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CHILDREN & FAMILIES
Office on Trafficking in Persons



**NATIONAL HUMAN TRAFFICKING
TRAINING AND TECHNICAL
ASSISTANCE CENTER**

Human Trafficking Leadership Academy Class 4 Recommendations

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ABOUT THIS DOCUMENT

This document was developed by fellows of the 2019 Human Trafficking Leadership Academy (HTLA) Class 4 organized through the National Human Trafficking Training and Technical Assistance Center (NHTTAC) and Coro Northern California. Fellows from the state of Colorado with diverse professional backgrounds and expertise, including survivor leaders, worked together to develop recommendations on how state and local governments can help survivors of trafficking reach financial stability (as defined through the 2-generation/whole family approach for postsecondary and employment opportunities and economic assets). The fellowship is funded by the Office on Trafficking in Persons (OTIP) and the Office on Women's Health (OWH) at the U.S. Department of Health and Human Services (HHS). The recommendations and content of this document are those of the authors and do not necessarily represent the views of OTIP, OWH, or HHS.

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EXECUTIVE SUMMARY

In a 3-year period (2015–2017) in the United States, there was a 171 percent increase in potential human trafficking victim identification by local agencies and a 121 percent increase in national hotline calls from trafficking victims and survivors (Anthony, 2018). With the increase in identified victims, vital services are required to assist the survivor in navigating the post-trafficking environment. Human trafficking is defined in the Trafficking Victims Protection Act of 2000 (Federal Anti-Trafficking Laws, n.d.). Survivors of both sex and labor trafficking experience full effects as a result of the exploitation impacting the social, emotional, financial, and psychological status of the survivor. To facilitate the promotion of best practices and evidence-based approaches for supporting trafficking survivors, HHS established the Human Trafficking Leadership Academy (HTLA) to be supported by the National Human Trafficking Training and Technical Assistance Center (NHTTAC).

Project Question

The HTLA Class 4 members were tasked with responding to a question, which we modified to further define what we found to be important key components in the question.

Original Question:

How can state and local governments help survivors of trafficking reach financial stability as defined through the 2-generation/whole family approach for postsecondary and employment opportunities and economic assets?

The Class determined that social capital, self-determined family, and financial stability are inextricably linked and led us to take the initiative to narrow the scope of the original question. This assisted us as we defined “best practices” for this question.

Revised Question:

How can state and local governments help survivors and their families reach financial stability as defined in the 2-generation/whole family approach for postsecondary and employment opportunities, as well as achievement of economic assets, using social capital and a self-determined family as key components to thriving?

Class 4 identified two cross-section approaches essential to the success of the recommendations for state and local government: social capital and client self-determination of their family. Social capital is described as social bonds that create a sense of belonging and knowing one is supported by those bonds with friends, family, and colleagues; self-determination is the capacity of an individual to make choices for themselves. Self-determination has often not been part of the survivor’s growth and development as a person. Class 4 encourages providers to allow the survivor to choose their family, related or unrelated, rather than rely solely on the family-of-origin definition.

Methods

Class 4 conducted eight interviews and researched examples of best practices across the class members’ experiences and agencies as well as in scientific literature and reports disseminated throughout the field. The Class identified parallel movements, which included refugee resettlement, domestic violence and violence prevention, sexual assault, homelessness, and

public health. Voting to reach consensus on priority areas and development of recommendations was used at each HTLA session.

In addition to the interviews and research, the Class reviewed results from key informant interviews conducted with 18 anonymous survivors (see Appendix B).

Summary of Best Practices Recommendations

1. Service Inclusivity for Financial Assistance

Class 4 recommends service inclusivity for temporary funding to support all survivors of human trafficking in the United States. Overall financial assistance is a critical step for a survivor to experience stability while pursuing education and/or employment training and experience.

State and local governments can begin by offering consistent benefits to all survivors as implemented in the Trafficking Victim Assistance Program (TVAP). Providing a broad range of services to survivors increases the likelihood of obtaining long-lasting financial stability for survivors and families.

2. Inclusive Financial Education and Resources

Financial curriculum should be strategic in the approach, development, and service delivery of education programs for the survivor and their identified family. Innovative solutions are needed to increase access for the survivor and their family with cultural differences, language barriers, limited Internet access, and other financial challenges.

Class 4 recommends developing relationships among state and local governments, financial institutions, and community-based organizations. State and local governments can fund projects that support a survivor's financial security by requiring financial institutions with existing financial literacy programs to partner with community-based organizations and deliver the programs.

3. One-Stop Shop with a Whole Person Health Approach

Class 4 recommends that local and state governments initiate a one-stop shop of services designed with the whole person health model of care. Using a whole health approach requires agencies and service providers to address the individual and their family, the community, and the social determinants of health needs. This approach is person-centric, which means the goals of care are guided by the person rather than the agency. While the short-term goal of the one-stop shop model using a whole health approach is to increase access to services, we believe the long-term outcome creates social capital and allows a survivor to thrive through employment, education, and economic assets. This model can serve many populations with similar and intersecting needs such as homelessness, domestic violence, and sexual assault.

4. Community Navigators

When emerging from their experience, survivors require several layers of service from multiple sectors of their community. The survivor will most likely be assigned a case manager who will assess their needs and facilitate interdisciplinary approaches for recovery, including referral to a navigator. The navigator's role is to assist the survivor in "navigating" the complex processes of applying for housing, health care, employment, higher education, financial aid, transportation, and many other resources in order to successfully achieve and maintain financial stability. The

development of standards for navigator competencies will ensure consistency in the delivery and content of services for survivors.

5. Inclusivity in Financial Education and Resources

Class 4 recommends that local and state governments provide funding to ensure providers and nongovernmental organizations (NGOs) develop financial education programs that are culturally responsive. Organizations should ensure they are implementing best practices for language, religion, sexual orientation, gender roles and identities, literacy capabilities, and immigration status.

Further, we recommend that NGOs form partnerships with financial institutions to develop trust between participants and banking institutions. NGOs should partner with legal and immigration agencies who provide services to assist survivors and their families in accessing assistance with immigration matters and applying for benefits through TVAP. Finally, we recommend including financial education as part of the one-stop shop and establishing a community navigator network to impact the financial stability of survivors.

6. State and Local Job Opportunities

Class 4 recommends the development of a statewide survivor provider network. We suggest each state employ survivor leaders to manage and operate the network and foster communication to increase access to financial services, education, and employment opportunities for survivors and their families.

Additionally, Class 4 recommends human trafficking training as a component of all program development. We see survivor-led training and facilitating as an opportunity to contribute to financial stability. Funding from state and local governments will ensure agencies and task force coalitions receive and provide training to communities. Class 4 believes survivor-led training has a significant impact on awareness, education, prevention, and service provision. Further, it is critical for underserved survivor populations such as men and LBGTQ+ individuals and their self-determined family to receive priority for training opportunities in their specific community.

Summary

Human trafficking is a complex public health concern firmly entrenched in systemic root causes such as poverty, legal status, and other factors contributing to survivor vulnerability. It is the hope of the fellows that our recommendations resonate with survivors and allies alike and advance the movement in the area of assisting survivors of trafficking in achieving financial stability.

INTRODUCTION

Because of an increase in awareness, expanded access to hotline services, and coordinated federal and state responses, the United States has seen a surge in identified victims of human trafficking and demands for survivor services. A recent comparative analysis from 2015 to 2017 by HHS demonstrates a 171 percent increase in potential victim identification by local partners and a 121 percent increase in national hotline calls from victims and survivors (U.S. Department of Health and Human Services, 2018). With the increase in identified victims, vital services are required to assist the survivor in navigating the post-trafficking environment. Human trafficking

includes sex trafficking and labor trafficking as defined by federal statute (Federal Anti-Trafficking Laws, n.d.). See Figure 1 for the federal definitions of sex and labor trafficking. Survivors of both sex and labor trafficking experience both invasive and interpersonal complex trauma that impact their social, emotional, financial, spiritual, and psychological status.

Furthermore, the needs of the individual change over time, beginning with immediate needs such as safety, housing, translation, and legal guardianship (Clawson, 2008). Next, the survivor has intermediate needs such as transitional housing, medical care, and behavioral health services followed by long-term needs, including life skills training, educational facilities, job training, and financial assistance.

In 2017, HTLA Class 1 developed a toolkit for introducing survivor-informed practices in organizations that serve trafficking survivors, which included an organizational culture assessment tool, strategies, tips, and promising practices. In 2018, Class 2 developed recommendations related to serving trafficking survivors with substance use disorders and focused on risk reduction, cultural competency, and supportive services. HTLA Class 3 (2018-2019) concentrated on incorporating a 2-generation/whole family approach into trafficking prevention efforts.

HTLA Class 4 fellows were asked to provide recommendations based on the following question:

How can state and local governments help survivors of trafficking reach financial stability as defined through the 2-generation/whole family approach for postsecondary and employment opportunities and economic assets?

The Class determined that social capital and financial stability are inextricably linked and led us to take the initiative to narrow the scope of the original question. This assisted us as we defined “best practices” for this question. The revised question is:

How can state and local governments help survivors and their families reach financial stability as defined in the 2-generation/whole family approach for postsecondary and employment opportunities and economic assets by integrating the umbrella of social capital?

Class 4 has defined family to include both related and unrelated individuals who are connected to the trafficking survivor. It is also noted that as a result of exploitation, trafficking victims may experience significant social isolation and cannot identify with or be supported in part by a family-of-origin unit. Many survivors also find themselves in cultural isolation. Trying to navigate the United States as a foreign national with limited understanding of our systems and language

The Trafficking Victims Protection Act of 2000 (TVPA), as amended (22 U.S.C. § 7102), defines “severe forms of trafficking in persons” as:

Sex trafficking: the recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purpose of a commercial sex act, in which the 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

Labor trafficking: the 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, or slavery

Figure 1: Federal Definition of Human Trafficking

is an added burden of isolation. Thus, Class 4 strongly suggests including the survivor in all approaches using the 2-generation/whole family approach – regardless of family-of-origin status.



Figure 2: *The 2-Generation Continuum*

The 2-generation/whole family approach puts forth five key components: (1) postsecondary education and employment pathways; (2) early childhood education and development; (3) economic assets; (4) health and well-being; and (5) social capital (see Appendix A: 2-Generation/Whole Family Approach and Social Capital). Class 4 focuses on the economic assets and social capital through the postsecondary and employment pathways of the 2-generation/whole family approach. This report identifies ways to integrate the 2-generation/whole family approach into service planning for trafficking survivors and explores a variety of strategies to support the survivor through long-term planning for self-sufficiency. It is intended to serve as a resource for local and state government agencies that serve sex and labor trafficking survivors with and without families.

SOCIAL CAPITAL

Social capital building is a critical consideration for helping trafficking survivors achieve financial stability. There are many different definitions of social capital, but all of them center on the value of relationships in helping to connect survivors to the people, agencies, and opportunities needed to secure their place in the educational and professional worlds. The 2-generation/whole family approach breaks down social capital into the areas of peers, family, coaching, and economic class. Whether considering the 2-generation/whole family approach or the definition of social capital, proposed by Sociologist Pierre Bourdieu, the resources embedded in one’s social network matter. Bourdieu explains that when these resources are accessed in a purposeful manner, the returns can be instrumental (wealth, power, and reputation) or expressive (health and life satisfaction). In the area of passionate gains, an abundance of literature shows social connections improve physical and mental health (Flora, 1998).

A local example of a program that achieved positive outcome by recognizing the value of building and maintaining social capital for youth is Communities That Care (CTC). The Community Youth Development Study reports youth from CTC communities were 25 percent to 33 percent less likely to have health and behavior problems than youth from control communities (Community That Cares Plus, 2019). CTC believes that to meaningfully impact outcomes in three key areas—education, health, and the economy—they must focus on strengthening social connectedness in the communities they serve. Funded by the Colorado Department of Public Health and Environment, CTC seeks to decrease youth substance abuse through a prevention strategy model of care. When youth form bonds with adults, they develop

a protective factor for social connectedness and long-term resiliency. In HTLA Class 4, many survivor leaders were able to identify specific people in their social network who helped them achieve success in the areas of employment and education, which led to financial stability and improved well-being.

“Lack of confidence and low self-esteem. I was told for 6 years that the only thing I was good for was a blow job and that I was ‘used goods’ and no one would want me, so I thought I was worthless. I dropped out of college after the first year and had trouble holding a job due to lack of confidence. I had no training on how to manage money and soon found myself overextended and in collections. Years later, with the support of a close family member and a counselor, I was able to build confidence and get my life in order.” —Adult survivor of child sexual exploitation

“Education was a life-saver for me.” —Human trafficking survivor

“I’ve been blessed with three therapists in thirty years that served as significant role models for me to emulate. I’ve been continually mentored and coached by strong women in unofficial ways that helped me find my way out of pain and chaos. They cultivated my self-confidence and awareness. My desire to be self-determined has kept me seeking to know myself more, which is often done in the time I spend with my social circles. I’m grateful to be healthy and happy with the support of so many friends.” —Human trafficking survivor

“My specific peeps: male employer who allowed me physical and social space in a calm, routinized, and predictable environment and lots of ability to take initiative and lead/try new things (in addition to the outright employment opportunity with a criminal record). Second was being a part of a scholarship program for nontraditional students and being provided an additional on-campus mentorship as a transfer student as well as opportunities to share my story and educate others on what I was passionate about. This empowerment continues to this day (3 years postgraduation) in media coverage, social introductions, campus involvement, etc. Both education and employment support not only gave me tangible steps to financial stability, but also a safe place to build self-confidence.” —Human trafficking survivor

(See Appendix B for qualitative research responses from survivors)

REDEFINING FAMILY: A NEW NARRATIVE

This project acknowledges the history of inequity in the United States: creating social determinants, impacting marginalized communities, and causing disenfranchisement with public systems and policies. When addressing the project question, our group worked within the lens of equity to generate a new narrative for the underrepresented communities, specifically in support of all human trafficking survivors. The first step to achieving equity is to allow survivors to define their own family and move away from the traditional definition.

Class 4 defines family as both related and unrelated individuals selected by the trafficking survivor. Defining family is essential to survivors who are exploited by family members, are foreign nationals without family nearby, and often need to vacate the family of origin as part of their safety plan. We found that family is a primary component of social capital, and financial stability is rarely gained without a network of social capital.

For instance, the Family and Medical Leave Act (FMLA) was once a significant leap forward; however, we now recognize the built-in bias of this definition of family. Sole survivors who have neither parents nor children cannot use this resource for siblings, relatives, or unrelated family. Expanding FMLA to a survivor-defined family is crucial in supporting equal access to services, including health insurance, that will support a survivor's quest for financial stability.

The ability to choose family is imperative in building new social capital for survivor recovery. We strongly suggest that each trafficking survivor is included in all approaches using the 2-generation/whole family approach, regardless of how an individual chooses to identify their family. This inclusive approach allows each survivor to create the family they aspire to belong to and strengthen their ability to acquire financial stability.

RESEARCH METHODS

To approach the identification of best practices, Class 4 conducted eight key expert interviews, completed multiple research and grey literature searches, and identified parallel movements to provide examples of interventions, approaches, and evidence-based practices to inform trafficking work. The parallel movements include refugee resettlement, domestic violence and violence prevention, sexual assault, homelessness, and public health. Both scientific literature and internal reports were reviewed for examples of interventions that address postsecondary education and economic self-sufficiency. In addition, the expertise of Class 4 members was pooled, including identification of barriers experienced by survivor members, examples of successful interventions, and support provided by organization representatives of the Class. Several universal themes of approach, intervention, and focus areas were identified by the Class, and recommendations were achieved through consensus building by implementation of Coro leadership tools for voting, peer share-outs, and debrief sessions in conjunction with intersession meetings to determine best course of action.

Qualitative research was obtained from 18 anonymous survivors who answered the following question: What have been some of the tangible barriers to (1) completing an education goal, (2) finding long-term consistent employment, or (3) gaining and maintaining financial assets? (See Appendix B.) Additionally, a few survivors told us what worked well in helping them achieve stability.

BEST PRACTICES RECOMMENDATIONS

1. Service Inclusivity for Financial Assistance

Class 4 recommends service inclusivity for temporary funding designed to support all survivors of human trafficking in the United States. Assistance inclusivity is identified as a critical touchpoint to support both survivors and families in achieving financial stability.

State and local governments can begin by offering consistent benefits to all survivors as implemented in TVAP (Administration for Children and Families, 2019). Providing critical financial assistance and an array of services increases the likelihood of obtaining long-lasting financial stability for survivors and families.

These services are made available to survivors born outside the United States and who are not United States citizens or lawful permanent residents holding a green card. For example, the survivor must meet two of the following qualifications:

- Potential victim of a severe form of either labor or sex trafficking
- An adult seeking legal status through a T visa or Continued Presence or who has an HHS Certification Letter
- A minor who has received an HHS Interim Assistance Eligibility Letter from OTIP

Class 4 recommends the following:

1) Create a mirror program.

Class 4 recommends state and local governments develop programs that allow adult and juvenile domestic survivors to apply for assistance using a similar model as the TVAP Interim Assistance Program. Class 4 recognizes implementation will vary across states. State and local government could potentially garner resources from federal assistance to fill in gaps for services. Upon completion of a Certification Letter, applicants should immediately begin receiving the following services:

- Food, housing, and cash assistance; educational services; mental health services; clothing; safety planning; transportation; life skills; community orientation; assistance with obtaining identification documents; translation; medical care; housing, English as a second language; employment assistance; childcare; family reunification; prepaid phones/phone cards; legal services; help with obtaining public benefits; and help with filing taxes

Immediate access to survivor-informed services removes barriers faced by domestic survivors. This includes receipt of a Certification Letter to expedite the processing of vital documents and identity verification. To allow for the survivor rate of recidivism, this provision needs to include the ability to pause services without penalty. These services can be delivered by a holistic case manager and funded through initiatives such as state and county Victims of Crime Act (VOCA) funding and other county or state-mandated funds.

Additionally, Class 4 identified the following populations as compromised due to a lack of resources: (1) juveniles and adults with poor credit or lack of credit history and (2) individuals who identify as nonbinary and LGBTQ+. The gaps in assistance include housing, income, mental health services, employment assistance, applying for identification documents, criminal record expungement, financial literacy, affordable childcare, access to health care, payment for postsecondary education, and transportation.

2) Implement a matching grant program.

Class 4 recommends implementing an identical matching grant program to foreign national and domestic survivors after they receive a Certification Letter. A matching grant program could:

- Assist survivors with tuition for postsecondary education, purchasing a home, and/or starting a business
- Match money set aside in a savings account to increase survivors' financial stability for up to 5 years
- Provide a financial literacy curriculum (directly or through a partner program) for candidates to learn money management skills and move toward financial stability

- Offer navigation services to assist with completing forms and providing emotional and mental health support

This matching grant is suggested to be delivered by a holistic case manager and funded through initiatives such as state and county VOCA funding and other county or state-mandated funds.

3) Increase awareness and access to T visa information.

Class 4 recommends consideration toward the continued purpose and action of the T Nonimmigrant Status (T visa). Survivors who are waiting to apply for continuous residence face struggles such as language barriers, fear of deportation, limited education about local resources, legal immigration status, lack of knowledge about government labor protections, and lack of support services—all of these struggles prevent victims from obtaining assistance.

State and local government should create partnerships with visa programs, local NGOs that serve visa holders, and cultural centers to increase awareness and access of information in local communities about visa program benefits. Specifically, a one-page document for T visa holders to give to schools and employers as a self-advocacy tool would be helpful. This resource should also be easily located on the web.

“As a sole survivor, I didn’t have a social capital in achieving my financial stability. I found parents that eventually adopted me when I was 34 years old as I only had a sibling and aunt from my family of origin. And they lived in another country. In my case, I just had a lot of issues explaining to the school/employer about my T visa eligibility status. Employers and educational institutions have little knowledge on how a T visa program is supposed to work, thus posing another challenge for trafficking victims like me to move forward and reach financial stability.” —Human trafficking survivor

(See Appendix B for qualitative research responses from survivors)

Inclusivity in Financial Education and Resources

Class 4 recommends local and state government provide funding to ensure providers and NGOs develop and deliver financial education programs that are culturally competent. Organizations should ensure they are implementing best practices in language, religion, sexual orientation, gender roles and identities, literacy capabilities, and immigration status. When organizations provide services that are culturally competent and inclusive, there are higher rates of participation and increased positive outcomes.

We also recommend that NGOs form partnerships with banking and financial institutions and with legal and immigration agencies that provide services to survivors and their families for assistance with immigration matters and in applying for benefits through TVAP. Finally, we recommend including financial education as part of a navigator team and one-stop shop to increase financial literacy for survivors.

Class 4 recommends the following:

1) Ensure cultural inclusivity and language accessibility in financial literacy resources.

We recommend local and state governments provide grant funding to ensure financial literacy programs are developed to address obstacles such as cultural differences, language barriers, limited access to the Internet, and financial challenges that can create barriers to success for survivors. Innovative solutions are needed to increase access to financial services for survivors

and their family. A financial curriculum to support survivors should be strategic in the approach, development, and delivery of education programs. We further recommend the following:

- NGOs create a financial department to provide culturally inclusive financial education to survivors and their families, including:
 - Online banking education, including mobile device applications
 - Assistance with applying for a tax identification number
 - Assistance with obtaining alternative documents accepted at financial institutions such as consular identification, state identification, or passports; alternatives to social security cards or state driver's license
 - Access to notifications of mobile consulate visits to a survivor's city of residence
- NGOs provide clients at day labor centers with outreach materials for financial institutions; for example, Casa de Maryland offers integrated services connecting day labor centers and participants to onsite financial literacy programs (Casa de Maryland, 2013).
- NGOs implement teaching tools to build on a newcomer's strengths and experiences; for example, learning circles provide an opportunity for individuals to share knowledge, tips, and experience through group sharing and open dialogue (Lutheran Immigration and Refugee Services, 2012).
- NGOs conduct outreach and provide resources and training to LGBTQ+ agencies to promote connection with survivors and their families.
- NGOs train and educate agency staff about gender roles and religious restrictions in financial management.
 - In many cultures, males control family finances.
 - When females become educated in financial literacy and begin managing finances in the home, the family dynamics can shift and become problematic.
 - Some religions have restrictions about which family members are permitted to manage household finances; for instance, traditional Muslims cannot participate in home loans.
- NGOs implement best practices strategies when working with language barriers.
 - Consider literacy and language ability for the family (see Appendix C).
- Providers should offer budgeting education (through grant money allocated by state/local government) to utilize a 2-generation/whole family approach in accounting for remittance expenses. Ensuring that financial education takes into consideration remittances that survivors and their families send to their home country aids in ensuring that financial education programs are culturally competent. Survivors and their families are often not only providing financial support to family in the United States, but also to children and family in their home country as many foreign nationals send financial support to family in their country of origin (The World Bank, 2019).
- Legislative action at both a state and federal level to ensure that potential barriers to higher education are eliminated for survivors of trafficking. Lack of citizenship and

authorization to live in the United States can be a barrier to gaining access to higher education. State and federal legislatures have the capacity to remove these barriers through the passage of legislation, which can allow for access to higher education by survivors of trafficking who are undocumented. This ultimately can then lead to higher participation rates in the local economy.

- Example: The ASSET (Advancing Students for a Stronger Economy Tomorrow) Bill of Colorado allows access to both in-state tuition and university financial aid to attend Colorado state universities for undocumented immigrants who attended high school for three years and graduated from a Colorado high school (University of Colorado, 2019).

2) Develop a state or local government-funded program for community-based organizations and financial institutions to create a toolkit for survivors to achieve financial security.

State and local governments should provide tax breaks and incentives to financial institutions to facilitate collaboration between community-based organizations and financial entities. This allows for both partners to work together to best provide financial support and education to survivors through the creation of a toolkit to assist in managing finances. Foreign nationals often have a lack of trust with banking institutions from their home country. A partnership between a trusted NGO and a financial institution will aid in establishing trust between survivors and financial institutions.

The toolkit will provide:

- Incentives for participation and completion of financial literacy programs; for example, the International Rescue Committee serves immigrants in Phoenix and provides a \$25 savings bond for completion of a class and contributes \$100 toward 529 plans for youth participation
- Resources for a variety of inclusive financial literacy programs (see Appendix C for a list of financial institutions and their programs)

One-Stop Shop to Apply Whole Health Model of Care

A one-stop shop of services designed with a whole health model of care approach and partnering with local NGOs, private companies, and community members will help maximize ease of access to services for survivors.

Development of the one-stop shop may begin with a task force of key stakeholders that includes subject matter experts with lived experience, community navigators, medical professionals, law enforcement personnel, judicial professionals, and case managers who will conduct research and evaluation, including lessons learned from parallel models. In addition, this model will serve populations with intersecting needs such as homelessness, domestic violence, and sexual assault. This concept will then be piloted in both rural and urban communities to facilitate feasibility and inform future development in neighboring communities.

Providing a one-stop shop for survivors will increase access to services and improve the sustainability of a survivor's financial stability (see Appendix E for Agency Examples of One-Stop Shops).

Class 4 recommends the following:

1) Develop a one-stop shop using a whole health approach for access to services in a single location.

Often survivors encounter barriers when accessing services such as:

- Lack of transportation
- False barriers created by the silo of services
- Criminal records
- Too much time away from work and family for appointments at multiple locations
- Increased discrimination in a silo approach
- Complicated and confusing system(s) navigation
- Re-traumatization associated with repeated storytelling to multiple providers
- Lack of social capital

Providing multiple services in one location will improve a survivor’s recovery process by eliminating many of these common barriers.

2) Train providers and staff of the one-stop shop in trauma-informed, survivor-centered, and recovery-focused services using a whole health approach.

Human trafficking survivors require a host of services to mitigate the emotional, psychological, physical, and financial impact of their experiences. For supportive efforts, Class 4 identified a whole health approach, which requires agencies and service providers to address the individual along with the family or support system, the community, and the social determinants of health needs. This approach is person-centric, which means the goals of care are guided by the person rather than the agency. The survivor’s goals will modify as they move from immediate needs to intermediate and long-term planning. All aspects of health can improve or impair ability to access, leverage, and engage in employment and educational opportunities. See Figure 3 for an example of a whole health approach

Rather than focusing on one component of the trafficking experience and subsequent needs, a whole health framework balances the emotional, psychological, physical, cultural, and financial needs of the individual in the context of the survivor-defined family and support system. Within the trafficking context, the whole health approach would require agencies to build services or referral networks to support the various components of well-being for the trafficking survivor—recognizing that needs change as the survivor progresses through phases of recovery.

The one-stop shop facility may include services such as:

- Whole person and family case management (see Appendix D)
- Connection to cultural community navigators
- Workforce development

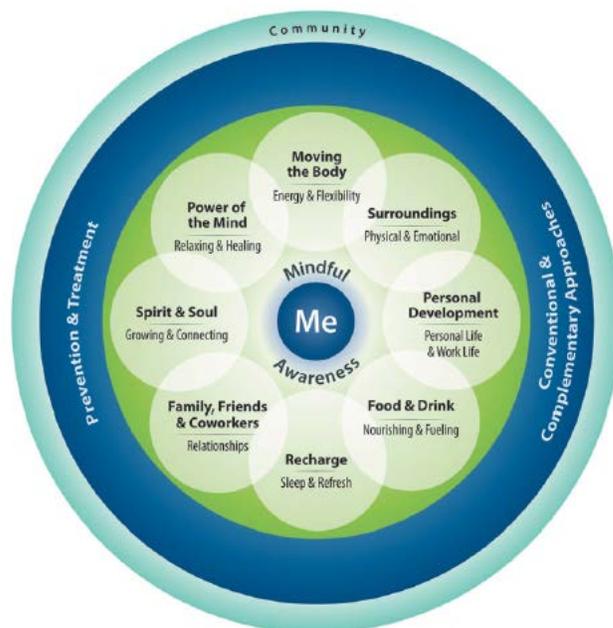


Figure 3: Whole Health Veterans Administration

- Education and financial aid applications
- Assistance with criminal records, identity theft issues, and litigation
- Immigration-related services
- Financial support services and financial literacy training
- PEAK (program eligibility and application kit) providers (Colorado PEAK, 2015)
- Mental health services
- Housing solutions
- Childcare resources
- Parenting classes
- Survivor support groups
- Access to food banks, school supplies, and household items
- SANE (sexual assault nurse examiners) services
- Life skills coaching such as cooking, self-care, and household management

Model Example for a One-Stop Shop

One-stop shops have proven successful in more limited arenas such as child advocacy centers. They bring a multidisciplinary team to their center as the best practice of trauma-informed and victim-centered care for children rather than having the child visit several different locations for the care they need after trauma. Initially, one-stop shops evaluate and treat the trauma of a child but quickly engage the family to create stability and safety for the child. This often includes aspects of financial security like food assistance, housing assistance, financial literacy classes, and parenting classes through case management, group parenting classes, social capital building, and finding ways to strengthen the family.

Model Example for a Whole Person Approach

A primary example of the integration of the whole health approach is shown in Figure 3. The Veterans Health Care Administration (VA) uses a whole health approach when providing health care to veterans and integrates psychological, social work, and peer support into health care services for the veteran to meet the wide-ranging needs of the population (Gaudet, 2019). The VA acknowledges the various aspects of an individual's experiences, environment, and preferences and their impact on well-being. This is particularly important because 8 percent to 22 percent of all veterans meet the criteria for posttraumatic stress disorder (Nitcher, 2019). As a result, the VA implements systemwide trauma-informed practices, including a wholistic health program, which is vital. A great parallel between VA service success under the whole health model and trafficking survivors is that mental health issues and complex trauma are extremely common post-exit (Hossain, Zimmerman, Abas, Light, & Watts, 2010).

Qualitative research from survivors of trafficking:

“Having to explain and re-explain a criminal record to potential employers then becomes re-traumatizing.” —Human trafficking survivor

“Transportation issues and affordable housing that accepts my criminal history.” —Human trafficking survivor

“Criminal record is debilitating when looking for a job paying more than minimum wage.” —Human trafficking survivor

“Employment at my age, 65.” —Human trafficking survivor

Community Navigators

When emerging from their experience, survivors require several layers of service from multiple sectors of their community. The survivor will most likely be assigned a case manager who will assess their needs and facilitate interdisciplinary approaches for recovery, including referral to a navigator. The navigator's role is to assist the survivor in "navigating" the complex processes of applying for housing, health care, employment, higher education, financial aid, transportation, and many other resources to successfully achieve and maintain financial stability.

Because human trafficking survivors come from many different cultures and backgrounds, it is beneficial to develop a group of culturally specific community navigators to provide comprehensive support to the survivor and their family while navigating various systems.

"Without connection to resources, information, and people who can help supply strategies for negotiating these different cultures, these [people] are at risk for failure...due to cultural incongruity or their unreadiness to negotiate or straddle multiple cultures, to acclimate to a new cultural orientation, or to develop the skills necessary for cultural navigation." (Strayhorn, 2015)

Further, increasing knowledge of available services through outreach and education to both survivors and community members will aid in the creation of a network of support within each community.

"...programs seek to address perceived barriers stemming from mistrust and system complexity, by training and employing lay individuals to provide one-on-one follow-up and case management." (Dohan, 2005)

Class 4 recommends the following:

1) Develop a community navigator program as part of the one-stop shop to include:

- Intensive case management for the newly identified survivors to provide the services required for immediate needs and identify existing and potential social capital (see Appendix D)
- Multiple members who have specific areas of training and can work as a team to provide a range of services
- Cultural and community-specific connections, including language skills and cultural norms
- Networking and collaboration among navigation team members to support survivor needs
- Formation of a survivor support group
- Development of an expansive network of multicultural connections among multiple communities, allowing for team-focused collaboration in connecting survivors to their community
- Assistance for case managers in fostering newly established connections and sustainable social capital

In exploring this approach, stakeholders may investigate similar programs such as the established model of care used by *promotores de salud* (community health workers), wherein community navigators known as *promotores* were recruited from target Latino communities and

trained to assist patients with specific illnesses such as cardiovascular complications or cancer. The navigators were then trained by a team from a community-based outreach program known as *Salud Para Su Corazon*. This approach reported positive outcomes for patients after navigator intervention (Shommu et al., 2016).

2) Develop training standards for community navigators.

The development of standards for navigator competencies will ensure consistency in the delivery and content of services for survivors. An example of this success is in a study of the health care navigator system in one community where navigators were given comprehensive training by health care professionals to provide culturally tailored health education, lifestyle workshops, and self-care training to patients. The study reported a considerable improvement in the immigrant and ethnic minority health outcomes in the United States (Shommu et al., 2016). These findings demonstrate the need for established standards and navigator training.

Suggested standards for navigators are as follows:

- Standards should exist for peer workers, patient navigators, and community health workers.
- Community navigators must receive human trafficking training to ensure understanding of the unique and complex needs of survivors.
- Community navigators will participate in community outreach efforts to build relationships within the survivors' community.
- Navigators must be free to work independent of pre-defined parameters of service, allowing for individual problem solving through established community networks.
- Development of service plans for survivors should be individually tailored to overcome perceived or actual barriers.
- Navigators should be culturally informed and community-based in order to help eliminate a survivor's sense of isolation and create a sense of belonging.
- Community navigators will provide continued and consistent services until self-sufficiency is reached at which time the survivor will receive ongoing maintenance support for a defined period.
- A community navigator system will establish an efficient network of multicultural community links for survivors to connect to their communities through shared language, native culture and established community connections.
- Navigators should have a clear understanding of the survivor's potential challenge of poverty.

Qualitative Research Responses on Training Standards:

"I have a very hard time holding down jobs. When I first got out of exploitation and got my first job, I was lucky enough to get an administrative contractor job with the state through vocational rehab. I was given a job coach (supervisor) that not only advocated for my needs but also calmed me down many times. She knew my story and was very compassionate; I worked there for three years until the contract ended. We are still friends. I have no doubt that if you had a job coach that was educated in survivor needs, then you would have many more employable and successful employees that just so happen to have a survivor background. Many survivors are very smart, talented, and hard working. They just don't understand some of the inner workings of what is needed to keep and excel at a job. For instance, things like time management, self-

determination, self-advocacy, crisis and conflict management, dealing with bosses and coworkers.” —Human trafficking survivor

*“Emotional support to keep working on goals. I didn’t feel that anyone truly thought I would succeed. Everything felt like a fight, and that emotional struggle led me into some additional issues that prolonged the completion of my programs. Someone who could have been my advocate and/or peer support could have made all the difference.”
—Human trafficking survivor*

(See Appendix B for qualitative research responses from survivors)

State and Local Survivor Leader Career Opportunities

From process reviews, training models, and survivor services, we know that survivor leaders are experts on the topic and eager to be involved in all aspects. For many survivors, playing an active role in prevention, education, and advocacy are critical factors for finding purpose in their trafficking experience while also providing a safe space for them to explore their skills and interests. Funding from state and local governments will ensure that agencies are able to employ survivors for training and advocacy work as well as positions behind the scenes such as marketing, program development, and grant writing. Survivor involvement significantly impacts education, prevention, and service provision. As states continue to organize their response to human trafficking, Class 4 recommends that state and local governments do the following:

1) Create positions accessible to survivors and promote opportunities for growth through education and employment.

Class 4 further recommends the development of a statewide provider network to centralize services and resources from around the state. This network will promote social capital for survivors by enhancing survivor/ally relationships. We recommend placing survivors in paid positions alongside other allied professionals to manage and operate the network to bridge communication and increase access to financial resources, education opportunities, and employment connections for survivors and their families. The position’s job description could include the following:

- Organize periodic, regional collaboration meetings
- Coordinate trainings for financial literacy
- Facilitate relationship building with survivors and allies through networking events
- Develop and manage an email network and website to coordinate and distribute outreach/marketing materials
- Coordinate statewide annual conference for survivors featuring workshops on the topics of financial literacy, successful employment outcomes, access to higher education, leadership development, legal and judicial issues, and advocacy

2) Through the statewide network of survivors, provide training in trafficking programs and services with a focus on underserved populations such as male-identifying and the LGBTQ+ community.

Class 4 further recommends consideration be taken to ensure that individuals employed represent the communities they serve to provide review and evaluation of internal systems, outreach, education, and services proposed by government agencies and allied organizations. Hiring individuals with lived experience as expert consultants and including their leadership abilities in local task force alliances creates opportunities for increased rapport building, provides invaluable perspectives, and enhances systems and services while providing employment opportunities for survivors. We recommend LGBTQ+ and male-identifying survivors provide training on:

- Male victimization and mental health outcomes
- Sexual orientation, anxiety, and depression
- Empowerment to self-select programs
- Privacy, confidentiality, and choice
- Resources for international anti-trafficking opportunities

Class 4 recommends state and local governments prioritize funding for victim service and workforce development centers to establish partnerships with local NGOs to build capacity and decrease barriers to sustainable employment for survivors. Additionally, statewide survivor networks could support the relationships between these agencies to ensure sustainable funding of positions and maintain accessibility of these opportunities.

Partnership between a county workforce development center and a local university provided economic opportunity for a state-funded work study program that provided a living wage coupled with academic skill building for individuals with lived experiences in direct connection to a local survivor led organization (Larimer County Workforce Development, 2018). At the national level, HHS has provided economic and leadership opportunities for individuals with lived experiences through consulting in key anti-trafficking initiatives, leadership development academies, employment pathways to federal agencies, and connection to organizations and institutions to further platform survivor expertise as well as providing a path to economic opportunities through NHTTAC.

SUMMARY

It has been a challenging and enriching process for the 12 fellows of HTLA Class 4 to explore the assigned project question over the past 5 months. Human trafficking is a complex public health concern firmly entrenched in systemic root causes such as poverty, legal status, violence, addiction, and other factors that contribute to survivor vulnerability. We hope our recommendations resonate with survivors and allies alike and help to advance the movement correctly in the area of assisting survivors of trafficking in achieving financial stability. We are hopeful that our federal, state, and local partners consider the importance of social capital building, intensive case management, and a holistic approach as underlying principles and practices that are critical to any effort related to service provision for survivors.

When specifically considering the 2-generation/whole family approach and its application to the achievement of financial stability, all fellows feel it is critical to ensure survivors are given the opportunity to define family for themselves and not as a preexisting governmental construct.

The fellows also agree to the importance of recommendations of service accessibility and cultural inclusivity. The broader the qualifications for services, the more survivor friendly they become. In speaking with a variety of professionals in the field as well as those with lived experience, one significant barrier to success for survivors is the requirement to access services and supports in a multitude of virtual and physical locations. The idea of a one-stop shop for services demonstrates a clear benefit for those accessing supports, especially considering that time is a commodity and financial stability ultimately is built through the capacity to attend to workforce and educational opportunities. The one-stop shop idea is also in line with the 2-generation/whole family approach by allowing various family members to get their needs met in one location.

Although we acknowledge the value of this type of approach, we understand that not all systems are equipped to provide services in one central location. We appreciate that the journey to financial stability is challenging and filled with pitfalls unique to everyone on the path. The idea of a navigator to walk alongside survivors and help them maneuver around barriers and over obstacles is a critical component that no successful program should be without. In order to implement programs that include the best practices suggested in our recommendations, it is crucial that appropriate training is developed and offered on an ongoing basis. As in many fields, the environment is continually changing in the sphere of anti-trafficking work. It is critical that service providers and survivors alike are exposed to the core principles for quality service provision as well as any new and promising practices (Nitcher, B.N. (2019).

As each state continues to be responsive to the human trafficking movement, it's important to engage and employ the survivors.

Each fellow is humbled by the opportunity to work with such a fantastic group of individuals steadfastly committed to the prevention and ultimate ending of human trafficking in any and all forms. We are also incredibly grateful for each person who shared their passion and expertise with us over the past 5 months. It has indeed been a life-changing experience, and we are hopeful that the body of work we have jointly created benefits survivors of trafficking and service providers and allies walking alongside each unique individual on the road to self-sufficiency.

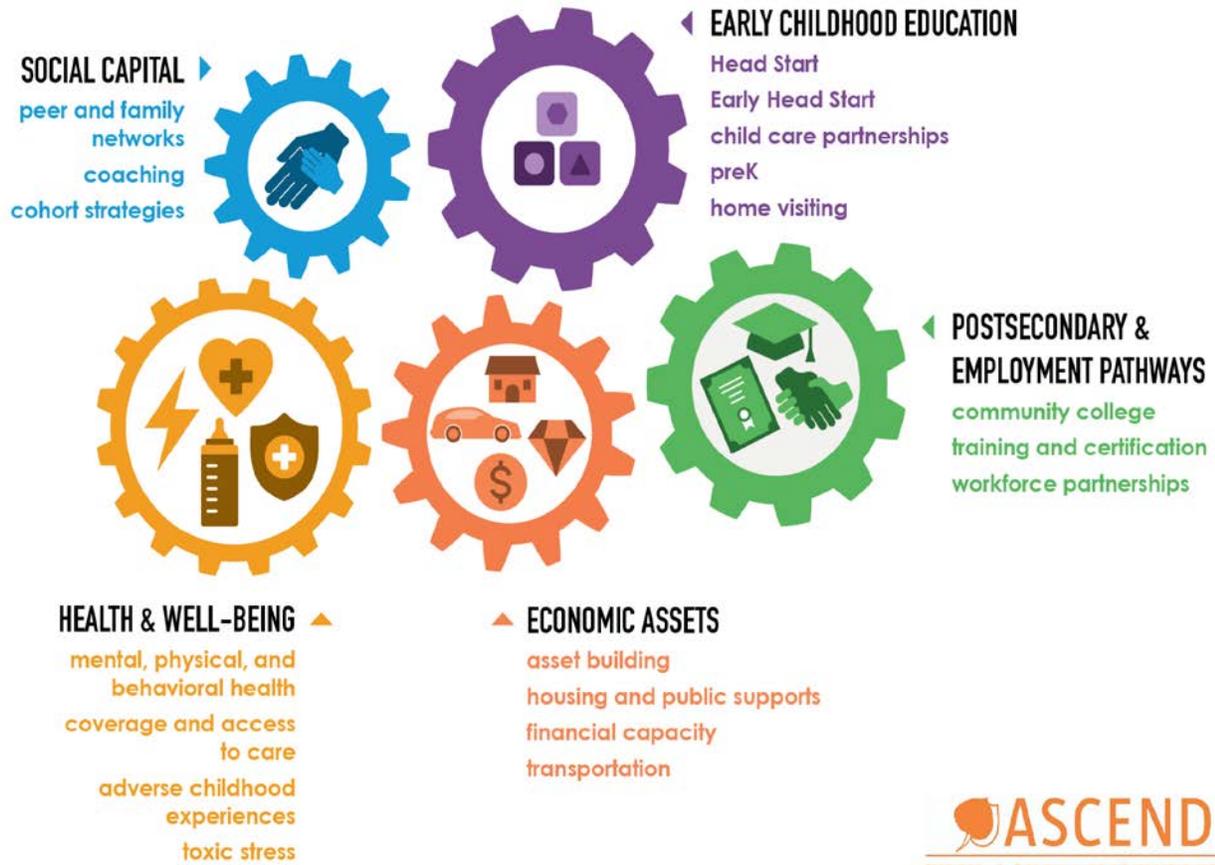
RECOMMENDATION FOR FUTURE CONSIDERATION

Many survivors of trafficking struggle with their relationship to their bodies through symptoms such as self-harm, eating disorders, dissociation, self-hatred, bodily disturbances, flashbacks, chronic pain, and estrangement from self and others. These significant disturbances cause dysregulation in a person's cadence and normal rhythm of being. Safe and healthy reconnection to one's body can provide an avenue for regaining self-embodiment, regulation, and autonomy; reducing flashbacks; and genuine kindness toward the whole self. Research suggests that body-based healing interventions offered through a trauma-informed lens combined with psychotherapy can improve a person's reorientation to their bodies, which can aid in survivor healing and empowerment.

Class 4 recommends conducting further research on how holistic body-based approaches such as medical massage, physical therapy, unwinding, acupuncture, trauma-informed yoga, health club membership, and trauma-informed health coaching with survivors can be made accessible to recipients of Medicare and Medicaid and be billable by insurance companies. Alternatively,

we recommend providing funding to states for distribution to NGOs to encourage an evidence-based holistic health care approach.

APPENDIX A: 2-GENERATION/WHOLE FAMILY APPROACH AND SOCIAL CAPITAL



APPENDIX B: QUALITATIVE RESEARCH FROM HUMAN TRAFFICKING SURVIVORS

Class 4 believes in actively listening to a survivor from the first point of contact until the end of formal support in recovery. The survivor-centered approach impacts how providers listen to, treat, and empower individuals who have experienced trauma. As trafficking allies examine their approach and set aside biases or predetermined paths to success, the individual survivor is empowered to independently make healthy decisions to support long-term stability.

Class 4 appreciates the substantial contribution from the 18 survivors who responded to our question, and we anticipate that our work in this fellowship will result in increased support for all survivors.

Qualitative research was conducted via social media and anonymous contributions by survivors interested in informing our recommendations. The question we asked: What have been some of the tangible barriers to (1) completing an education goal, (2) finding long term-consistent employment, or (3) gaining and maintaining financial assets? Here are the responses we received:

“Suitable childcare for a child with special needs. My whole paycheck was going to childcare because he couldn’t go into a typical daycare, so I had to have someone come to us and that cost too much for me to continue working.”

“Getting out of the poverty rat race was hard because if car insurance lapses, now the premium is more because you are considered a higher insurance risk, same with homeowners insurance premiums. Keeping my cell phone and internet services paid up and active was hard without steady income which is detrimental to getting the job calls and hard for keeping social connections. There was one period where I had steady work but made just enough to keep the utilities turned on which was too much for food assistance and too little to feed my teenagers. I often was paying only the utility in danger of being turned off each month. I hadn’t ever been on public assistance as I’d been raised with the mindset that it was for others worse off than us - despite the poverty I grew up with, so it took me a long time to ask for help and then I didn’t ask about additional services that I now realize we were eligible for that would have reduced so much hardship and would have allowed me to finish college.”

“Emotional support to keep working on goals. I didn’t feel that anyone truly thought I would succeed. Everything felt like a fight and that emotional struggle led me into some additional issues that prolonged the completion of my programs. Someone who could have been my advocate and/or peer support could have made all the difference.”

“So many. Lack of ability to get a stable job, lack of references, lack of job history, lack of interview skills and ability to explain the past. Education apps and issue—needing educational support (I didn’t know how to do research or write a research paper). Lack of ability to buy food and I was surviving on student loans that are now an immense debt (that I may never be able to pay back). I wish I had someone to consult with before getting the degree because an MSW would have been more employable, but I didn’t know that. Upon graduating I had nowhere to turn, I applied for jobs for years, but without the ‘right’ degree, appropriate job experience, and appropriate references, I had little to no success (for years). I worked to speak and train whenever I had the opportunity but many times, I was low on the list, due to others getting the

opportunity first. I experienced homelessness for 9 months after getting an MA because I didn't have a stable job and nowhere to turn (i.e., no family to turn to)."

"It sometimes feels like once we make it out of total crisis, the power dynamic changes and competition sets in. One of my biggest long-term barriers has been feeling less-than when working alongside other professionals in anti-trafficking work, and not able to contribute beyond my story of exploitation, even when my education and work experience makes me an equal on paper. It is even more difficult coming from a disadvantaged starting position of social capital and having a fear of repercussions for speaking up because that could mean jeopardizing my personal and professional stability that I have fought so hard to create for myself. If I could change things, it would be to continue to increase survivor inclusion, to sit with the (discomfort of the) survivor's perspective of unintended consequences of new policies and procedures, to be mindful and transparent of power dynamics, and to continually seek out ways to create accessible employment opportunities for survivors that allow them to explore their skills and interests. The mantra 'listen to survivors' is applicable long past the actual trauma - those experiences and our healing processes following it give us an important perspective on the systems and mindsets that perpetuate silencing and re-exploitation, and those need to be listened to as well."

"Scholarships and funding ... lack of scholarships for multiple reasons (not enough available for need, inability to access or utilize FAFSA [Free Application for Federal Student Aid], scholarships for being for demographics I do not qualify for ...)"

"It is a nightmare finding housing due to background. You must hope to find a landlord willing to take a chance, and there are not many out there. I def [definitely] believe that there should be an easier process to expunge certain charges that occurred during that time period (prostitution, drug possession, petty theft) so that way, it would just be easier to apply. Some type of housing program like Section 8. Not necessarily having rent funded, but you know how there are specific landlords that accept Section 8 and there is a list. Well, what I'm trying to get at is having a list of "friendly educated rentals" where the landlord might get a tax write-off or something for renting to a survivor (like a one-time thing) and that way, the landlord already gets where we are coming from and we don't have to constantly repeat our story. And pay for all those rental apps just to be denied."

"Getting funding for school when you don't have access to certain documents due to identity theft issues. Different funding options. Financial aid offices in combination with government. I couldn't even apply for student loans without the FAFSA [Free Application for Financial Student Aid] being completed, which I didn't have access to the necessary documentation to do so, due to the identity theft. It's been years but since they filed fraud returns, it screws me every year I go to file. I have to paper file now and it took about 4 months to get a copy of the ones that were lost in the move across the country."

"For me, childcare took almost my whole check. I didn't qualify for assistance (even though I worked barely above minimum wage). I did not have employment history, which made it hard to work anywhere but fast food, etc. The DV [domestic violence] shelter that I was at had rules about staying out past certain times and providing proof of going to work when past curfew. Legal services were an absolute nightmare for me. I had to flee my county for safety reasons and all the connections to pro bono attorneys would not work outside of their county. I reached out to so many legal services places and ended up with a really bad experience that had a major impact on me having full or primary custody of my child."

There was a guy who was a real estate agent and a supporter of the shelter and he offered an apartment to me at an extremely low rate for six months until I could get back on my feet. This made a world of a difference for me because I did not have to pass background checks or credit, etc. I honestly don't know if I ever would have gotten out of my situation had I not had help with that apartment. He extended my stay for another six months, and I was able to be there for a year and save up so I could live in an apartment on my own. Shelters need to partner with realtors, property management companies, etc., who are aware of what a situation looks like for a person leaving their trafficker or abuser. I was sexually harassed at the shelter by many women as a nonbinary queer person. It was also very divided. Supposedly 'unintentionally' all the women and children of color were on one side of the house and white women and children on the other. White women always got housing first and preferential treatment in the house. No POC [people of color] on staff or volunteers didn't help. I would say because of this, there was a higher instance of women of color fleeing back to their abuser."

"Having a professor who was tenured and not trauma informed is a nightmare. I've had professors say, 'you're not an expert in anything, that's why you're here, so shut up, sit down and listen.' Or 'silence is consent in this classroom and it's not up for discussion or vote.' Meaningful access to services. With assignment deadlines aligned with a nonlinear thought process. I also found that I processed heavily when note taking by hand (bilateral stimulation and fine motor skills) so being able to use a laptop in class without being outed as disabled with PTSD. Needing access to transgender, queer, and female professors of color who are tenured and likely inherently more trauma informed. Needing access to survivors on staff and faculty. Parking fees blocking registration. Having to repeat a negative narrative repeatedly to multiple people multiple departments multiple forms for any petition. Not having access to evening and weekend classes and being in a class full of 18-year-olds that smell like the dorm."

"Having access to health insurance so I could keep up with therapy, medication management, and health issues. I needed to work, but every time I worked, I would get kicked off public assistance. When that happened, I couldn't afford to get my meds/therapy/doctor visits, so I would relapse and quit my job. I am finally on SSI [social security income], and it is very hard to live off it, but I am very thankful because at least I can go to my doctor, therapist, and afford my medication. I think the government should make a stipulation that a survivor of human trafficking should have at least one year of free public assistance. No matter their income, background, etc. I feel that would be a helpful steppingstone. Too many come out with so many health problems and are forced to work and are denied getting the help they need."

"How about orgs (organizations) and councils tokenizing survivors for their benefit and not actually listening to the needs, legal issues, and policy needs of real survivors who do this work daily, also the way survivors are treated by groups who are supposed to understand them or leaning toward more LEO [law enforcement officer] solutions that only help themselves and not the survivors in theory either. These agencies and groups get in their own way because of ego and the need to be relevant in a movement they don't grasp. So instead of being helpful or collaborative, they create false barriers for survivors who they don't deem as important or feel threatened by. In the movement, other survivors are just as guilty for sabotaging and speaking bad about each other. The lack of substantive housing is a huge barrier because the most basic need isn't met, and all others cannot be."

APPENDIX C: FINANCIAL INSTITUTIONS & NGO LITERACY PROGRAMS

Name	Website	Programs	Languages (written and/or spoken)
<i>Charles Schwab, Inc.</i>	https://www.schwabmoneywise.com/public/moneywise/	<input checked="" type="checkbox"/> Kids <input checked="" type="checkbox"/> Teens <input checked="" type="checkbox"/> Adults	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Spanish <input checked="" type="checkbox"/> Mandarin
<i>City Bank</i>	https://www.citigroup.com/citi/citizen/community/curriculum/adults.htm	<input checked="" type="checkbox"/> Kids <input checked="" type="checkbox"/> Teens <input checked="" type="checkbox"/> Adults	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Spanish
<i>Consumer Action</i>	www.consumer-action.org	<input checked="" type="checkbox"/> Adults	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Chinese <input checked="" type="checkbox"/> Spanish <input checked="" type="checkbox"/> Vietnamese <input checked="" type="checkbox"/> Korean
<i>Help Minnesota Save; Becoming Part of Wealth in America</i>	https://helpmnsave.nonprofitoffice.com/	<input checked="" type="checkbox"/> Kids <input checked="" type="checkbox"/> Teens <input checked="" type="checkbox"/> Adults	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Hmong <input checked="" type="checkbox"/> Spanish
<i>International Rescue Committee</i>	https://www.rescue.org/announcement/financial-literacy-building-credit-nyc	<input checked="" type="checkbox"/> Adults <input checked="" type="checkbox"/> Families	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Spanish <input checked="" type="checkbox"/> Various languages
<i>Lutheran Immigration and Refugee Services</i>	https://www.lfsrc.org/programs-and-services/refugees/refugee-asylee-volunteer-program/refugee-resources/financial-literacy/	<input checked="" type="checkbox"/> Kids <input checked="" type="checkbox"/> Adults <input checked="" type="checkbox"/> Families	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Nepali <input checked="" type="checkbox"/> Somali <input checked="" type="checkbox"/> Swahili <input checked="" type="checkbox"/> Burmese
<i>My Money</i>	https://www.myfloridacfo.com/mymoney/	<input checked="" type="checkbox"/> Kids <input checked="" type="checkbox"/> Adults <input checked="" type="checkbox"/> Families	<input checked="" type="checkbox"/> English
<i>Wells Fargo</i>	https://www.wellsfargo.com/financial-education/basic-finances/	<input checked="" type="checkbox"/> Kids <input checked="" type="checkbox"/> Adults <input checked="" type="checkbox"/> Families	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Spanish <input checked="" type="checkbox"/> Mandarin

HHS Assets for Independence (AFI)	https://www.acf.hhs.gov/ocs/programs/afi	<input checked="" type="checkbox"/> Kids <input checked="" type="checkbox"/> Adults <input checked="" type="checkbox"/> Families	<input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Spanish
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APPENDIX D: BEST PRACTICES FOR CASE MANAGEMENT

According to the Office for Victims of Crime (OVC), “Case management is the central component in the provision of comprehensive victim-centered services to trafficking victims.” When considering the project question, it quickly became apparent that having a case manager as a liaison for the survivor to navigate various complex systems is critical. When examining the path to financial self-sufficiency through postsecondary education, employment, and economic asset building, intensive case management came up in every aspect of the conversation.

Two quintessential traits of a quality case manager are the ability to cultivate a safe relationship and the capacity to build rapport. These two components serve as the foundation of any strong case manager/survivor relationship. Equally as

important is the case manager’s knowledge of available local, state, and federal resources and their points of access. OVC notes that case management programs serving trafficking survivors should consider the following factors: the importance of identifying the primary case manager (especially when the client is involved in multiple systems), protection of victims’ rights and informed consent, goal setting and individualized service planning, initial and ongoing assessments, locating appropriate services and resources, review of roles and responsibilities of all professionals in the survivor’s life, monitoring circumstances that may impact the survivor’s safety, clinical case conference

reviews, communicating and following up with professionals in the criminal justice and/or social service systems, and the identification of service gaps and regular case coordination meetings. HTLA agrees with each of the components outlined by OVC and suggests their inclusion in any program seeking to help trafficking survivors gain financial self-sufficiency.

Smart Practices for Responsible Case Management from the Office for Victims of Crime

- Identify appropriate services. Few victim service providers offer a comprehensive array of services to all types of trafficking victims in house. To address the victim’s needs, a diversity of service providers is needed as task force partners. Use your victim services committee to map out potential needs and identify appropriate resources.
- Understand the limitations of each service provider’s response capacity and the funding restrictions under which they operate. For example, service providers that typically work with homeless youth may not be equipped to assist adult victims, and immigrant-serving groups may not be allowed to provide services to U.S. citizens.
- Remember that needs assessment is not a static step, but rather an ongoing process of engagement. As one set of needs are met, another may be identified, particularly as the victim’s case moves through the criminal justice process.

APPENDIX E: AGENCY EXAMPLES OF ONE-STOP SHOPS

Class 4 is aware of at least three leaders of direct services to survivors. While the focus is on female survivors of sex trafficking, we recognize that services are desperately needed for labor trafficking survivors, male and LGBTQ+ survivors of sex trafficking, culturally appropriate services for Native American survivors, and all marginalized populations. These featured models should be evaluated during the development of the one-stop shop pilot project.

<p>Breaking Free https://BreakingFree.net Established in 1996, St. Paul, MN</p> <p><i>While Breaking Free's primary mission is to provide direct services [case management, advocacy, educational support groups, Sisters of Survival program, SOS alumni program, life skills, job/education skills, housing, legal services, and criminal justice advocacy program] to victims and survivors, we also aim to ensure that the services provided are victim-centered, trauma-informed, and operate within a culturally appropriate, age, and gender-specific context.</i></p>	<p>Girls Education and Mentoring Service (GEMS) https://www.gems-girls.org Established in 1998, New York, NY</p> <p><i>This model aims to ensure that girls and young women become free from commercial sexual exploitation, make improvements in trauma recovery, increase their healthy social support, achieve educational and vocational gains, and become self-sufficient as well as become empowered advocates for themselves and their peers. Services: direct intervention, including crisis care and holistic case management; educational initiatives; youth development; court advocacy; transitional and supportive housing; and a survivor leadership program.</i></p>
<p>Motivating, Inspiring, Supporting & Servicing Sexually Exploited Youth (MISSEY) https://missey.org Established in 2002, Alameda County, CA</p> <p><i>We offer basic needs support, life skills workshops, community mentoring, peer support, school/employment exploration and enrollment assistance, therapeutic arts and movement, and support groups that explore mindfulness, sexual health, and political/cultural education. Through these activities, youth learn to connect and collaborate with others; uplift their voices and express their truths; explore their passions and interests; access safety and healing; and develop the confidence, knowledge, and self-advocacy skills that empower them to lead healthy, self-determined lives.</i></p>	<p>Colorado-based organizations:</p> <p>Asian Pacific Development Center https://www.apdc.org Established in 1980, Aurora, CO Services for all human trafficking survivors</p> <p>Bridge Hope https://bridgehopenow.org Established in 2017, Littleton, CO Services for male survivors</p> <p>Free Our Girls http://www.freeourgirls.org Established in 2014, Greeley, CO Services for female survivors</p> <p>Streets Hope https://streetshope.org Established in 2004, Denver, CO Services for all human trafficking survivors</p>

GLOSSARY

case management	The central component in the provision of comprehensive victim-centered services to trafficking victims. The case manager performs multiple roles as point person, victim advocate, and facilitator of communication to help the victim navigate complex criminal justice and social service systems.
consular identification	An official government identification card from one's country of origin. The card includes photo, date of birth, address in the United States, and country of citizenship. The cards are issued regardless of one's immigration status in the United States.
Certification Letter	Foreign national adults in the United States who have been subjected to severe forms of trafficking are eligible for certain benefits and services under the Trafficking Victims Assistance Program. HHS Certification Letters let individuals who have experienced trafficking and meet certain eligibility rules apply for the same benefits and services as refugees.
day labor center	A common meeting place where prospective skilled candidates seeking work can obtain work for one day. Centers are now often organized through nonprofit organizations to assist in the fair payment of wages and to ensure that workers' rights are protected and working conditions are safe.
disenfranchisement	The state of being deprived of a right or privilege, especially the right to vote or access services needed for well-being.
Eligibility Letter	Foreign national minors in the United States who have been subjected to severe forms of trafficking are eligible for certain benefits and services under the Trafficking Victims Assistance Program. HHS Interim Assistance and Eligibility Letters allow minors who have or may have experienced trafficking and meet certain eligibility rules to apply for the same benefits and services as refugees.
equity	The concept of giving everyone what they need to be successful to produce fairness and justice.
family	Defined by the survivor and includes biological and/or nonbiological relatives. This recognizes that many survivors don't have family of origin or choose to leave their family of origin to pursue freedom and health.
inequity	The concept of injustice or unfairness given to everyone.
navigator	An individual equipped to assist and support survivors through multiple systems, processes, and procedures.
social capital	Broadly refers to those factors of effectively functioning social groups that include such things as interpersonal relationships, a shared sense of

identity, a shared understanding, shared norms, shared values, trust, cooperation, and reciprocity. However, the many views of this complex subject make a single definition difficult.

survivor

An individual who has survived an experience and is continuing to heal and learning to define for themselves what it means to thrive.

TVPA

The Trafficking Victims Protection Act (TVPA) of 2000 is the first comprehensive federal law to address trafficking in persons. The law provides a three-pronged approach that includes prevention, protection, and prosecution. The TVPA was reauthorized through the Trafficking Victims Protection Reauthorization Act (TVPRA) of 2003, 2005, 2008, and 2013.

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