



# Evaluation of Domestic Victims of Human Trafficking Demonstration Projects

## Service Models of the Second Cohort of Projects

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## INTRODUCTION

In 2014, to improve services for domestic victims of human trafficking, the Department of Health and Human Services (HHS) Administration for Children and Families (ACF) Family and Youth Services Bureau (FYSB) awarded three cooperative agreements<sup>a</sup> to implement demonstration projects. In 2015, FYSB awarded cooperative agreements to three additional demonstration projects. The purpose of the demonstration program was to improve organizational and community capacity to deliver trauma-informed and culturally relevant services for domestic victims of human trafficking through coordinated systems of agency services and partnerships with allied professionals.

This brief describes the service models of the second cohort of projects that implemented 2-year demonstration projects in Billings, Montana; North Dakota and Clay County, Minnesota; and Multnomah County, Oregon. The information presented was compiled as part of the Evaluation of Domestic Victims of Human Trafficking (DVHT) Demonstration Projects. The descriptions of the service models were generated through interviews conducted in person during site visits and by telephone with project staff, clients, and key partners from each of the three projects, and a review of project materials and documents (e.g., grant progress reports).

## BACKGROUND

Human trafficking, the exploitation of an individual for the purposes of forced labor or commercial sex (see text box), is a serious problem that exists throughout the world. Domestic human trafficking occurs among United States citizens and lawful permanent residents and involves men and women; and children, youth, and adults. No reliable estimate of the prevalence of domestic human trafficking exists; however, several factors may increase individuals' vulnerability to trafficking victimization: young age, poverty, health or mental health problems, substance abuse and addiction, homelessness, lack of family support, history of childhood emotional and sexual abuse, and limited economic opportunities. Populations that may be particularly vulnerable to domestic human trafficking include runaway and homeless youth; children in the juvenile justice and child welfare systems; persons with disabilities; and lesbian, gay, bisexual, transgender, and intersex (LGBTI) individuals.<sup>1,2,3,4</sup> The trauma that trafficking victims experience can be pervasive and long-lasting, and survivors' needs for services and support can be extensive.

<sup>a</sup> Throughout this brief, we use the term "project" to refer to the three cooperative agreement awardees and their projects.

## HUMAN TRAFFICKING DEFINED

Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; **OR**

Labor trafficking, consisting of recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage.

Source: Trafficking Victims Protection Act of 2000

The past 10 years have seen a proliferation in service delivery programs for victims of human trafficking. However, the literature on effective and promising practices to serve trafficking victims is nascent.<sup>5</sup> Strategies are needed to identify and engage trafficking victims, coordinate and provide comprehensive services, and tailor services to each individual victim's unique needs. Existing literature supports service provision that addresses a continuum of emergency and long-term needs and is delivered in a manner that is trauma-informed, victim-centered, and culturally appropriate.<sup>6,7</sup>

Demonstration projects provide an opportunity to conduct formative evaluation of service delivery approaches that are new or have not yet been documented in specific practice settings. For the DVHT demonstration awards, FYSB selected organizations that served populations vulnerable to trafficking, but that historically had not provided tailored services for victims of domestic human trafficking or that had only recently begun to identify trafficking victims and provide some specialized services to meet their needs. This approach allowed FYSB to examine the extent to which these organizations could build capacity to serve domestic victims of human trafficking.

The Evaluation of the Domestic Victims of Human Trafficking Demonstration Projects is a cross-site process evaluation designed to address questions pertaining to the approaches used by projects to foster partnerships, enhance community response to domestic trafficking survivors, expand survivors' access to services, and provide coordinated case management; survivors' experiences with the program; and the costs associated with program components. Evaluation sites include the six projects funded by FYSB—three in 2014 and three in 2015—to implement demonstration projects to provide coordinated case management and comprehensive direct victim assistance to domestic victims of severe forms of human trafficking. This brief

describes the service models of the second cohort of three projects that implemented demonstration projects from October 2015 through September 2017 in Montana; North Dakota and Minnesota; and Oregon.

## DOMESTIC VICTIMS OF HUMAN TRAFFICKING DEMONSTRATION PROJECTS

FYSB awarded three cooperative agreements in 2014 and three additional cooperative agreements in 2015 to carry out demonstration projects to provide coordinated case management and comprehensive direct victim assistance to domestic victims of severe forms of human trafficking.<sup>b</sup>

The specific objectives of the 2015 DVHT cooperative agreements were to

- assess community needs and build capacity to connect providers who will work to conduct outreach and identify and provide services to domestic victims of severe forms of human trafficking;
- develop and strengthen within the community comprehensive victim-centered service models that includes case management and direct victim response services (i.e., victim assistance and response plans) for trafficking victims;
- address housing and shelter needs of victims through a continuum of flexible housing supports, including emergency, transitional, and housing first strategies;
- foster collaborations and partnerships that facilitate communication and coordination between victim assistance service providers while enhancing the community response to human trafficking;
- develop networks within the community to expand access to services for which victims are eligible while providing a means to make referrals to other appropriate programs for ineligible victims (the networks and referrals can include the Office of Refugee Resettlement Trafficking Victim Assistance Programs, the Office for Victims of Crime Human Trafficking Victim Services programs, and state and local anti-human trafficking programs); and

## DOMESTIC VICTIMS OF HUMAN TRAFFICKING DEMONSTRATION PROJECTS (CONTINUED)

- promote effective, culturally and linguistically appropriate trauma-informed services that improve the short- and long-term health, safety, and well-being of victims.

The demonstration projects included seven primary components: (1) identify and serve domestic victims of human trafficking; (2) deliver comprehensive case management; (3) provide direct victim response services; (4) expand partnerships; (5) implement a 24-hour response plan protocol; (6) make service referrals; and (7) conduct staff and partner training.

For additional information about the DVHT demonstration projects, contact Ana Cody, Federal Project Officer, Family and Youth Services Bureau, Administration for Children and Families, 330 C Street, SW, Washington, DC, 20201. Email: [Ana.Cody@acf.hhs.gov](mailto:Ana.Cody@acf.hhs.gov).

<sup>b</sup> For the purposes of this brief, "severe forms of human trafficking" is synonymous with "human trafficking."

## DOMESTIC VICTIMS OF HUMAN TRAFFICKING DEMONSTRATION PROJECTS: COHORT 2

**Table 1** provides an overview of the second cohort of DVHT demonstration projects. The following sections describe each project's organization background; demonstration project structure, including key partners and roles; and victim service model.



TABLE 1. FISCAL YEAR 2014 DVHT DEMONSTRATION PROJECTS

Demonstration Project	State	Geographic Area Served	Lead Organization
Build and Expand Community Collaborations to Serve Human Trafficking Victims	Montana	Billings, Montana <sup>c</sup>	Tumbleweed Runaway Program <i>Community-based organization that provides emergency shelter and services for runaway, homeless, and other at-risk youth</i>
Human Trafficking Host Home Project	North Dakota, Minnesota	State of North Dakota and Clay County, Minnesota <sup>d</sup>	Youthworks <i>Community-based organization that provides emergency shelter and services for runaway, homeless, and struggling youth</i>
Multnomah County Domestic Victims of Human Trafficking Program	Oregon	Multnomah County	Multnomah County Department of Community Justice <i>County department that provides supervision and treatment to youth, adults, families, and communities to address the underlying issues of crime</i>

c Most of Tumbleweed's services were provided in Billings, MT; however, Tumbleweed conducted outreach and training throughout south-central and eastern Montana and helped trafficking victims in these areas obtain transportation to Billings for services.

d Although Youthworks' service area included all of North Dakota, the DVHT project placed a concerted effort in implementing host homes and services in six specific counties: Cass, Grand Forks, Mountrail, Ramsey, Ward, and Williams. Youthworks' DVHT project's service area also included Clay County, Minnesota (located adjacent to Cass County, North Dakota).

## MONTANA

### BUILD AND EXPAND COMMUNITY COLLABORATIONS TO SERVE HUMAN TRAFFICKING VICTIMS

#### ORGANIZATION BACKGROUND

The Tumbleweed Runaway Program is a community-based organization in Billings, Montana that serves runaway, homeless, and at-risk youth and their families. Tumbleweed was founded in 1976 to address youth homelessness in the Billings community. Current services include crisis prevention assistance; family counseling; adolescent support groups; information, advocacy, and service referrals; parenting courses; aftercare; and assistance with locating runaway youth and reuniting them with their parent or legal guardian. An overnight drop-in center is available 7 nights a week for youth aged 14–24, and a transitional living program provides community-based independent housing for youth aged 16–21.

In 2010, Tumbleweed began to gain awareness of potential trafficking among their clientele and build an understanding of trafficking issues in their service area. With funding received from FYSB's Street Outreach Program in 2012, Tumbleweed began identifying, tracking, and providing intensive case management services to homeless youth who were at risk of sexual exploitation and trafficking. From 2012 to 2014, Tumbleweed served 59 clients who had experienced

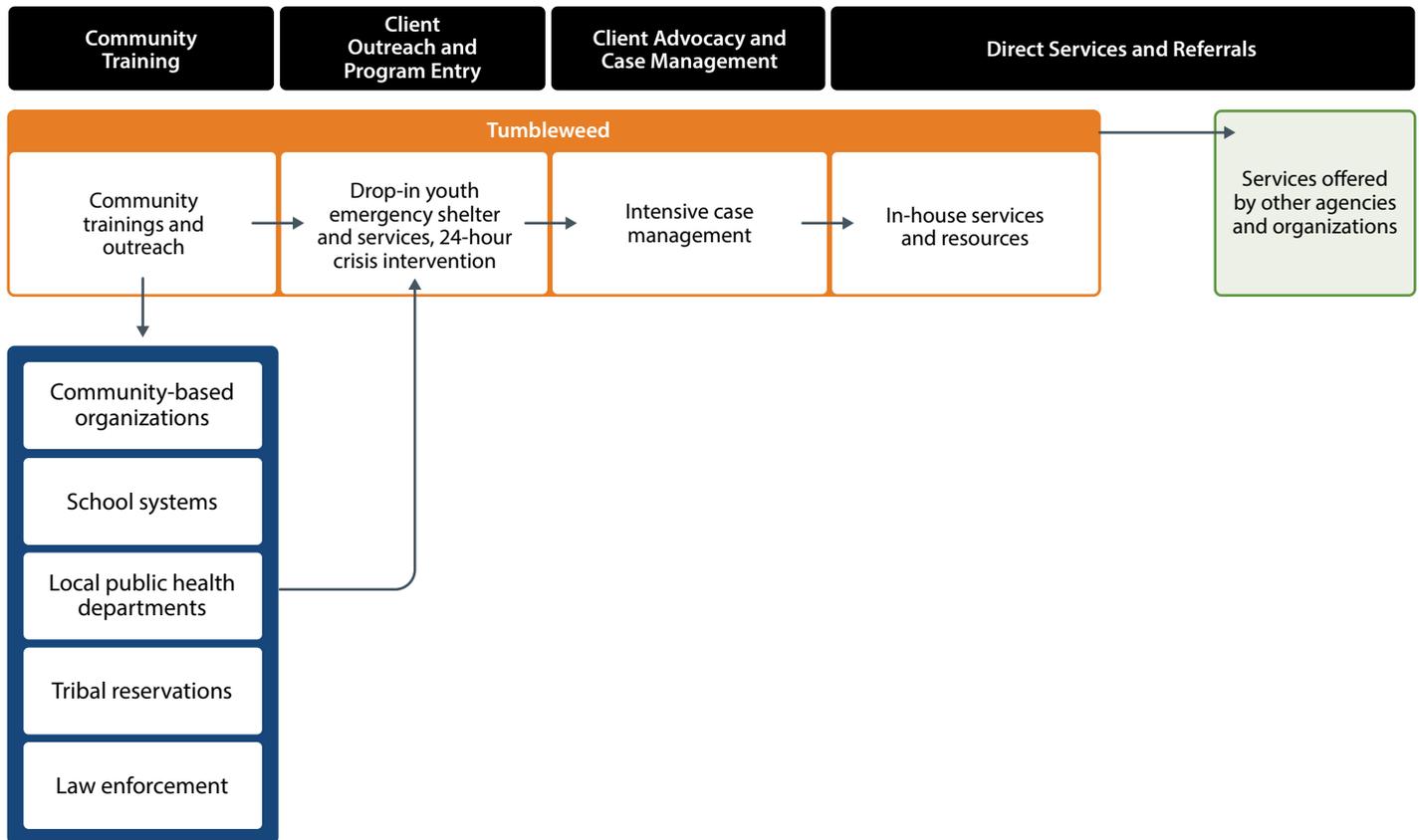
sex trafficking victimization. This experience helped lay the groundwork for Tumbleweed's DVHT demonstration project.

#### DEMONSTRATION PROJECT STRUCTURE

Tumbleweed's DVHT demonstration project built upon existing relationships with community partners to develop and strengthen a comprehensive victim-centered service model for youth identified as domestic trafficking victims. Project efforts focused on expanding Tumbleweed's services for trafficking victims and enhancing the response to human trafficking across south-central and eastern Montana.

**Figure 1** illustrates the structure of Tumbleweed's community-based partnerships and service linkages. Tumbleweed conducted outreach and training within Billings and across their service area, including local community-based organizations, schools, public health departments, tribal reservations, and law enforcement. Some trainings were initiated through Tumbleweed's existing connections to agencies and organizations; others were scheduled after Tumbleweed conducted broad community outreach to potential partners through mass mailings and word-of-mouth promotion.

Although Tumbleweed received some referrals from community partners who encountered potential trafficking victims, most DVHT project clients were identified during their engagement in Tumbleweed's youth drop-in shelter and 24-hour crisis services. Clients were offered individualized case management and an array of services available through Tumbleweed, including emergency shelter, items to meet basic needs (e.g., food, toiletries, clothing), counseling,

**FIGURE 1. TUMBLEWEED PROJECT MODEL**

transportation, life skills classes, transitional housing, and education and employment assistance. DVHT clients who needed specialized services not available in-house (e.g., legal advocacy, medical and dental services, mental health and substance abuse treatment) were referred to local partners. Two of Tumbleweed’s key partners were Rimrock Foundation (a treatment center for substance use and co-occurring disorders) and Montana-based Federal Bureau of Investigation (FBI) field offices. Both Rimrock and the FBI engaged in bi-directional client referrals with Tumbleweed. Tumbleweed also worked closely with the rural domestic violence advocate at the Billings YWCA to foster collaboration with the Crow Reservation in nearby Big Horn County.

### VICTIM SERVICE MODEL

Tumbleweed conducted a two-stage assessment process to identify trafficking victimization. All clients who entered Tumbleweed through the drop-in shelter were asked screening questions during their initial intake process. If trafficking victimization was suspected or confirmed, the client was referred to the Human Trafficking Program case manager who conducted a comprehensive assessment using a standardized tool

adapted from the Vera Institute of Justice’s *Trafficking Victim Identification Tool*.<sup>e</sup> Clients who self-identified as trafficking victims, as well as those who were identified as a potential trafficking victim by a referring partner organization, were referred directly to the Human Trafficking Program case manager.

DVHT clients were offered intensive case management, although clients’ levels of engagement in case management services varied. Tumbleweed staff described providing “casual case management” to those clients who desired support on an as-needed basis, such as help accessing emergency shelter, safety planning, food, or other basic needs. Intensive case management was provided to clients who wanted more thorough case management services. Intensive case management comprised emotional support and counseling; life skills training; activity planning; referrals and service coordination; and assistance with accessing benefits, obtaining identification, enrolling in services (e.g., low-income or free housing, substance treatment, educational programs), and scheduling and attending medical and social services appointments.

<sup>e</sup> The *Trafficking Victim Identification Tool* was developed by the Vera Institute of Justice. Two versions of the tool (long and short version) and accompanying guidelines are available online: [https://storage.googleapis.com/vera-web-assets/downloads/Publications/out-of-the-shadows-identification-of-victims-of-human-trafficking/legacy\\_downloads/human-trafficking-identification-tool-and-user-guidelines.pdf](https://storage.googleapis.com/vera-web-assets/downloads/Publications/out-of-the-shadows-identification-of-victims-of-human-trafficking/legacy_downloads/human-trafficking-identification-tool-and-user-guidelines.pdf)

The amount of time that clients engaged in or received Tumbleweed’s DVHT project services varied significantly. The average length of service (from intake to the date the case was closed) was 188 days (approximately 6 months). The average number of days the Tumbleweed case manager met with clients or worked on their behalf during their service period was 30 days. Most DVHT clients’ cases were closed because they lost contact with Tumbleweed staff or relocated; however, some clients worked with the human trafficking case manager for an extended period of time throughout the duration of the project.

## NORTH DAKOTA

### HUMAN TRAFFICKING HOST HOME PROJECT

#### ORGANIZATION BACKGROUND

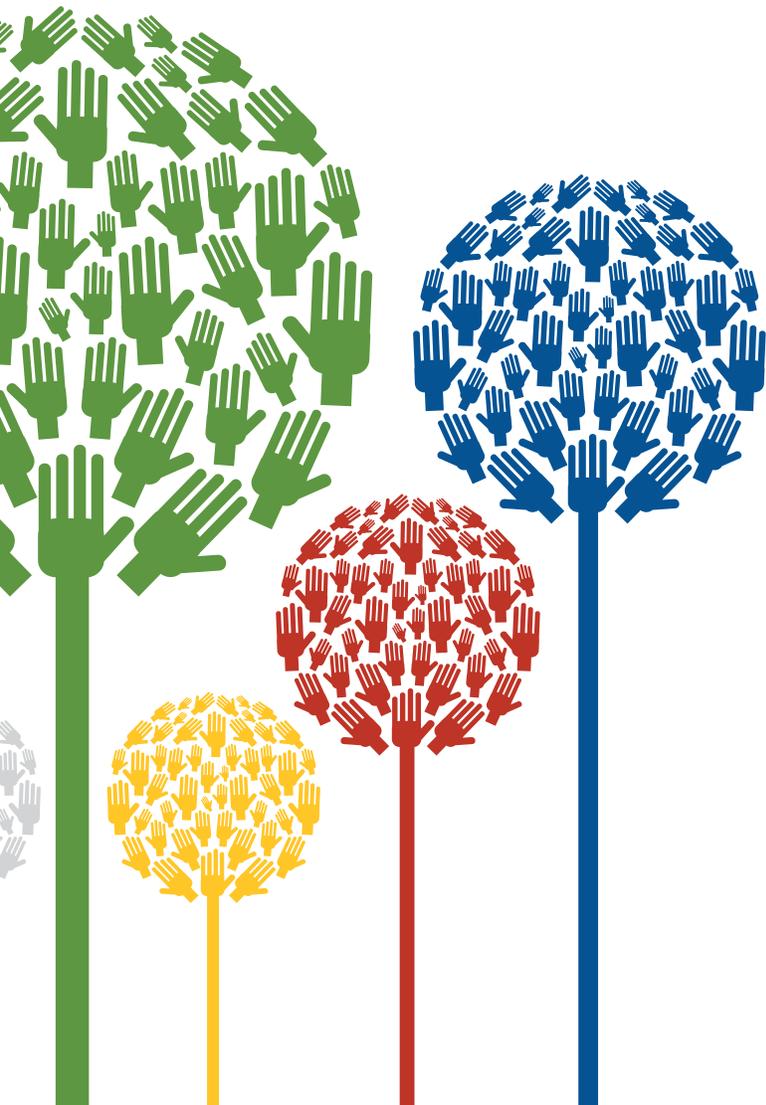
Youthworks (Mountain Plains Youth Services) is a community-based organization that serves runaway, homeless, and at-risk youth in North Dakota, with shelters and services located primarily in Bismarck and Fargo. Youthworks offers a continuum of services to youth and young adults up to 22 years of age, including prevention-focused services, foster home and shelter placement, aftercare services, and transitional living services.

In 2014, Youthworks applied for and participated in a training offered by FYSB’s Runaway and Homeless Youth Training and Technical Assistance Center (RHYTTAC) that was designed to help increase organizational capacity to identify and respond to trafficking victims within the runaway and homeless youth population. Since that initial training, Youthworks has leveraged multiple federal and state funding opportunities to address the issue of human trafficking in North Dakota. In 2015, Youthworks received an Enhanced Collaborative Model<sup>f</sup> grant from the Bureau of Justice Assistance and the Office for Victims of Crime within the Office of Justice Programs, U.S. Department of Justice, to develop the North Dakota Human Trafficking Task Force and multidisciplinary teams composed of service providers and law enforcement across the state. In 2016, Youthworks received a state grant that supported the provision of case management to adult and minor trafficking victims. Youthworks’ DVHT demonstration project capitalized on these concurrent efforts.

#### DEMONSTRATION PROJECT STRUCTURE

The purpose of Youthworks’ DVHT demonstration project was to build capacity to provide comprehensive services and temporary housing for trafficking victims in licensed and trained host homes. Youthworks provided these services across North Dakota, with a focus on six North Dakota counties (Cass, Grand Forks, Mountrail, Ramsey, Ward, and Williams) and Clay County in Minnesota. To offer host homes to clients, Youthworks and their partners recruited, trained, and licensed individuals to serve as a host home specifically prepared to accommodate trafficked youth. Additionally, DVHT project staff delivered trainings that covered trafficking victim identification and service provision to social service agencies, law enforcement personnel, and host home providers throughout North Dakota.

<sup>f</sup> For more information about the Enhanced Collaborative Model to Combat Human Trafficking Program see: <https://ovc.ncjrs.gov/humantrafficking/pdf/TIMS-Enhanced-Collaborative-Model-508.pdf>



**Figure 2** illustrates Youthworks’ DVHT demonstration project structure. Youthworks conducted community outreach and training to a range of partners across their seven-county service area, including local community-based organizations, local law enforcement, county social service agencies, local hospitals, and community health clinics. Youthworks’ community trainings were focused on raising awareness about the occurrence of human trafficking in North Dakota and how to use the *North Dakota Human Trafficking Task Force Rapid Indicator Guide*<sup>g</sup> to identify potential trafficking victims. Youthworks worked with county social service agencies across the state to recruit host home families. Project staff distributed pamphlets to families who had expressed interest in foster care and delivered community presentations to interested individuals. Eligible individuals and families who chose to pursue host home licensure received training on human trafficking, guidance on how to provide a trauma-informed home environment, and assistance throughout the state’s foster home licensing process.

Youthworks received referrals for DVHT project services from community partners, including the North Dakota Department of Human Services, local FBI field offices,

g The North Dakota Human Trafficking Task Force Rapid Indicator Guide is available here: <https://www.futureswithoutviolence.org/wp-content/uploads/NDHTTF-Indicator-Tool-Service-Map.pdf>

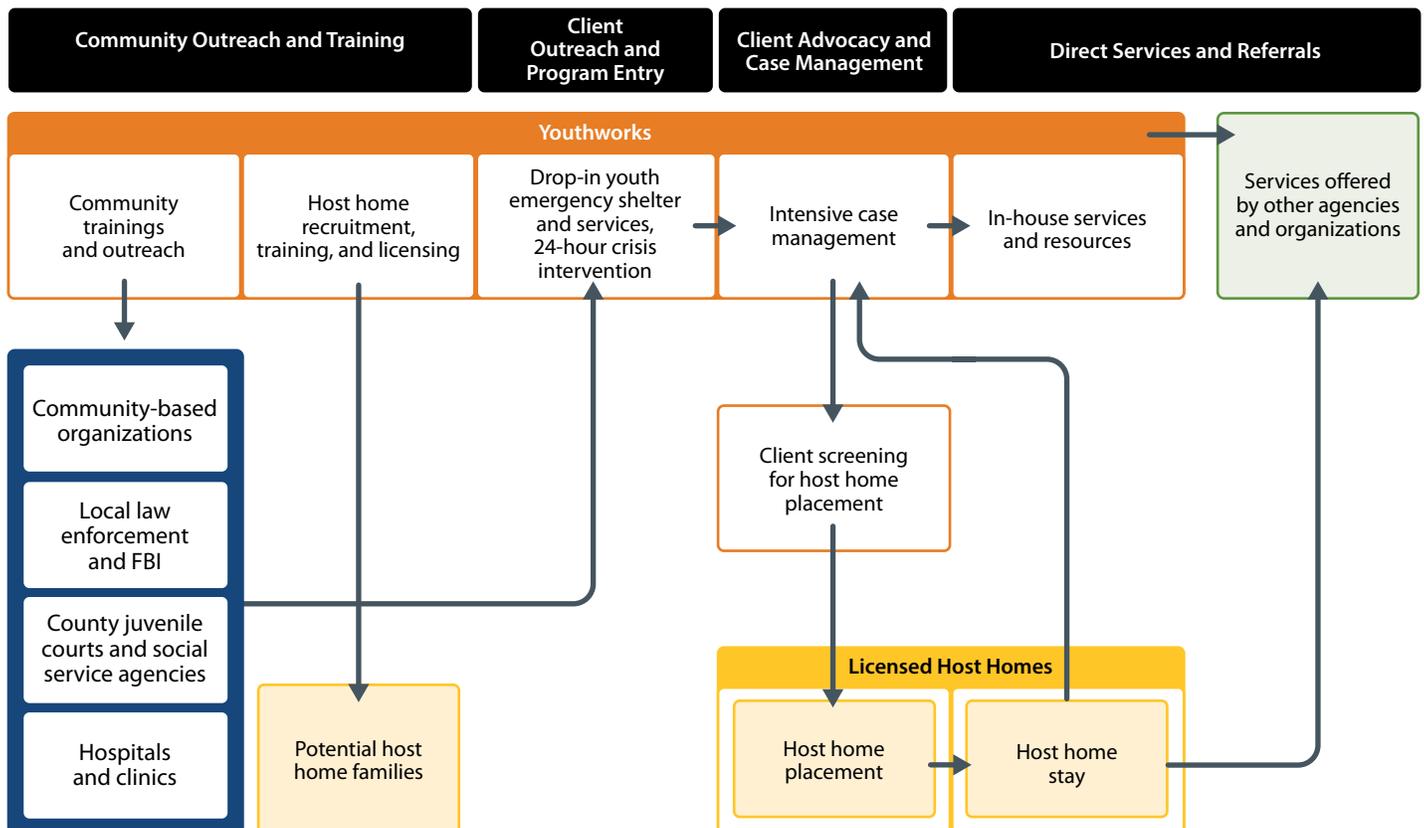
and county social service agencies. Youthworks also engaged potential clients through drop-in emergency shelters and services and 24-hour crisis intervention. DVHT project clients received intensive case management from one of two designated case managers who worked exclusively with trafficking clients. Case managers assessed DVHT clients for host home placement, and clients who were determined to be an appropriate fit were offered placement at a licensed host home. Host home families provided food, transportation, and a safe and warm environment during a client’s stay. As needed, clients received services offered by Youthworks, such as emergency shelter, items to meet basic needs (e.g., food, toiletries, clothing), counseling, transportation, life skills classes, transitional housing, and education and employment assistance. Clients were referred to outside organizations, as needed, for services not offered by Youthworks (e.g., mental health or substance abuse treatment, medical and dental care).

**VICTIM SERVICE MODEL**

Youthworks used the *Colorado High Risk Human Trafficking Identification Tool*<sup>h</sup> to assess all clients served by the organization for human trafficking victimization.

h Formerly known as the Jefferson County High Risk Human Trafficking Identification Tool, the Colorado High Risk Human Trafficking Identification Tool is used in human services agencies throughout Colorado to identify potential trafficking victims. The tool is currently not available online, but can be accessed by contacting the Jefferson County Department of Human Services: <https://www.jeffco.us/formcenter/142/142>

**FIGURE 2. YOUTHWORKS PROJECT MODEL**



Clients with potential trafficking victimization were connected with one of the two Youthworks trafficking case managers. The trafficking case managers' client intake process included further conversation to assess trafficking risks and experiences. The trafficking case managers provided intensive case management and individualized services such as goal-setting, life skills, assistance with completing applications for benefits or school tuition aid, and ongoing emotional support to DVHT project clients. When working with minor clients, case managers coordinated service delivery with clients' legal guardians and child welfare professionals.

Depending on a client's situation, Youthworks offered clients the option of temporary placement at a host home (host home stays ranged from 3 days to several months). Host home placement was not appropriate for all clients (e.g., clients with severe mental or behavioral health issues). Clients who were determined to be a good fit for a host home and desired this option were placed in a host home based on availability of a host home and the fit between the client and an available home. Host homes provided clients with basic needs, as well as a family environment (as opposed to a shelter, group home, or juvenile detention center), relationship modeling, and emotional support. Case managers traveled to clients' host homes to provide in-person case management. Case managers helped clients access services local to their host home placement as they were available. For minor clients placed in host homes, case managers worked with host home families to determine appropriate and safe activities or programs in which clients could engage while host home adults were working.

The average length of service was 88 days (approximately 3 months), and the average number of days case managers met with clients or worked on their behalf during their service period was 15 days. Most of Youthworks' clients exited DVHT project services because they relocated or were transferred to another service program.

## OREGON

### MULTNOMAH COUNTY DOMESTIC VICTIMS OF HUMAN TRAFFICKING PROGRAM

#### ORGANIZATION BACKGROUND

The Multnomah County Department of Community Justice (MCDCJ) oversaw the Multnomah County Domestic Victims of Human Trafficking Program and partnered closely with the Sexual Assault Resource Center (SARC) to provide direct services to trafficking

victims. The MCDCJ is a county office that directs a wide array of county-funded services and programs that aim to address the underlying issues of crime. Since 2008, the MCDCJ has worked on addressing trafficking in the Portland metro region through partnering with a network of agencies, such as the Portland Police Bureau, Oregon's Department of Human Services, the Multnomah County District Attorney's Office, and a range of local service providers. In 2009, the MCDCJ received a grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to improve response to commercial sexual exploitation of children (CSEC) in Multnomah County. With this award, MCDCJ established the multi-agency Multnomah County CSEC Steering Committee, which continues to operate today.

SARC is a community-based organization that serves survivors of sexual assault in the Portland metro region. With OJJDP funding through MCDCJ, in 2009 SARC began serving CSEC victims aged 12–17 and soon after established the Survivors Together Reaching Your Dreams (STRYDE) program for this population. The program provided intensive case management and advocacy to CSEC youth and worked with other agencies, such as Janus Youth Program, to connect CSEC youth to emergency and long-term housing and other resources. In 2013, SARC began to offer limited services to clients who had aged out of the STRYDE program, recognizing their need for continuing services.

The Multnomah County/SARC DVHT demonstration project built on MCDCJ's and SARC's prior efforts to address CSEC in Multnomah County. The project brought together several other key partner organizations and agencies across Multnomah County to increase capacity specifically to serve young adult victims of sex trafficking.

#### DEMONSTRATION PROJECT STRUCTURE

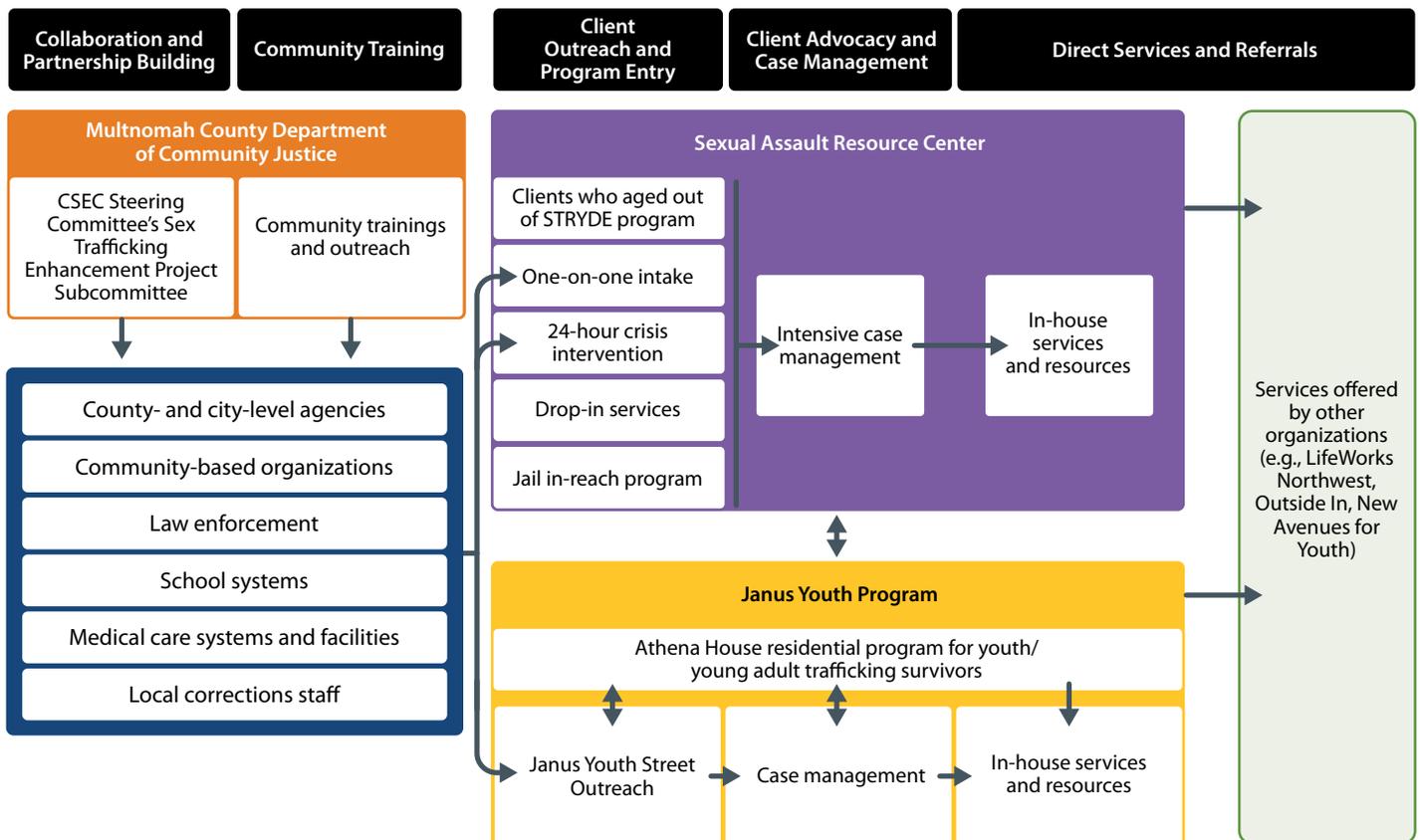
The goals of Multnomah County/SARC's demonstration project were to expand community capacity to provide comprehensive services and 24-hour emergency response to young adult victims of sex trafficking. MCDCJ managed the cooperative agreement, conducted local human trafficking training efforts, and led collaboration activities across multiple sectors and agencies in the county. With support from DVHT project funds, Multnomah County/SARC developed a leadership team called the Sex Trafficking Enhancement Project (STEP) to serve as a subcommittee to the CSEC Steering Committee. STEP worked to expand partnerships and collaboration efforts across multiple systems, agencies, and organizations. SARC provided case management, advocacy, and direct services to DVHT clients. Building on the STRYDE program, SARC developed the Resilient Young Adult Survivor Empowerment (RYSE) program for young adult sex trafficking victims (for individuals aged 18–25).

The RYSE program offered comprehensive case management, 24-hour crisis response, a drop-in resource center, survivor support groups, a jail in-reach program, and a direct service volunteer program. Other key DVHT project partners included Janus Youth Program, which offered housing resources and dedicated shelter for trafficking victims, and LifeWorks Northwest, which provided substance abuse treatment groups specifically designed for recovering trafficking victims.

**Figure 3** illustrates Multnomah County/SARC’s DVHT demonstration project model. MDCDCJ oversaw the STEP subcommittee and conducted community trainings and outreach for community-based service organizations, local law enforcement, school systems, hospitals and clinics, and local corrections staff. They also delivered presentations about their project at events and conferences. MDCDCJ often jointly delivered trainings with other project partners and provided trainings depending on the needs and background of the audience. Training content focused on increasing capacity to identify, respond to, and serve trafficking victims. Trainings included information on how to help connect trafficking victims to SARC’s services.

Most DVHT project clients typically entered the RYSE program through SARC’s CSEC program, STRYDE; clients were transferred to RYSE when they aged out of STRYDE at 18 years of age. SARC also received referrals from community agencies such as the Portland Police Bureau and organizations serving homeless youth (e.g., Outside In, New Avenues for Youth, Janus Youth Program). Janus Youth Program used DVHT project funds to conduct street outreach to identify potential trafficking victims and connect them to services through SARC and Janus Youth Program. Clients referred to the program usually first interacted with SARC through a one-on-one intake or crisis intervention. Additionally, SARC case managers conducted a jail in-reach program in which they offered support groups and individualized case management for incarcerated domestic trafficking victims. Some of these clients engaged with SARC’s services after their release from jail. Many clients’ initial engagement with DVHT project services consisted of crisis intervention and participation in RYSE’s drop-in services. Clients who chose to engage in ongoing services received comprehensive case management, which included one-on-one emotional support and advocacy and access to SARC’s in-house resources (e.g., toiletries, food, clothing, RYSE support group).

**FIGURE 3. MULTNOMAH COUNTY/SARC PROJECT MODEL**



Janus Youth Program provided emergency and transitional housing through Athena House, a shelter specifically for trafficked youth up to age 21. Janus Youth Program clients were offered ongoing case management and received services through Janus' in-house programs and resources (e.g., education, employment, and life skills programs). Several DVHT project clients received services from SARC and Janus Youth Program at the same time. Additionally, DVHT project clients were given referrals to other local services that were not available through SARC or Janus Youth Program, such as substance abuse treatment at project partner agency LifeWorks Northwest.

### VICTIM SERVICE MODEL

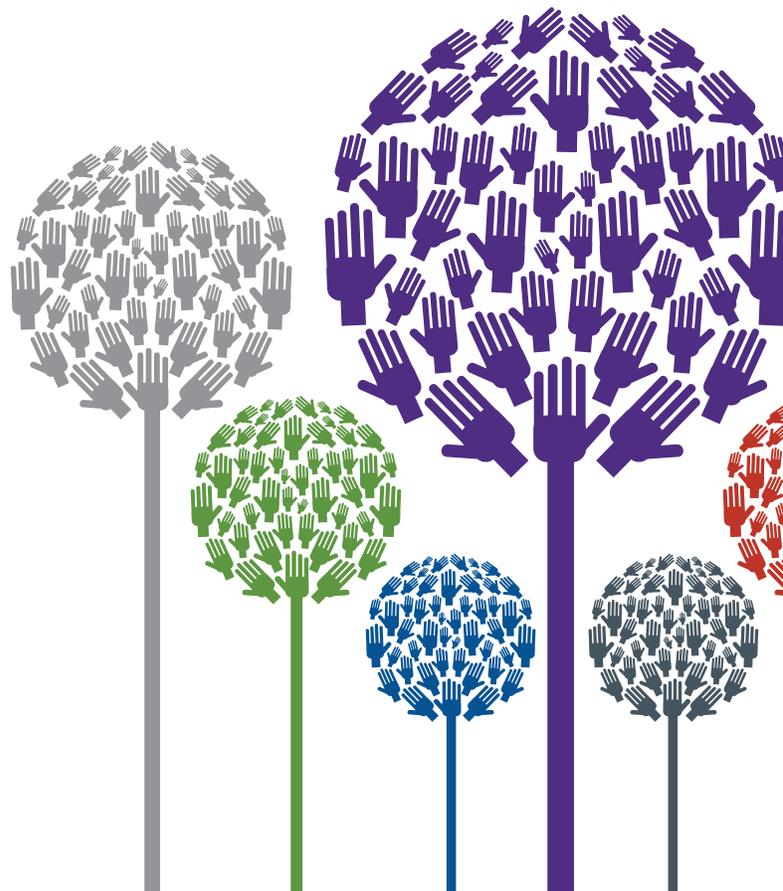
SARC case managers used a conversational approach with potential clients when assessing whether individuals met program eligibility criteria. Case managers described individuals for whom the program was intended and asked potential clients if they felt they were a fit for the program. SARC's referral form, completed by referring agencies, included questions about whether referred individuals had confirmed, or if the referring agency suspected, that clients had exchanged a sex act for something of value and if there was a third-party beneficiary. These questions served as an initial gauge of potential sex trafficking. New clients to the RYSE program received an intake that centered around rapport building and assessment of needs and goals. SARC provided intensive case management services that were tailored to each client's needs and desired level of engagement with the program. Many clients also participated in RYSE's weekly support groups, which included dinner, childcare, a group check-in, and an interactive lesson on a topic selected by the group. SARC case managers provided some advocacy support to clients who received crisis intervention services and incarcerated individuals who engaged in SARC's jail in-reach services; however, intensive case management was not provided to these clients unless they chose to work with a SARC case manager (and only after their release from jail for incarcerated individuals).

Clients aged 14–21 who needed emergency or transitional housing were referred to Janus Youth Program's Athena House. Athena House also offered case management services and a structured trafficking recovery program. The trafficking recovery program consisted of four stages. Clients first attained safety and stability and then worked toward goals, with each subsequent stage requiring additional "productive time" and responsibilities. Athena House case managers helped young adult clients plan their productive time, which included working on educational and employment goals, life skills, or other healthy personal goals (e.g., learning yoga, swimming).

The average length of service for Multnomah County/SARC DVHT clients was 294 days (approximately 9 and a half months) and the average number of days case managers met with clients or worked on their behalf during their service period was 19 days. SARC closed about half of their client cases because they lost contact with the client. About a third of SARC's clients exited from services because they no longer needed them.

### SUMMARY

The second cohort of domestic human trafficking demonstration projects all carried out activities to meet the objectives of the cooperative agreement, including assessing community needs and building service capacity with providers, developing and strengthening comprehensive victim-centered service models, addressing housing needs of victims, fostering and expanding community partnerships, developing networks to expand victims' access to services, and promoting culturally appropriate trauma-informed services. These projects offer three unique examples of how organizations collaborated with community partners to identify, engage, and serve domestic victims of human trafficking. Lead organizations' diverse backgrounds, community contexts, target populations, and partnerships resulted in the implementation of distinct project approaches to service delivery.



## EVALUATION OF DOMESTIC VICTIMS OF HUMAN TRAFFICKING DEMONSTRATION PROJECTS, 2014–2018

The Evaluation of Domestic Victims of Human Trafficking Demonstration Projects is overseen by the Administration for Children and Families (ACF) Office of Planning, Research, and Evaluation (OPRE), in collaboration with the Family and Youth Services Bureau (FYSB), and conducted by RTI International.

The primary purposes of the cross-site process evaluation are to inform ACF on its efforts to improve services for domestic victims of human trafficking, enhance performance measurement, and guide future evaluation.

The evaluation questions pertain to four primary areas of interest:

- How do grantees increase community capacity and expand partnerships to identify and serve domestic victims of human trafficking?
- How do grantees provide comprehensive, victim-centered, trauma-informed, and culturally relevant services that meet the needs of victims?
- What are the costs associated with case management?
- What are the characteristics, service needs, and experiences of trafficking victims served?

The evaluation utilizes a mixed-method approach that includes qualitative and quantitative components. Data collection includes site visits and semi-structured interviews with project staff, key partner organizations, and clients; case narrative interviews with case managers; a review of project materials and documents (e.g., performance progress reports, partnership meeting minutes); cost questionnaires and interviews; and data collected by each of the three projects on clients served and services provided.

This brief and other publications from the evaluation are available at <https://www.acf.hhs.gov/opre>.

## FOR ADDITIONAL INFORMATION ABOUT THE DVHT EVALUATION, CONTACT:

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