup>13</sup>

Faith-based organizations, like transitional homes, have stakeholders that are interested in the organizations financial stewardship. Stakeholders can range from investors, donors, grant providers, and volunteers. When financial stewardship is present, stakeholders retain confidence that the transitional home will utilize funds appropriately. Such financial integrity increases sustainability.

The interviews identified an ongoing need for funding. While not specifically mentioned, God’s provision was inferred. God’s provision points to Yahwah’s *hesed* and how he provides for his people. The context of the term is seen as practical from which certain benefits flow. They include assistance (Gen. 20:13), blessing (2 Sam. 2:5), deliverance (Josh. 2:12, 14), and preservation of life (Judg. 1:24).<sup>14</sup>

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<sup>12</sup> Anjali and Lemma, 26.

<sup>13</sup> York, 6.

<sup>14</sup> Eryl W. Davies, “Review of the Word *Hesed* in the Hebrew Bible, by Gordon Clark,” *Journal of Semitic Studies* vol. 41, no.2 (1996): 334.

## Partnerships

Partnerships of transitional homes can take many forms. The most common are with social agencies or non-profit organizations. Major findings from the authors of the Transitional Housing Toolkit include these stipulations beginning with:

There are strong expressed desires by service providers for transitional homes dedicated exclusively to survivors of trafficking. Providers need to realize that there is no universal ideal housing model in existence as each home, environment, and situation will vary. The lack of publicly available information on the provision of services including those for survivors of trafficking is a problem for planning, implementing, and creating any sustainability. There is a salient need for knowledge sharing and collaboration between key actors in the anti-trafficking field across all sectors.<sup>15</sup>

Service providers along with transitional homes need to recognize that it is impossible for one agency or home to take on the task of serving trafficking victims as a single entity. As human trafficking becomes more prevalent in the United States, domestic service providers are responding with the necessary steps to build a coordinated and collaborative infrastructure of effective services that meet the comprehensive needs of trafficked victims. While no one agency can complete the task alone, service providers collaborate to help piece their existing services together in an attempt to provide trafficking victims with the unique blend of services they require.

Faith-based partners and those who are like minded enhance the mission and footprint of transitional homes for trafficked women. The homes found that such relationships assisted with guidance in dealing with government issues, referrals, and

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<sup>15</sup> Alimchandani Anjali and Salome Lemma, *Transitional Housing Toolkit for anti-Trafficked Service Providers* (Cambridge: John F. Kennedy School of Government, Harvard University, 2006.), 30.



special needs. Two homes depended on the church and parent organization with which they were connected.

There are many ways to create partnerships. One of the homes was seeking to assist clients with children. A foster parent ministry began dialog regarding placing clients with children in the same type of setting. The organization is assisting the leadership of the home to begin a foster home placement option for their clients with children.

Other options were created when another home asked their clients what type of employment they might enjoy. The leadership reached out to local businesses and agencies in the community that were similar to the clients' desires and instituted apprenticeships. These opportunities not only provide positive self images for the clients, but make solid inroads for community relationships to thrive and deepen. They also go a long way towards making the home attractive for potential fiscal partners and builds sustainability simultaneously.

### **Strengths and Weaknesses of the Research**

#### *Strengths*

Upon evaluation of the research process, the researcher identified three strengths. The first strength recognized that the research outcomes came directly from those working in transitional homes for trafficked women instead of relying only the academic discussion. The data came from three different individuals within each home and yielded information from multiple layers. Each layer posited findings from a distinct position such as the director, a staff member, and a volunteer. These findings provided the researcher with a broad sample from which to gain needed information.

The second strength acknowledges that the researcher explored a topic not widely discussed across academia. In recent years, there has been interest in the topic of transitional homes. However, there is little literature dealing specifically with transitional homes for sexually exploited adult women. There is much room for further research on both types of transitional homes.

The third strength of this research is that it offers credible guidance for those seeking to establish a transitional home. Much of the content found within these pages will assist those contemplating this task.

#### *Weaknesses*

The researcher also identified three weaknesses. The first was the limited sample size used for this research. At the time the researcher was seeking for transitional homes dealing with sexually exploited women only a small number were available that fit the criteria. There were few transitional homes within the United States specifically for sexually exploited women and fewer of them were faith based. The recognition of the need for such homes has been felt and more homes are beginning to be established.

The second weakness relates to the interview questions used for the study groups. The researcher found that the questions could have been more sharply focused. The queries should have been more specific to the root causes of sustainability. It is suggested that a more in depth study be undertaken to explore the nature of those personal interactions on all levels in such institutions.

The third weakness was seen in the fact that the study was done over a time span that may have been too short. If one is to evaluate sustainability across an organization, it seems to the researcher that a longer time for the research might reveal more relevant

findings. During the time since the researcher queried the individuals within each of the transitional homes, much has already changed. Organizations continue to evolve as they attempt to survive in a fluid environment. Perhaps a study over a longer period of time would yield more specific outcomes to produce positive factors for sustainability.

## CHAPTER SEVEN: REFLECTIONS

### *Reflections on Sustainability*

Sustainability and the strength of an organization are related. Organizations that tend to have a strong foundation will contribute to sustainability. It is an attitude that permeates the entire agency. It begins with the mission statement. It carries with it the understanding that all things are done with the success of the mission in mind. The ideals set forth in the mission should be the driving forces for all that happens within the organization. These driving forces must be tenaciously built into all policy and procedures.

The organization itself must be initially built around a solid framework with deeply committed leadership, a strong strategic program, financial competency, collaborative partnering, innovative networking, and the ability to adapt to a fast changing world.

Attention to the mission statement outcomes help to measure whether or not the home is doing what it says it does and how well it does that. This builds confidence across the organization and leaves options for accountability and authenticity. There is freedom to think, dream, and lend credence toward planning for a bright future.

### *Reflections for Future Research*

The future of any transitional home is found in sustainability. As strong organizational development is built on the mission and it's outcomes it will continue the

momentum of growth. Sustainability inherently creates the strength which develop capacity. Solid organizational capacity attracts partners seeking to invest in competent ways. The research outcomes from this study can be built upon to continue the path for transitional homes to move toward capacity.

The use of technology within transitional homes is an area for further research. Three of the transitional homes currently used technology. One sustainable home uses technology to assist with plans to not only use social media for communication and awareness. This same home has had requests from donors regarding current needs. The use of technology has helped track requests and provide electronic receipts. Technology provides an opportunity to archive daily operations. The use of technology can benefit transitional homes and assist with sustainability.

After-care follow up options are necessary for those individuals who have finished their time at transitional homes. They are often a life line for personal and necessary contact. Christ sent his disciples out two by two. Constant communication between new graduates and their mentors that is easily available can function as a guiding companion. Refining this process can gradually move into alternative options for those without immediate needs.

Strategic plans for transitional homes will contain guidelines and desired outcomes reflecting sustainability that are crafted into policy manuals. Transitional homes looking towards building healthy capacity can augment this information. Integration of significant data regarding biographical changes from graduates and responsible financial outcomes will capture capacity options. This researcher has been motivated to create such a manual because of this study.

Potential partners are resources to be tapped for further research. Here is a rich resource to survey as to what attracts them to some non-profits and not others. There is also a teaching option for faith-based nonprofits by exemplifying new vistas that can be examined when looking at partnerships.

There is a vast population of Native American women caught in the vice of sexual exploitation. The context and culture provide peculiar options. Victims are traveled across the great lake communities and nations as well as the both metro areas in Minnesota and across Canada. Minimal efforts exist to assist this population. A long term study could reveal the data necessary to begin to provide meaningful assistance for them.

### *Reflections on Personal Growth*

The idea for this study was to locate what factors assist transitional homes for sexually exploited women to remain sustainable. The topic was personally significant because the researcher had been part of the ministry team at one of the non-sustainable homes which closed after the first year of operation. The experience of ministering at another translational home provided healthy background but more questions that could not be answered relating to sustainability.

The researcher noticed the variety of interview responses because each home was unique. There was some uniformity such as the dependence on resources for everyday functions, but gaping differences materialized. This study produced meaningful data to answer some of those major questions surrounding the differences.

The literature search began with little meaningful information pertaining to the particular thrust of the research. Happily that tide is turning. Currently there is much more available that is relevant, new, and different almost weekly in various formats.

The results of the study found that the role models had an influence on the recruitment of additional role models. Since the location of the transitional homes in this study was located near multiple private universities, the role models at one of the transitional homes had an influence on recruiting volunteers from the university that they attended. The researcher observed that one of the consistent needs of transitional homes, impacting sustainability, was to have ongoing volunteers providing mentoring and nurturing.

Not only were they actively involved in leading groups or were instrumental in beginning groups relating to awareness of the plight of sexually exploited women, but their influence motivated active participation. Movements arose to assist this population from academic, surrounding communities, and across those churches where they were in attendance. Their impact brought interns, new potential role models and volunteers to assist with the ministry in that home. God continues to use them across academia, church communities and social agencies.

Further results of the study showed the researcher that transitional homes can be sustainable. This study has proven successful for the researcher in that plausible and reasonable ways have been found that will create sustainability, create possible collaborations, as well as attract potential partners.

Ministry to this population is no less difficult and continues to prove discouraging, but “the Lord comforts His people and has compassion on his afflicted” (Exod. 49:13). Indeed the *hesed* of the Lord surrounds his people: “The steadfast love of the Lord never ceases, his mercies never come to an end, they are new every morning. Great is your faithfulness” (Lam. 3:23).

The internet has played a significant part in providing a profusion of information regarding sex or human trafficking. However, the bulk of such literature refers to male and female minors of who have been lured into human or labor trafficking. At the same time literature pertaining to women over the age of eighteen who hope to break the chains of sexual exploitation, find a better life, and have chosen to move into transitional housing has only moderately increased.

The researcher found it encouraging that information regarding the topic of sustainability has recently been identified as a need across political, social and economic sectors. This also produced a considerable amount of information regarding sustainability for nonprofit organizations. The data gleaned from such discussions greatly assisted the researcher for the outcomes of this paper.

Another observation of this researcher regarding the design of this research was that overall it was effective and useful. The interview process worked well and produced usable findings. The number of questions was good. However, a suggestion for any future research would be to ask more focused questions.

### **Conclusion**

Nefarious treatment of sexually exploited women continues to increase unabated. Prevention is not an option until the demand is banished. There is no hope, future, or life for such victims. Should they choose to leave what is termed “the life” and try to find a way out, most won’t be able to for many reasons. Too many victims find themselves back on the very streets they came from without any hope for breaking the bondage.

There is greater awareness of the topic because of social media. It has become an open conduit for sharing information regarding this ancient yet current evil. Even so, this



blight on society is deeply hidden and secretive so that statistics continue to escalate and accelerate. The only reliable thing is that the numbers keep growing as power and money move freely.

Breaking the chains of such an existence is unlikely without constant and loving assistance. The problem this thesis project addressed was the factors that prevent the sustainability of transitional homes for sexually exploited women. Transitional home are residences that hope to assist victims to have a place to go after crisis intervention as victims attempt to find themselves. Thankfully many Christian organizations, government and social agencies are beginning to find ways to assist and minister to the overwhelming needs of this population. God continues to work in the hearts and minds of his people to step into the gap and assist in ministering to them in concrete and powerful ways.

Some transitional homes have found sustainability and have become examples for those who hope to follow their footsteps in ministry for these precious women. Too many start-up homes have floundered or ceased to exist. Funding is often seen as the major stumbling block. But, there are many other factors when coupled together with the difficulty of funding that create scenarios for failure.

This researcher was motivated to find factors that would provide sustainability for such places of respite and healing. The goal was to search for factors that would lead to sustainability for transitional homes for sexually exploited women that desire to assist victims to finding their way to becoming whole again. Results from this search have presented options for creating sustainability as well as and options for maintaining a

transitional home accommodating victims and bringing them into holistic living as they become acquainted with their Savior and Lord through his servants as the Spirit leads.

Each worker in the faith-based transitional homes from this study works from a foundation of faith and scripture. They can be confident in the realization that God placed them where they are to fulfill the task he has given them. Scripture promises that he will fulfill what is necessary in them to do the tasks related to the work promises that God's unfailing love (*hesed*) continues to lead those he has redeemed to finish the work he has set before them (Ps.143:8 and 1 Thess.5: 24).

## APPENDIX A: INTERVIEW QUESTIONS

## Interview Questions

1. How does the leadership maintain the mission of this home?  
 (1) Poor, (2) Fair, (3) Average, (4) Good, (5)Excellent  
 Could I have a copy of the vision and mission statement?
2. How well are the goals of the home understood?  
 (1) Not much clarity, (2) Little clarity, (3) Some clarity, (4) Much clarity,  
 (5) A great deal of clarity
3. How well are the goals of the home aligned with the mission statement?  
 (1) Not very much, (2) Little clarity, (3) Some clarity, (4) Much alignment,  
 (5) A great deal of alignment.
4. Describe how the home is managed by the administration.  
 What is the impact of the administration on the organization?  
 (1) Not much impact, (2) Little impact, (3) Some impact, (4), Much  
 impact, (5) A great deal of impact.
5. Describe how the home is staffed including individual positions, titles,  
 responsibilities and availability.
6. Describe the relationship between the administration and the board.  
 What kind of working relationship functions between them?  
 (1) No real relationship, (2) A minimal relationship, (3) A talking  
 relationship, (4) A good relationship, (5) A very good relationship.
7. How would you rate the use of organizational resources and facilities?  
 (1) Poor use, (2) Fair use, (3) Average use, (4) Good use,  
 (5) Excellent use.
8. How are external basic operational needs obtained?  
 Explain the percentage of operational needs received from external  
 resources and how much of that percentage is donated and how much is  
 solicited?
9. Rate the level of communication within the home.  
 Between staff and administration: (1) Very poor, (2) Not good,  
 (3) All right, (4) Excellent.  
  
 Between staff and survivors: (1) Very poor, (2) Not good, (3) All right,  
 (4) Excellent.  
 Between staff and volunteers: (1) Very poor, (2) Not good, (3) All right,  
 (4) Excellent.

10. Describe how often staff training is made available.  
How often is off-site professional training made available?  
How often are needs assessments done?  
Are the following needs addressed in trainings after needs assessments; important point-of-need training, trauma training, conflict resolution, staff-self care, diverse populations?
11. How important are the relationships that the transitional home has with social agencies/partnerships for day to day working?  
Not important, (2) Little importance, (3) Important, (4) Very important.
12. How important are the relationships transitional homes have with faith-based organizations for day to day working?  
Not important, (2) Little importance, (3) Important, (4) Very important.
13. Discuss specific strengths and weaknesses of maintaining such partnerships. Explain.
14. Describe any cooperative developments with other similar transitional homes?
15. How would you define sustainability for this transitional home?
16. What suggestions do you have to maintain sustainability for the home?

APPENDIX B: DEMOGRAPHICS OF CASE STUDY INDIVIDUALS

**TABLE 5:4 Demographics of Study Group Individuals**

<b>HOME TYPE</b>	<b>DIRECTOR</b>	<b>STAFF</b>	<b>VOLUNTEER</b>
<b>Sustainable Home</b> - Located on 7 acres in rural Minnesota - 22 month program - New clients arrived recently - Occupancy 8	Co-Directors <i>Executive Director</i> - M.A. in Psychological Counseling - Rice County Social Worker - 1 ½ years ministering at the home - <i>Program Director</i> - M.A in Education in Kinesiology - 1½ years ministering at the home	<i>Assistant Program Director</i> - B.A. in Music - Interacted with Mercy Ministries - Involved with program and worship at local church that partners with Whispers of Hope - 1½ years ministering at the home	<i>Volunteer</i> - Photographer - Mentor - Hospice experience - 1½ years ministering at the home
<b>Sustainable Home</b> - A ministry of Westwood Community Church - Located in medium sized metropolitan area of Kansas. - Length of program is not more than 24 months - 2-3 mentors per client	<i>Executive Director and Executive Pastor at Westwood Community Church</i> - M.A. Leadership - 15 years ministry to recovery victims - Program Manager - Ministered at The Homestead 3 ½ years	<i>House Mom</i> - No degree - Ministered 15 years with various populations - lives in - Ministered at The Homestead for 3 ½ years	<i>Volunteer</i> - M.A. in Education - Military spouse worked with women for 7 years - Director Women’s Ministries at church - Mentor - Ministered at The Homestead for 3 ½ years.
<b>Non-sustainable Home</b> - A ministry of Source, MN located in South Minneapolis - Length of program 24 months - Occupancy was 4 - 4 Resident Volunteers lived in housemates are also mentors	<i>Executive Director</i> - B.S. from Bethel U, St. Paul. - 15 years’ experience with homeless and marginalized populations - Outsourced social worker with partner social agency	<i>Directing Supervisor</i> - M.A. Library Science - Off grounds - Oversaw basic workings of the home - Worked with on duty staff and mentors - Extensive ministry experience with urban marginalized populations	<i>Volunteer</i> - B.A. Public Relations - Lived in and available according to rotated schedule - Mentored as necessary - worked part time for parent ministry for 2 years
<b>Non-sustainable Home</b> - A missions ministry of a medium sized church in Eden Prairie, MN - 24 month Program - Occupancy was 4	<i>Director</i> - House Manager - Volunteer Coordinator - Board Liaison - Mentor	<i>Volunteer</i> - Associates degree - Various assistance ministry with similar populations - Mentor	<i>Volunteer</i> - B.S. Business & Political Science - Worked 8 years trafficked women - Began Freeset Ministry in Kolkata - Organized a 501c3 for freedom businesses

APPENDIX C: TRANSITIONAL HOME MISSION STATEMENT



## **Transitional Homes Mission Statements**

### *Home A*

Whispers of Hope is a Christ-centered residential and non-residential facility where young women can experience spiritual, emotional and physical healing while discovering God's purpose for their lives. Residents come on their own volition, neither court-ordered nor forced, desiring a faith-based approach to their healing.

### *Home B*

The Homestead is a ministry extension of Westview Community Church. It shares Westview's overall mission statement: "helping spiritually seeking people become more fully devoted followers of Jesus Christ." The vision of the Homestead is to be a safe, residential house that is used for ministry to each Homesteader.

### *Home C*

The Annex Transitional Home is a holistic model fostering temporary housing in partnership with social work agencies that allow congregations to provide residential assistants to minister together to those women desiring to get out of sex trafficking.

Vision: To network congregations and social workers as they work together to provide a holistic model using role models in fostering homes with life skill programs and resourced by social work agencies.

### *Home D*

City Hill (House of Hope) partners with Breaking Free to provide temporary housing for women in order to get out of the life of sex trafficking. ... Such an environment secures a place where victims can become whole, learn and grown in their relationship with their Creator.

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