



**SAFETY NET EXPANSION INITIATIVE - PHILADELPHIA**

# **An Investigation into a Youth Drop-in Center in Philadelphia**

**Report By Tessa Wilson**

**May 2023**

 **Polaris** Freedom  
happens  
now.



## **Polaris**

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Named after the North Star, an historical symbol of freedom, Polaris is leading a social justice movement to fight sex and labor trafficking at the massive scale of the problem - 25 million people worldwide are robbed of the freedom to choose how they live and work. For more than a decade, Polaris has assisted thousands of victims and survivors through the U.S. National Human Trafficking Hotline, helped ensure countless traffickers were held accountable, and built the largest known U.S. data set on actual trafficking experiences. With the guidance of survivors, we use that data to improve the way trafficking is identified, how victims and survivors are assisted, and how communities, businesses and governments can prevent human trafficking by transforming the underlying inequities and oppressions that make it possible.

## **Tessa Wilson**

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Research Consultant



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## Executive Summary

In 2020, Polaris, as part of its data driven social justice response to trafficking, launched its big fights initiatives. The initiatives are designed to change the conditions that make sex and labor trafficking possible in the United States. One component of the big fight, the strategic initiative to reduce sex trafficking in 25 U.S. cities, has three program focus areas: Shift legal accountability for trafficking, change norms around sex buying, and expand social safety nets for vulnerable populations.

One of these focuses, the safety net expansion initiative (SNEI), is an upstream prevention program designed to prevent trafficking before it happens. The program implementation includes a three phase design. In Phase 1, Polaris identifies and engages local stakeholders in four broad areas - survivor leaders, and stakeholders working in organization with the anti-trafficking movement, with vulnerable populations such as immigrants and youths, and in intersecting areas such as housing and employment. In Phase 2, Polaris convenes collective discussions on city specific vulnerable population, possible solutions to vulnerability factors, tools needed for solutions, existing assets with potentials, stakeholders to engage and priority area for Polaris support.

Philadelphia stakeholders identified four potential focus areas for Polaris - youth drop-in centers, requiring sobriety as a barrier for accessing services, inclusion of providers in the National Hotline Service Directory, and a national coordinating body (similar to the National Coalition Against Domestic Violence) for the trafficking sector.

Polaris was informed of an existing youth drop-in center operated by Redeemed For A Cause (RFAC), after prioritizing that focus area. To understand why a youth drop-in center was identified as a need when one exists, Polaris engaged Tessa Wilson, as an independent consultant to assess the viability of the youth drop-in center in the community. The consultant conducted semi-structured interviews, one focus group session, observed drop-in sites and reviewed documents. This report includes seven key findings from the assessment on: Available amenities; Location accessibility and safety, and operating hours; Program services; Public awareness, Service population and Program staff.

The report also includes a number of recommendations: -

- |                    |  |
|--------------------|--|
| <b>SHORT TERM</b>  | <ol style="list-style-type: none"> <li>1 Create a strategic plan to outline objectives and guide Redeemed for a Cause’s efforts.</li> <li>2 Strengthen communication and transparency by clearly conveying its mission and goals.</li> <li>3 Increase engagement with stakeholders through active participation in community events and coalition meetings.</li> </ol> |
| <b>MEDIUM TERM</b> | <ol style="list-style-type: none"> <li>4 Explore funding opportunities to support the drop-in center.</li> <li>5 Collaborate with other organizations to share resources and best practices.</li> <li>6 Implement a robust volunteer management system.</li> <li>7 Enhance marketing and outreach efforts to raise awareness about the drop-in center.</li> </ol>      |
| <b>LONG TERM</b>   | <ol style="list-style-type: none"> <li>8 Monitor and evaluate the drop-in center’s performance to ensure it meets the needs of its target audience.</li> <li>9 Celebrate successes and share stories to build credibility and showcase the organization’s impact on the community.</li> </ol>  |



## Introduction

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### Safety Net Expansion Initiative - Philadelphia

In 2020, Polaris, as part of its data driven social justice response to trafficking launched its big fights initiatives. The initiatives are designed to change the conditions that make sex and labor trafficking possible in the United States. While one fight is to “equip the global financial sector to disrupt trafficking,” the other two are to “end labor trafficking of migrant guest workers in the United States,” and to “reduce sex trafficking in 25 U.S. cities.”

The strategic initiative to reduce sex trafficking in 25 U.S. cities has three program focus areas: “Shift legal accountability for trafficking,” “change norms around sex buying,” and “expand social safety nets for vulnerable populations.”

The safety net expansion initiative (SNEI) is an upstream prevention program designed to prevent trafficking before it happens. Studies have shown that some populations are disproportionately represented among sex trafficking victims - people of color, immigrants, youth and LGBTQIA2S+ community members for example<sup>1</sup>. Often these were people experiencing racism and ethnic discrimination<sup>2</sup> and their risk was impacted by several factors such as childhood experiences, family engagement and mental health<sup>3</sup>.

From 2020 to 2021, Polaris engaged local stakeholders in Philadelphia (See Appendix 1). The group discussion identified four potential focus areas for Polaris: youth drop-in centers, requiring sobriety as a barrier for accessing services, inclusion of providers in the National Hotline Service Directory, and a national coordinating body (similar to the National Coalition Against Domestic Violence) for the trafficking sector.

When Polaris began to engage community partners around the issue of a youth drop-in center, Polaris was approached by Redeemed For A Cause (RFAC) stating that they already operate a youth drop-in center. This study by Polaris is designed to understand why a youth drop-in center was identified as a need if one exists, and what factors can enable RFAC to serve the needs of the community effectively.

### Redeemed For A Cause (RFAC)

Redeemed for a Cause is a 501 (c) (3) organization based in Philadelphia. Established in 2016, it provides support to women and girls who have experienced sex trafficking. Redeemed for a Cause has served over 500 victims of human trafficking through their outreach and drop-in center services for victims. These include case management, life coaching, counseling, crisis intervention, mental health, STD testing, clothing, bible study, and other prevention and intervention services. Most recently, it has facilitated workshops in high schools for young girls who had been deemed to be at-risk, attended community events for the purposes of outreach, and currently delivers hygiene packs all over Philadelphia.

1 Dank, M., Yahner, J., Madden, K., Banuelos, I., Yu, L., Ritchie, A., Mora, M., & Conner, B. (2015). Surviving the Streets of New York. Urban Institute. Retrieved from <https://www.urban.org/sites/default/files/publication/42186/2000119-Surviving-the-Streets-of-New-York.pdf>

2 Vednita, N. (1993). Prostitution: Where Racism & Sexism Intersect. Michigan Journal of Gender & Law, 81, 81-89 Retrieved from <https://repository.law.umich.edu/cgi/viewcontent.cgi?article=1196&context=mjgl>

3 Franchino-Olsen, H. (2019). Vulnerabilities Relevant for Commercial Sexual Exploitation of Children/Domestic Minor Sex Trafficking: A System Review of Risk Factors. Trauma, Violence & Abuse, 1-13. Retrieved from [https://sph.unc.edu/wp-content/uploads/sites/112/2019/02/Vulnerabilities-for-CSEC-DMST\\_Franchino-Olsen-002.pdf](https://sph.unc.edu/wp-content/uploads/sites/112/2019/02/Vulnerabilities-for-CSEC-DMST_Franchino-Olsen-002.pdf)



This project was designed to gain clarity on RFACe’s existing drop-in center for young people in meeting the needs of the local community. It also sought to understand the level of awareness of the drop-in among the Philadelphia community.

The project’s scope remained confined to the viability of a drop-in center and excluded broader concerns such as Redeemed for a Cause’s funding structures and governance. Furthermore, it did not appraise the wider support or safety nets available for young individuals in Philadelphia, nor did it assess the existing services more extensively. To determine the essential components of a drop-in center serving young people in Philadelphia, the project consulted a variety of professionals working with young people and survivors of trafficking, who offered insights based on their professional or personal experiences on what they felt would work well as a prevention mechanism.

## Methodology

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This study employed a combination of data collection instruments: interviews, focus groups, observations, and document review. The project’s objectives, findings and recommendations are specific only to assessment of the viability of an existing and potential drop-in center within Philadelphia.

### Recruitment:

As part of the stakeholder engagement process for this study, a stakeholder mapping exercise was conducted by Polaris. Polaris provided the research consultant with a list of names, organizations, and contact information for stakeholders (see Appendix I). Most of the study participants were recruited through this method, and the remaining participants through snowball sampling during the interviews.

### Youth Involvement:

To ensure that the voices of young people were meaningfully and accurately reflected in this project, I asked all interviewees from the original list of stakeholders (and others acquired through snowball sampling) to facilitate connections to young people. To encourage participation and ensure ethical considerations, I explained that all participants would be compensated for their time in the form of a \$50 e gift-card. Ultimately, I was introduced to a total of five young people (all of whom were over 18, and all of whom had lived experience of trafficking) via this method:

Kelly Sagastume (Child Advocate Social Worker and Program Manager, Support Center for, Child Advocates) connected me with three young people and. I arranged individual interviews with them via Zoom and / or telephone.

Additionally, Heather LaRocca (New Day drop-in, Salvation Army) connected me to a group and I conducted a focus group via Zoom. Two of the participants were young people. I asked if anybody wanted to follow up with me privately in case there was anything that they wanted to share but did not feel comfortable doing so in a focus-group setting, but this did not result in any further interviews.

In every interaction, I clearly communicated the objectives of the project and Polaris’ SNEI, ensuring that participants had a clear understanding of the project. I informed them that although I would



be taking notes, their views would be anonymously represented in the report and that everything was confidential. I emphasized the importance of obtaining input from young people, as they were both the focus of the report and the intended audience for any current or future drop-in services.

I accommodated participants' schedules by offering flexibility in arranging interview times, and I reassured them that they were under no obligation to meet with me or to answer any questions. To protect the safety and well-being of young participants, I limited my inquiries to the questions provided in the discussion guide and refrained from asking personal or potentially triggering questions about their specific personal experiences. Additionally, I ensured that participants promptly received a \$50 e-gift card as a token of appreciation for their time and valuable insights.

### **Interviews and focus groups:**

Between February 13 and March 10, 2023, the consultant engaged in 19 semi-structured, conversational interviews and one focus group, totalling 25 participants. Each interview was between 30 and 60 minutes long. In lieu of audio recordings, the researcher diligently took notes throughout the interviews. Prior to initiating the discussions, participants were informed that their identities would be anonymized and the information they provided would be treated as confidential.<sup>4</sup>

The diverse range of stakeholders involved comprised legal practitioners, support workers, counselors, teachers, survivors of trafficking, and government employees. Each interview and focus group centered on four main areas:

- Awareness of Redeemed For A Cause
- Center location, accessibility and operating hours
- Center services and staff
- Outreach, community engagement and partnerships

These dialogues aimed to gain insights from a wide array of stakeholders to ensure a comprehensive understanding of the viability of Redeemed for a Cause's drop-in, and necessary elements for an effective drop-in center focused on serving young people.<sup>5</sup>

### **Observations:**

Observations of the physical and social environment were conducted to gain insight into the various neighborhoods in Philadelphia to understand the dynamics and needs for a youth drop-in center.

One involved a visit to the New Day drop-in center, run by Salvation Army, in Kensington. During this visit, the facilities were carefully observed, and data were collected on various aspects of the center, including its size, layout, equipment, and the services provided. The staff members were also interviewed to gain insight into their experiences and challenges, and the types of visitors who typically frequent the center.

Another involved a visit to Redeemed for a Cause's physical location in South Philadelphia. This observation aimed to gather data on the physical features of the site, such as its size, layout, and accessibility.

<sup>4</sup> Some stakeholders opted to be included as a source, others declined. A list of those who chose to be included can be found in acknowledgements.

<sup>5</sup> See Appendix I for the interview and focus group discussion guide.



Observations also included a tour of the city by car by a local expert in anti-trafficking, and was supplemented by various maps, including police district map and the Community Umbrella Agency map.<sup>6,7</sup>

### **Redeemed For A Cause Assessment:**

As part of the project, a documentation review was conducted to gather information on Redeemed for a Cause. The review included an analysis of the organization’s mission statement, social media, website, and other materials to gain a deeper understanding of its operations and history. The documentation review also provided insight into Redeemed for a Cause’s history and evolution, including any significant milestones, partnerships, and challenges.

This was supplemented by two interviews with Redeemed for a Cause’s founder and CEO, as well as two of its volunteers.

6 [https://www.researchgate.net/figure/Map-of-r-14-21-police-districts-in-Philadelphia-PA\\_fig1\\_339320942](https://www.researchgate.net/figure/Map-of-r-14-21-police-districts-in-Philadelphia-PA_fig1_339320942)

7 [https://www.phila.gov/media/20210511084432/DHS\\_CUA\\_map\\_051021\\_external.pdf](https://www.phila.gov/media/20210511084432/DHS_CUA_map_051021_external.pdf)





## Key Findings

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This study was designed to assess the viability of the youth drop-in center operated by RFAC to meet the needs of the community. Many of the stakeholders interviewed expressed an ambitious vision for a drop-in center that could go beyond the existing resources at RFAC, and is not reflective of what could be reasonably implemented in the short term. As such, the vision presented is ambitious in nature and may require significant resources and support to fully realize. Contributors to this report expressed a strong desire and an almost-unanimous agreement on the importance of such a center.

While the goal may be ambitious, by tapping into the existing skills and knowledge within Redeemed for a Cause, and overcoming obstacles like funding and resources, it could be feasible to create a thriving and sustainable drop-in center that offers vital assistance to young people in Philadelphia.



### Location, opening hours and accessibility:

RFAC is located in a residential area of South Philadelphia, a 15 to 20 minute drive from Center City, which is the city center. To access it by public transportation, the closest subway station is on the Broad Street line, a 16-minute walk from Center City. Alternatively, it may be reached by taking the 45 bus, which runs every 12 minutes and takes an average of 30 minutes total, including a 10-minute walk. There is a bus stop less than two minutes' walk from the center, which includes buses that take passengers to Market St at 7th St, where a subway can be taken to 15th St Station.

Multiple stakeholders agreed, however, that the ideal location for a drop-in center is in the city center, specifically around 15th St and Market St near City Hall. Overall, this area was deemed safe, busy, and easily accessible through public transportation, making it most convenient for young people from all over the city to access.

While some stakeholders placed less priority on location (as long as it was easily accessible), others suggested that the location of a drop-in center could significantly affect its use. Some argued that Philadelphia has a territorial culture where people tend to stay in their familiar neighborhoods, making them less likely to travel outside their area to access services. However, if the drop-in center is focused on serving the South Philadelphia community and transportation assistance is provided, its location alone should not be a barrier to sufficient attendance.

Many interviewees noted that accessibility and safety were key considerations, with transportation costs and safety concerns for young people identified as potential barriers for using a drop-in center. One expert said that it was not uncommon for sex buyers to approach young people on public transport, especially if it is late at night. To mitigate these concerns, it was suggested that transportation costs could be covered or ride-sharing services could be used to ensure safe transportation, particularly after hours. Safety concerns highlighted included the need for discretion and the potential for perpetrators to wait outside safe spaces. Many interviewees felt that the busy, built-up environment of the city center would help to provide a sense of safety for the clients of a drop-in center.

With regards to hours of operation, while the study did not aim to identify the factors that enable vulnerable to trafficking, it was unanimously observed, both by professionals and by those with lived experience of sex trafficking, that precarious living situations, such as homelessness or being in the foster care system, were key drivers. As a result, many stakeholders suggested the need for a 24/7 drop-in center. Despite the potential legal challenges related to child protection laws associated



with establishing a drop-in center that operates as a shelter or allows overnight stays for young people under 18, there was consensus that the center could provide a safe space for young people at night when they may not feel comfortable in the Department for Human Services (DHS) shelters or foster homes. All noted that vulnerability is often highest at night



### Physical structure and facilities:

RFAC's space in South Philadelphia is welcoming, hospitable, and cozy. Upon entering through the front door, there is a single room estimated to be around 350 to 400 square feet. The room includes a bar area facing the window with four stools, ideal for young people who wish to work or do homework. It features a large sofa and a comfy chair, as well as a coffee machine and drinks station. A chalkboard with positive affirmations written on it is also displayed. Storage units, clearly labeled with contents such as toiletries, are available as personal care packages. Towards the rear of the room is a door leading to the toilet.

Overall, it offers a warm and welcoming atmosphere, and could create a supportive environment for young people to relax. However, multiple stakeholders referenced the need for amenities and facilities not available at the current location. For example, stakeholders described that for young people who are homeless or living in other unstable housing situations, access to basic hygiene facilities such as showers is often limited. This can have a negative impact on their physical and mental health, as well as their self-esteem and social interactions. Providing access to shower facilities at the drop-in center can help address these concerns, and provide young people with a basic need that they may not have access to otherwise. They cited the need for other hygiene-related services, such as laundry facilities, and cited these as being integral to promoting dignity and wellbeing of young people.

Some stakeholders recommended that the drop-in center should have a designated area for serving or even preparing hot food. They viewed this as a basic necessity that the center should cater to, similar to hygiene facilities. It was noted that the food preparation area need not be a fully equipped kitchen, but rather a place where food can be stored, heated, and served in a hygienic manner. Accessibility to WiFi and charging stations were also seen as essential.

Lastly, stakeholders emphasized the importance of private spaces within the drop-in center to enable young people to receive confidential services such as counseling, legal support, and medical consultations. These private areas would provide a safe and secure environment for discussing sensitive information, personal matters, or receiving casework.



### Services and programs:

At the time of writing, RFAC was not offering any routine services or programs at the drop-in center location.

Stakeholders expressed a collective desire for comprehensive support services that encompass a diverse range of offerings, including but not limited to legal assistance, counseling, comprehensive case management, information on housing aid, education, peer support, and vocational training. This broad spectrum of services was deemed essential to ensure that all individuals in need receive the necessary resources and guidance. Additionally, stakeholders emphasized the importance of taking a holistic approach to service provision.

When a drop-in center is unable to offer the necessary support, youth who have first-hand experience with sex trafficking emphasized the value of making onward referrals. Being referred to a specific person who provides the requested service rather than having to undertake open-



source research and self-refer would be very welcomed, according to one individual in particular who remarked that visiting a new place for the first time might be intimidating.



### **Target Population:**

When RFAC had opened its center in the past, it accepted girls and young women and did not have policies around specific age ranges.

When it comes to the age range of the drop-in center, stakeholders interviewed suggested that it should be limited to individuals up to the age of 17, with a suggested range of 12-17. The reasoning behind this is that there is a concern that individuals who are 18 or older, despite being vulnerable themselves, may pose a risk to younger children. Therefore, to ensure the safety of all participants, it was recommended that the age range be restricted to minors only. Additionally, there are other drop-in centers across Philadelphia, and other support services more broadly, for those who are over the age of 18.

It was also suggested by some stakeholders that specific sub-groups could be established for different age ranges within the drop-in center. This is due to the fact that the needs and experiences of a 12-year-old can be vastly different from those of a 17-year-old. By creating age-specific groups, the drop-in could ensure that all services and experiences are age-appropriate, and avoid adding to the risk of traumatizing young people. It is crucial to cater to the unique needs of each individual and take into consideration their age and developmental stage.

There were discussions about gender inclusivity in the drop-in center. It was suggested by some that the center should be open to individuals who identify as girls or non-binary. This approach acknowledged the view that it was girls who were more at risk than boys, and also ensured that a center is welcoming and accessible to all individuals who may be at risk of sex trafficking.



### **Staffing:**

At the time of writing, RFAC has no paid employees. It relies on the expertise and skills of its founder and CEO, who also holds other employment. The organization also receives ad-hoc assistance from volunteers or interns.

Multiple stakeholders have emphasized the importance of having a diverse team of staff and volunteers at a drop-in center, some of whom they believed should have lived experience of sex trafficking. The inclusion of individuals with lived experience can provide unique insights and perspectives that can be valuable in supporting survivors of trafficking. According to one survivor, speaking to someone who had gone through a similar experience could have changed the course of their own adverse experience. However, in the context of a prevention program rather than survivor support, it may be more difficult to determine how such personal experience would be useful. Nonetheless, having individuals who can relate to the experiences of the young people attending the drop-in may create a more supportive and understanding environment. It could foster a sense of trust and rapport, which can be crucial in helping young people to feel comfortable seeking help and support, and therefore reduce overall risk of trafficking.

Experts who work with survivors of trafficking emphasized the importance of intensive training for staff and volunteers, regardless of prior personal or professional experience. These experts stressed that all support should be trauma informed. In addition, young people who participated in interviews and focus groups expressed that their main concern was that staff members (or volunteers) were non-judgemental and demonstrated consistency, trustworthiness, and kindness - without any conditions.



## Public Awareness:

Not all of the stakeholders interviewed were aware of RFAC's location.

The interviews revealed the importance of broad and diverse outreach efforts, including using both traditional and social media channels. The use of flyers in public spaces, such as bus stops and schools, was identified as a useful strategy, as well as regular updates on social media and the organization's website. However, interviewees emphasized that the safety of the girls should be a top priority, and therefore, caution should be exercised when revealing the full address of the drop-in center.

The interviews also highlighted the value of partnerships and community engagement in promoting a drop-in center. While existing anti-trafficking coalitions and organizations were acknowledged as essential partners, it was recommended that efforts be made to expand partnerships with other community-based organizations that work with young people or that can provide voluntary services to RFAC. Again, this would be to emphasize the purpose as prevention, rather than survivor support. In particular, the School District of Philadelphia was identified as a potential partner in identifying at-risk girls and promoting the program to students and families, as well as religious groups and medical facilities. As a prevention program, the success of the drop-in program would rely heavily on strong community engagement and partnerships, which RFAC had utilized in the past.

Other suggested partners include Lyft or Uber, who have both shown commitment to combating human trafficking in the past. It is possible that they might be open to collaborating with organizations like RFAC to provide transportation for clients to and from the drop-in center



## Conclusions

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RFAC has forged robust relationships with multiple stakeholders throughout Philadelphia, including a local high school where the organization has conducted workshops for at-risk young girls, and the staff at the WRAP (Working to Restore Adolescents' Power) Court. Its chief executive office (CEO) possesses an extensive network within the anti-trafficking sector and various sectors across the city. Numerous professionals within the sector, who were interviewed as part of this project, expressed high admiration for the CEO's expertise and reputation.

Nevertheless, dynamics in the Philadelphia community prevent the organization from participating in as many community events as it would like to, which contributes to a decreased awareness of her program. Additionally, Redeemed for a Cause does not receive funding or grants, which has restricted its available resources.

Developing a successful drop-in center demands a significant investment of resources, time, and effort. RFAC's earlier attempts to create a weekly drop-in center faced numerous challenges, including the COVID-19 pandemic. While volunteers were available to staff the center, low attendance, combined with unmet expectations, proved demoralizing. A paradoxical situation arises where the target audience may remain unaware of the drop-in center's existence without an established physical location and ongoing operations.

Despite facing challenges, RFAC remains committed to its mission and is actively exploring ways to improve its programs and services at its current location. The CEO is open to the idea of establishing a consistent drop-in, which could potentially lead to a new drop-in center in the short term.

However, the findings suggest that, in the long term, a drop-in center should be situated in a more central location in Philadelphia and include facilities that cannot be accommodated at its current site. The findings also envision an ambitious plan regarding the opening hours and programs offered at the drop-in center. While this goal may be ambitious, by leveraging the existing skills and knowledge within RFAC and overcoming obstacles such as funding and resources, it could be possible to create a thriving and sustainable drop-in center that provides essential support to young people in Philadelphia.



## Recommendations

### Short term

**1** *Develop a strategic plan:*

Create a comprehensive strategic plan that outlines Redeemed for a Cause's objectives, strategies, and action steps to achieve short-term and long-term goals. This plan will provide a roadmap for the organization and help prioritize its efforts and resources.

**2** *Strengthen communication and transparency:*

Once strategy has been drafted, clearly communicate Redeemed for a Cause's mission, goals, programs, and services through various channels, including the organization's website, social media, and networking events. This will help address any confusion or misconceptions among stakeholders.

**3** *Increase engagement with stakeholders:*

Create a comprehensive strategic plan that outlines Redeemed for a Cause's objectives, strategies, and action steps to achieve short-term and long-term goals. This plan will provide a roadmap for the organization and help prioritize its efforts and resources.

### Medium term

**4** *Explore funding opportunities:*

Research and apply for grants, sponsorships, and other funding opportunities to support a drop-in, including potentially upgrading the space or relocating.<sup>8</sup>

**5** *Collaborate with other organizations:*

Partner with other organizations in the sector to share resources, knowledge, and best practices. Collaboration can help Redeemed for a Cause to expand its impact, reach a broader audience, and learn from the experiences of other successful organizations.

**6** *Implement a robust volunteer management system:*

Develop a system to effectively recruit, train, manage and retain volunteers.

**7** *Enhance marketing and outreach efforts:*

Implement targeted marketing and outreach strategies to raise awareness about the drop-in center and attract the intended audience. This may include leveraging social media, local media outlets, and working with community partners to promote the center.

### Long term

**8** *Monitor and evaluate the drop-in center:*

Once established, consistently monitor the drop-in center's performance and gather feedback from users to identify areas for improvement. Regular evaluation will help ensure the center meets the needs of its target audience and adapts to any changing circumstances.

**9** *Celebrate successes and share stories:*

Publicize Redeemed for a Cause's achievements and share the stories of individuals positively impacted by the organization's work. This will help build credibility, engage supporters, and showcase the organization's impact on the community.

<sup>8</sup> See Appendix II for a list of grant organizations that may be appropriate



## Appendices

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### APPENDIX I

#### SNEI Stakeholders\*

Janine Bonanni

Alea Cummings

*Philadelphia Children's Alliance*

Nicole Drake

*Women Against Abuse*

Daniel Emr

*Worthwhile Wear*

Amber Goltz

*WOAR Philadelphia Center Against Sexual Violence*

Susan Jones

*The Salvation Army's Anti-Trafficking Program*

Alexis Krieger

*FBI Victim Specialist*

Heather LaRocca

*The Salvation Army's Anti-Trafficking Program*

Jewel Leavinston

*Peer Support Specialist*

Sakinah Love

*Redeemed For A Cause*

Tammy McDonnell

Lindsey Mossor

*Nationalities Service Center*

AbbieNewman

*Mission Kids*

Natalie Proud

*Covenant House PA*

Anish Raj

*Children's Hospital of Philadelphia*

Shea Rhodes

*Villanova Law School Institute to Address Commercial Sexual Exploitation*

Kelly Sagastume

*Support Center for Child Advocates*

Jen Spry

This is the list of stakeholders engaged in the initiative prior to the policy environmental scan and power mapping. We have engaged additional stakeholders who were not involved in this initial process.

Some of these stakeholders are no longer in these positions.



## APPENDIX II

### Project Consultant

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## APPENDIX III

### Polaris Safety Net Expansion Initiative Team

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## APPENDIX IV

### Focus group and interview discussion guide:

The following discussion guide was created in conjunction with Polaris.

#### *Awareness of Redeemed for a Cause*

- Do you know about Redeemed for a Cause? If yes, what is your awareness?
- Have you ever attended an event run by them?
- Have you been on their website?
- [For professionals] Have you ever made a referral to them?
- [For those with lived experience] Have you ever attended their space or been to an event or group facilitated by them?

#### *The location, accessibility and timings*

- Are there any challenges to getting to a drop-in center?
- Do you think a drop-in center in South Philadelphia is an ideal location? Why or why not?
- Are there any other locations that you think would be more suitable for the drop-in?
- Are there any transportation options that you think could be improved to make it easier to get to the drop-in?
- Where is a good location for a drop-in center?
- When should the drop-in be open? [Days of the week and times]

#### *Services, staff and operations*

- What kind of programs, facilities or services would you like to see offered at a drop-in?
- Who should run the drop-in?
- Are there any particular skills, qualities or qualifications that you think people running the drop-in should possess?

#### *Outreach, community engagement and partnerships*

- How could the drop-in raise awareness about its services and programs in the community?
- Are there any specific organizations or groups that you think the drop-in should partner with?
- What kind of outreach strategies do you think would be effective in increasing referrals from professionals in Philadelphia?



## APPENDIX V

### Potential Funding Opportunities

There are various funding opportunities available in Philadelphia for organizations like Redeemed for a Cause Below is a list of potential funding sources based in Philadelphia, including government agencies, foundations, and corporations.

**Corporate giving programs:** Many companies based in Philadelphia or with a significant presence in the city offer corporate giving programs and sponsorships for non-profit organizations. Examples include Comcast, PECO, Aramark, and Independence Blue Cross.

**Independence Foundation:** This foundation offers funding for organizations that address the needs of vulnerable populations in the Philadelphia area, including those that focus on social services, health, and education.

**Philadelphia Department of Human Services (DHS):** DHS offers various grants and funding opportunities for organizations that provide services to children and families in Philadelphia.

**The Barra Foundation:** This foundation supports innovative and entrepreneurial organizations in the Greater Philadelphia region, including those working in arts & culture, education, health, and human services.

**The Patricia Kind Family Foundation:** This foundation provides grants to Philadelphia-based organizations that are working to improve the lives of vulnerable populations, with a focus on addressing basic needs and promoting self-sufficiency.

**The Pew Charitable Trusts:** This organization offers grants to nonprofits in the Philadelphia area that focus on various issues, including health, education, and community services.

**The Philadelphia Foundation:** This community foundation offers grants to support local organizations that are working in areas such as education, health, human services, and community development.

**The Samuel S. Fels Fund:** This fund provides grants to non-profit organizations in Philadelphia that focus on education, arts & culture, and community improvement.

**United Way of Greater Philadelphia and Southern New Jersey:** This organization offers funding and support to local nonprofits that focus on education, income, and health issues.



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