

Creating and Sustaining a Local Response to Human Trafficking

Outreach ~ Public Awareness ~ Partnerships

Compendium of Promising Practices

FYs 2008-2011

This compilation of promising practices provides ideas and recommendations from individual Rescue & Restore Regional Program grant partners for organizations in the field of anti-trafficking in persons.

Regional anti-trafficking organizations found these practices to be beneficial for the advancement of public awareness of human trafficking, outreach to intermediaries, and the identification of victims of human trafficking nationwide.

Division of Anti-Trafficking in Persons
Office of Refugee Resettlement
Administration for Children and Families
U.S. Department of Health and Human Services



The following activities and strategies were identified as promising practices by Rescue & Restore Victims of Human Trafficking Regional Program (Rescue & Restore) grantees and their local partners for the purpose of providing direction and recommendations for organizations responding to human trafficking in their communities. Regional and local anti-trafficking organizations found these practices to be beneficial for the advancement of public awareness and strengthening of outreach and service provision for victims of human trafficking nationwide.

Organizations in many locations in the United States funded under the Rescue & Restore Program lead or actively participate in regional public awareness campaign activities and support the intensification of local outreach to identify victims of human trafficking. Each Rescue & Restore project oversees and builds the capacity of a local anti-trafficking network. By acting as a focal point for regional anti-trafficking efforts, Rescue & Restore Program partners encourage a cohesive and collaborative approach in the fight against modern-day slavery.

Each of the 18 organizations that received Rescue & Restore Program grants from the Division of Anti-Trafficking in Persons at HHS during all or part of fiscal years (FYs) 2008 through 2011 submitted its own compendium of promising practices, which contributed to this Compendium. The contents of this Compendium reflect many of their findings and recommendations, which do not necessarily represent the views or recommendations of the U.S. Department of Health and Human Services.

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RESCUE & RESTORE PROGRAM GRANTEES

Catholic Charities of Louisville (CCL)
Rescue and Restore Kentucky
www.rescueandrestoreky.org
(502) 636-9263

Church United for Community Development
(CUCD), www.traffickinghope.org
Baton Rouge, Louisiana
(225) 819-0000

Civil Society
<http://civilsocietyhelps.org/>
St. Paul, Minnesota
(651) 291-8810

Coalition to Abolish Slavery and Trafficking
(CAST)
<http://www.castla.org/>
Los Angeles, California
(213) 365-1906

Colorado Legal Services (CLS)
<http://www.coloradolegalservices.org/>
(303) 837.1321

Contra Costa County, California
Office of the County Administrator
www.co.contra-costa.ca.us/index.aspx?NID=94
(925) 335-1080

Covenant House Pennsylvania (CHPA)
<http://www.covenanthouse.org/>
Philadelphia, PA
(215) 951-5411

Curators of University of Missouri (Curators)
<http://www.umsystem.edu/curators/>
Columbia, Missouri
(573) 882-2388

Free for Life International (FFL)
www.freeforlifeintl.org/
Franklin, Tennessee
1-888-335-8835

Fresno County Economic Opportunities
Commission (Fresno EOC), California
<http://www.fresnoeoc.org/>
(559) 263-1379

Houston Rescue & Restore Coalition (HRRC)
<http://houstonrr.org/>
(713) 874-0290

Illinois Department of Human Services (IDHS)
www.dhs.state.il.us/page.aspx?item=31332
1-888-3737-888

International Rescue Committee (IRC) Seattle
Washington Anti-Trafficking Response Network
<http://warn-trafficking.org/>
(206) 623 2105

Justice Resource Institute (JRI)
www.traumacenter.org/initiatives/necat.php
Boston, Massachusetts
(617) 232-1303

Legal Aid of North Carolina (LANC)
<http://www.legalaidnc.org/>
Raleigh, North Carolina
1-800-738-3868 X 215

Practical Strategies, Inc. (PSI)
<http://www.practical-strategies.net/about/>
Milwaukee, Wisconsin
(262) 334-1821

Sacramento Employment and Training Agency
(SETA)
<http://seta.net/community/rescue-and-restore-human-trafficking-program/>
Sacramento, California
(916) 263-1555

Southeastern Network of Youth and Family
Services (SEN)
<http://www.yfsn.org/>
(239) 949-4414

WORKING WITH THE MEDIA

Partner with Local Media

- HRRRC

HRRRC partnered with one of the largest Spanish-language media outlets in the Greater Houston Metro Area to develop Spanish-language public service announcements (PSAs) on human trafficking. The partnership resulted in a large number of radio spots at a discounted rate.

As knowledge about the issue expanded, other local radio and television stations requested interviews with HRRRC to discuss human trafficking and its prevalence in Houston. Over 250 radio spots aired throughout the three years of the project.

Guidelines for Working with Media

- CAST

Report Context

Always get background and contact information of the reporter and the storyline, and where/how it is going to be disseminated, before agreeing to an interview.

Educate media outlet

Try to educate media about all forms of human trafficking, emphasizing that sole attention to one form of exploitation may result in misinformation and missed opportunities to identify potential victims in the community.

Incorporate survivors' voices

CAST provides media training as part of its survivor leadership program, made up of CAST clients who have graduated from direct services and whose criminal cases are closed. If survivors agree to be interviewed, CAST works to make sure they feel prepared and know they can stop the interview at any time. CAST ensures that a staff member is present to support the survivor. CAST does not facilitate interviews with minors or individuals whose legal cases, whether criminal or civil, are open. CAST also ensures that the survivor's attorneys have cleared them to speak to the media.

One designated representative to media

For their safety and confidentiality, front-line direct services staff are rarely, if ever, interviewed. A designated person within the organization handles all media requests.

Do not discuss active cases

If the particular case is active, CAST does not identify itself as the agency providing direct services to persons subjected to human trafficking, but will comment on the general issue and provide statistics.

Communication Methods

Use the local coalition's website and Facebook profile to engage the public and provide education and opportunities for individual involvement in anti-trafficking.

- IRC Seattle

Develop and run a PSA on multi-cultural television stations.

- SETA

Seek matching funds or donations for production costs from media outlets on which PSAs are aired.

- JRI

Create a website with general information on trafficking, fact sheets, resources, relevant agency contacts, and opportunities for involvement.

- CCL

CAUTION: Avoid Sensationalism**- CAST**

Collaborating with media can be a very effective outlet for spreading the message of public awareness but also comes with specific risks that must be considered by the organization. These include the possibility of sensationalism, misunderstanding, increasing danger for the client, re-traumatization of the client, and jeopardizing the case.

For example, in one case, a news article about a client's victory in her civil case against her trafficker travelled back home to the Philippines, causing community and family members to believe that she had won a large settlement and was now rich. This was far from the truth, and she had yet to see one penny of settlement money since her traffickers were appealing the decision. This caused significant emotional strain on the client.

Maintaining the Safety and Confidentiality of Survivors Who Participate in Outreach, Public Speaking, Advocacy and Media Work**- CAST**

- 1) Survivors should have a network of both peer and agency support available to them when considering public speaking, advocacy and media work.
- 2) Persons whose criminal and/or civil cases are open should not speak to the media or share details of their case in public.
- 3) Survivors should receive proper and adequate media and public speaking training, and have adequate time, preparation and support before, during and after the speaking engagement.
- 4) Nonprofit organizations working with survivors should screen speaking requests and should serve as a point of contact for survivors.
- 5) Survivors should not be pressured in any way to speak publicly about their ordeal.
- 6) For public speaking events and panels, a speaker stipend for the survivor should be requested, to help off-set the cost of travel, time off work, child care, etc., and to demonstrate respect for their time and energy.
- 7) Special conditions or requests for any survivor (for example, using an alias, not interviewing on camera, avoiding certain questions) should be documented and communicated with event organizers/media in advance.
- 8) Social service or advocacy staff should debrief with survivors after the event to assess how they are feeling and if they need additional support to process any feelings or memories; peer support should be encouraged.
- 9) Provide opportunities for mentorship between survivors, where experienced public speakers and presenters are available for those with less experience.

Do not assume that survivors will be more interested or comfortable speaking publicly in their native language or to individuals or groups that share the same cultural community or background. Work with survivors to identify their own goals for public speaking, advocacy, and media work.

PARTNERSHIPS

Promote Partner Safety

-LANC

People in the community who started to learn about human trafficking are very passionate about getting involved in efforts to stop human trafficking and help victims. We worked with several community groups that were well intentioned but that ultimately were going above and beyond the limits of what was safe, both for them and for potential victims.

We also experienced groups working on activities that directly opposed the work that the North Carolina Coalition Against Human Trafficking (NCCAHT) had been doing to create different referral systems. Our initial approach to working with these groups was to sit down with them and explain what NCCAHT was doing and why their activities might not be in line with what the Coalition was working towards, including what may or may not be safe for victims.

This approach was successful with some groups, and with some it was not. With those groups that were responsive to our suggestions, we learned that it was important to give them concrete direction and programs. This led us to reactivate North Carolina Stop Human Trafficking (NC Stop), which now serves as an umbrella organization for community groups, individuals, student groups, and faith-based groups that work to raise awareness about human trafficking. NC Stop's director is part of the NCCAHT, and NCCAHT leadership works closely with NC Stop's director to guide group activities and complement NCCAHT work.

Build Individual Relationships for Effective Partnerships

– Fresno EOC

Central Valley Against Human Trafficking (CVAHT) uses strategies of relationship-building by meeting stakeholders and other coalition partners outside of committee or task force meetings for informal meetings such as getting coffee together or even carpooling to the next event on human trafficking.

Engaging Victims Who Have Become Trafficking Survivors

– CAST

CAST has worked to develop the leadership and the empowerment of persons subjected to human trafficking through a program called the Survivor Advisory Caucus. The purpose of this program is to provide a space for survivors of trafficking to learn and realize their leadership potential and to increase the participation of survivors in the anti-trafficking movement.

COALITIONS

Supporting New Partners to Promote Professional Competence

- IRC Seattle

Establish Relationships

The Washington Anti-Trafficking Response Network (WARN) outreach program staff members approach key stakeholders in each community to establish relationships with those most likely to respond to and engage in human trafficking cases. Often relationships already exist between victim advocates, service providers, and law enforcement. It is best to build from existing relationships.

Engage Partners

Once key stakeholders are contacted and become engaged in human trafficking discussions with WARN outreach staff, WARN and the Washington Advisory Committee on Human Trafficking (WashACT) partners conduct a joint, multi-disciplinary training and engagement session over one or two days to help launch formal task forces in the region. Local WARN outreach coordinators take responsibility to get the key stakeholders to these meetings.

Develop Protocols

Early WashACT meetings involved discussing organizational missions, capabilities, and limitations to best understand how key stakeholders could work together to identify and serve victims of trafficking and investigate and prosecute trafficking cases using a victim-centered approach. This early work laid a strong foundation for WashACT and created protocols for collaboration on human trafficking cases. WARN and the WashACT partners regularly share this experience with new stakeholders and those working to form coalitions in new communities.

Revisit Protocol

To continue to foster these partnerships, WARN has found it important to revisit protocols as well as organizational capacity and limitations with partners regularly. This prevents unexpected disappointments or surprises when a human trafficking case is being worked on. It is best to avoid an “I thought you could do this or that” issue in the midst of serving victims of trafficking or investigating trafficking cases.

Continual Engagement

WARN also encourages coalition partners to continue to engage new service provision, law enforcement, and community partners on a regular basis to expand community capacity to respond to human trafficking. With new groups, particularly community groups, regularly joining the anti-trafficking movement, it is important for “on the ground” practitioners to engage new partners and inform them of activities already in progress. This is one way to avoid “reinventing the wheel” as new groups engage in the fight against human trafficking.

Steps for Starting a Local Coalition or Task Force**- CCL**

1. Elicit help from a contact in a specific area to set up a training venue, date, and audience for an initial training on human trafficking. This training should be open to all professionals in the area, with a specific focus on law enforcement, social service providers, health care workers, educators, and attorneys.
2. Near the end of this initial training, discuss the presence and purpose of Human Trafficking Task Forces, raising the questions about the need for a local task force.
3. Either at the end of the training or later by e-mail, identify local leaders and interested individuals who would be willing to provide initial leadership for a newly established local task force. Gather their names, contact information, and follow up with them about their interest and availability in working with a task force. There must be at least one dedicated individual in that area, if not two or three, to facilitate communication and meetings.
4. With the help of local identified leadership, set up a Task Force Discussion Meeting, using contacts from the previous training and any more recently identified contacts within the area. The local leaders should assist with the venue and contacting individuals about the meeting. This meeting should be facilitated by Rescue and Restore staff.
5. Establish an e-mail/phone list from the individuals who have expressed interest in participating in a local task force, and who attended the Discussion Meeting.
6. Set up a Task Force Initialization Meeting, to be facilitated by R&R staff, and have agenda items such as: Task Force purpose, Task Force meeting schedule and location, Task Force leadership, additional Task Force membership (who should be invited to attend these meetings), local training, emergency response preparedness, and growing local collaborations.
7. Local leadership should facilitate the first task force meeting. Have a sign-in sheet for all attendees. A sample agenda should be supplied by Rescue & Restore project staff that can be used as a template. Based on the success of the first meeting, determine how best to proceed on human trafficking in that community.

TRAINING

Provide a One Day Train the Trainer Session - CCL

The KY Rescue & Restore Program designed a 6-8 hour training for individual members of local task forces so that they become informed and comfortable enough with human trafficking information to begin providing trainings and educational workshops themselves.

The training covers subjects such as: an overview of human trafficking, updated statistics, the difference between “training” and “education”, sex trafficking, labor trafficking, local cases, and resources. Upon completion of the training, we encourage them to assist in a future training before scheduling their own.

Training Resource Manual

The KY Rescue & Restore Coalition developed a Training Resource Manual, which is provided to all Train the Trainer participants. The manual provides a variety of informational resources, updated statistics, contact information for coalition partners, and other information that is helpful for an individual to begin providing human trafficking trainings.

Streamline the Training Schedule – Contra Costa

We receive many requests to assist with training/outreach throughout the community. This presents a challenge since we are often reacting to well-intentioned community groups or governmental agencies’ efforts that can be uncoordinated and fragmented in their approach. We are developing a list of priorities and seeking strategic training opportunities rather than responding to every request for training.

Provide Webinar Training – IRC Seattle

The Washington Anti-Trafficking Response Network (WARN) conducted its first Webinar training with the support of the Washington Coalition of Crime Victim Advocates (WCCVA), reaching nearly one hundred victim advocates across the state. In this way, WARN seeks to train advocates and leaders and establish relationships in all regions of the state.

Train-the-Trainer Module on How to Work with Victims

Training Outline

- What is Human Trafficking?
- Types of Trafficking
- Magnitude of Human Trafficking
- Who are the Victims of Trafficking?
- Trafficking Routes
- Trafficking vs. Smuggling
- TVPA
- Methods Used by Traffickers
- Areas of Focus of the TVPA
- TVPA: Potential Benefits for Victims
- Identifying Victims of Trafficking
- Role of First Responders
- Challenges of Victim Identification
- Potential Indicators
- Cluster of signs vs. one indicator
- Trafficking in the local region

Training Objectives

1. Understand the problem of human trafficking in the United States and specifically in the local region.
2. Be able to identify victims of human trafficking.
3. Gain an awareness of how to build a coalition of partners to address human trafficking in your area.
4. Increase knowledge of how to meet the needs of trafficking victims.

Visuals Can Simplify Training

– CUCD

One of the tools we use is storyboards that present statistical information and pictures. By attaching information to a visual aid, retention rates are usually much higher. We sometimes use video clips designed by Shared Hope International. We have found these more useful when training in non-law enforcement settings as many law enforcement officers already have a working knowledge of human trafficking.

Coordinate and Implement Collaboratively Led Training

- Contra Costa

Agency partners worked in cross agency pairs to both develop and deliver trainings on human trafficking. Each training combined the expertise of Community Violence Solutions (CVS), a community provider for sexual assault victims, and at least one other partner who has expertise with a targeted population.

CVS worked alongside a local Asian health services agency when delivering training for and about trafficking victims from Asian cultures and language groups. CVS worked with a community organization against youth sexual exploitation when delivering training about youth sexual exploitation dynamics. Planning the work together increased the cross training within each participating agency and the trust to refer more readily when appropriate.

Additionally, by delivering training and outreach together, each agency increased its credibility to serve. For instance, based on its long-term relationships with local law enforcement agencies, CVS created opportunities for Asian health services providers to work closely and successfully with law enforcement. In turn, these health services providers opened doors for CVS to present and gain credibility through association with Asian community groups and individuals who would otherwise not have invited CVS and the Asian health services professionals to train or would not have considered referral to CVS' services.

These ethnically diverse populations included Thai, Lao, Chinese, and Filipino identified community members. By working alongside the anti-youth exploitation experts, the pair of trainers enjoyed increased credibility with service providers who serve disenfranchised youth, homeless populations, and persons engaged in commercial sex.

Use a Number of Presenters in Training

– Curators

A technique we have used is to have several presenters with expertise in different areas conduct the human trafficking training in segments, rather than a small number of presenters covering all the information. Evaluations have been very positive overall, and we believe we are doing a much better job of providing the breadth and depth of information that professionals will need. The presenters have greater credibility and also are better able to field questions with authority. In addition, it reinforces the absolute need for collaboration across multiple sectors to effectively respond to human trafficking. A second change we have made is to include a victim of trafficking among the presenters. This individual is also educated extensively on human trafficking policy and treatment.

Add a Roundtable Discussion to Enhance Service Provider Training – IDHS

To educate first responders, the project team organized six full-day trainings for service providers during the first year of the project and eight full-day trainings during the second year of the project. Illinois Rescue and Restore added an additional component to these full-day trainings in the form of a Roundtable Discussion, which proved to be a useful addition, based on training evaluation comments.

The Roundtables provided time for attendees to discuss what they learned and an opportunity to develop specific steps to address human trafficking in their communities or in their field of work. This also provided an opportunity for attendees to discuss potential cases they may have identified in the past.

Consider Training Unique First Responders - IDHS

The coalition members identified additional first responders to educate on the issue to identify potential trafficking situations. One group identified as potential first responders was utility workers from cable, gas, electric, water, and phone/internet companies. These workers have access to homes where victims of trafficking may be held and, if educated on human trafficking, can report suspicious activity that leads to the identification of victims.

Fire department workers, child abuse investigators, and others who enter homes can also be potential first responders. Remote first responders include 911 emergency operators who may receive calls from potential victims, truck drivers who witness suspicious activity at truck stops, and airline employees who witness suspicious activities in airports and on airplanes.

Potential Trainees

- District Attorney Investigators
- Fresno EOC
- Employment Development Department investigators
- State Board of Equalization
Personnel Investigators
- CAST
- Cable Technicians
- Telecommunication and emergency hotline personnel
- HRRC

Tailor Outreach Worker Training - CAST

When designing training for outreach workers, it is important to tailor it to the specific audience, with several realistic scenarios that outreach workers could likely encounter. Prepare three-to-five scenarios and then break the audience up into small groups to assess whether they think each is a case of human trafficking, or whether they need more information to make a determination on the case.

Following small group work, trainers should facilitate open discussion in plenary about what elements of human trafficking are present in each scenario and how they do or do not meet the federal definition of human trafficking. Trainers should also share protocols for referral of potential victims to appropriate NGO service providers or to law enforcement. CAST recommends extreme caution when conducting direct street outreach to potential victims.

Training Medical Personnel

Training Topics

Contra Costa

- ✓ Dynamics of exploitation
- ✓ Increasing access to services
- ✓ Victim characteristics and survival strategies and how this impacts successful “rescue”
- ✓ Referral to victim services
- ✓ Becoming part of regional network

IRC Seattle

- ✓ Methods of recruitment and control over victims of human trafficking
- ✓ Indicators of human trafficking
- ✓ Victim identification and response
- ✓ Immigration relief and other benefits available to victims of human trafficking
- ✓ Services and resources for victims of Human-trafficking in geographic region
- ✓ Victim trauma and care
- ✓ Special needs of trafficking victims
- ✓ Information on the agencies and efforts involved in anti-trafficking initiatives
Coalition-building and multi-disciplinary teamwork
- ✓ Resources for raising awareness

JRI

- ✓ Guidance for health providers caring for trafficked persons
- ✓ Domestic minor sex trafficking
- ✓ Legal remedies available for trafficking victims
- ✓ Domestic Violence agency training
- ✓ Labor trafficking
- ✓ Pimp-controlled prostitution is trafficking
- ✓ Federal Human trafficking law regarding minors (persons under the age of 18)
How to conduct a safety plan with victims
Safety concerns for individuals screening and identifying victims

Develop a screening tool for medical professionals

- Free for Life

Free for Life International developed a tool called the Multilingual Healthcare Providers Phrasebook that includes medical and human trafficking questions in 47 languages. They were able to place these in every Emergency Department in the state of Tennessee. This tool also opened the door for additional opportunities to provide training to Emergency Department personnel.

Use an Established Training Program

- HRRC

Human Trafficking and the Health Professional: Look Beneath the Surface and H.E.A.R. Your Patient training program aims to educate health care professionals about human trafficking, how to identify trafficking victims in their patient population by utilizing the H.E.A.R. protocol, and how to report victims to appropriate services and assistance.

Train School Nurses

- JRI

Project REACH collaborated with the Massachusetts Department of Public Health and Northeastern School Health Institute to develop a webinar on human trafficking that will be available for school nurses throughout the state.

Training Law Enforcement Personnel

Implement Long-term, Institutionalized Law Enforcement Training

- LANC

We worked in conjunction with the North Carolina Justice Academy, a part of the NC Attorney General's Office that is responsible for training law enforcement in the state, and with the Carolina Women's Center, both members of the North Carolina Coalition Against Human Trafficking (NCCAHT).

We proposed blocks of human trafficking instruction for both current and future law enforcement officers. Both of the proposals were approved. As a result, in 2011 human trafficking was a recommended departmental training topic of choice for current law enforcement officers.

Beginning in July 2011, a 2-hour block of human trafficking instruction was added to the Basic Law Enforcement Training curriculum. This course is required for all new law enforcement agencies, which ultimately means that, going forward, all new officers will have had HT 101 training.

Use Trainers with Law Enforcement Experience

- IDHS

Illinois Rescue and Restore recruited trainers with a background and experience in law enforcement to train law enforcement officials in collaboration with the International Organization for Adolescents (IOFA). These law enforcement anti-trafficking experts were identified to co-train with IOFA to create a cohesive and balanced training curriculum, providing essential information and skills to law enforcement executives and frontline officers while remaining victim-centered.

Integrate Trafficking topics into Existing Training

-JRI

Day One in Rhode Island conducted trainings on human trafficking as a part of in-service trainings for police departments and victim advocates in the criminal justice system. Providing continuing education credits for trainings may be one way to help increase participation.

Know Local Avenues for Law Enforcement Training

In Kentucky there are 4 different avenues for police training. The two largest police departments have their own training academies and there are training avenues for all other officers available through Eastern KY University. We approached and used each of these academies for human trafficking training. All Chiefs of Police and Command Staff attend a separate conference, where they receive much of their training.

- CCL

Establish a Law Enforcement-Specific Process for Coordinating Trainings

- CCL

Setting up a regular, mandatory human trafficking training with law enforcement may be very difficult. It has worked best in Kentucky to identify the individual or department within law enforcement that makes training decisions and discuss with them about providing human trafficking training. You may need a Course Description and Lesson Plan at the initial meeting with police training staff.

Hands-on Law Enforcement Training

- CAST

CAST conducted trainings for investigators employed by the California State Board of Equalization (BOE) and the California Employment Development Department (EDD). Both agencies' mandates include the regulation of sales and payroll taxes. Teams of investigators are assigned geographic areas and make unannounced visits to businesses to ensure that companies are abiding by CA Tax laws. Immediately after these trainings, many investigators came forward with specific information about potential sites where trafficking may be occurring. These tips were examined by CAST and then forwarded to the LA Metro Task Force for follow up.

Focused Training for Law Enforcement Officers

-JRI

More than 1,000 Law Enforcement Pocket Cards were distributed to law enforcement officers in New Hampshire at a day-long training on human trafficking. The cards included red flag indicators of human trafficking and a listing of local social services providers that can aid trafficking victims.

The training was held shortly after the passage of New Hampshire's state law against human trafficking and led to an increased awareness of human trafficking and law enforcement officers' potential to identify trafficking victims. For example, 10 days after the training was held, a police officer contacted coalition partners listed on the Pocket Cards for assistance with identifying a potential victim of human trafficking.

Similarly, Catholic Charities of Portland, the Maine Coalition Against Sexual Assault, and with DHS's ICE provided Trafficking In Persons trainings throughout the state as part of a mandatory annual training of Police Chiefs. A police officer approached the sub-awardees after one of the trainings with a tip about a potential case of human trafficking that later resulted in a positive identification.

Targeting small-scale training opportunities

-LANC

Through the Rapid Response Team, which works to have a protocol in place and assist victims following identification, we spoke with each of our law enforcement partners about implementing some training within their agencies before they go through the In-Service training in 2011. We were able to set up a presentation during each squad's roll call. Four different squads of patrol officers and their commanding officers underwent training. Our contact on the RRT was able to facilitate the training and attended the first one. This gave Legal Aid of North Carolina (LANC) staff a connection with the officers and the ability to use a normal forum to provide them trafficking information.

LAW ENFORCEMENT

Provide a Day-Long Retreat to Support Collaboration

– IRC Seattle

The Washington Anti-Trafficking Response Network (WARN) hosted a Washington Advisory Committee on Trafficking (WASHACT) core group retreat attended by law enforcement partners, including Seattle Police Department Human Trafficking Detail, Immigration and Customs Enforcement/Homeland Security Investigations supervisor and special agents, WARN staff, and the Assistant U.S. Attorney who is the Human Trafficking point of contact at the U.S. Attorney's Office (and co-chair of Wash-ACT along with the WARN Program Manager and Seattle PD Lieutenant) to review and enhance protocols with special consideration to agency resources and limitations.

This day-long retreat consisted of team building activities, discussion of organizational capacities, limitations and relevant internal policies, protocol review, and eating and socializing with each other. The retreat was a potluck and everyone brought food to share throughout the day. The meeting was held away from any of the core team's work sites which created a relaxed, comfortable environment for building understanding, trust, and improved working relationships. Wash-ACT core team members have committed to this type of retreat annually.

Keep Relationships Professional

- IRC Seattle

Sometimes while building a collegial working relationship, partners become very comfortable with each other. The Washington Anti-Trafficking Resource Network (WARN) has found that it is important to stress professionalism when working together so that clients understand that their victim advocates' first loyalty is to the client not to any collaborative partners. This is important so as not to erode the trusting relationships WARN advocates develop with clients.

Make Inroads to Law Enforcement Agencies through Select Officers

-LANC

We were able to increase law enforcement's presence in the coalition by targeting specific influential members of the law enforcement community and putting them in contact with other officers or agents who were already strong allies of ours. This way, it was not an NGO delivering the message, but rather a colleague who could present information in the appropriate jargon.

SUB-RECIPIENT MANAGEMENT

Meet with Sub-Recipient Agencies in Person

- CUCD

Team staff meetings are sometimes very difficult to hold because of scheduling and travel issues. What we have found to be most effective is to meet with sub-recipients one on one. The sub-recipients are so different that their needs are very specific. We also figured out early on that videoconferencing was not going to work for us; they all needed individual attention.

Recognize Sub-Recipient Agency Needs

- HRRC

Sub-grantees need to be trained thoroughly before engaging in their projects in order for their efforts to be successful. They need to be able to recognize a human trafficking scenario and become very familiar with the protocol established in the task force when a trafficking victim is encountered, including knowing the resources available to that victim.

Keep Sub-Award Agencies Informed and Engaged

- Fresno EOC

CVAHT meets with staff of sub-awardees once a month, often outside of an office setting to review progress reports, provide technical assistance, and monitor activities. CVAHT has also found that including sub-awardees in coalition steering committee meetings is helpful to keep them engaged with their partnership in anti-trafficking projects.

Maintain Contact with Sub-Award Agencies

- IRC Seattle

IRC Seattle maintains regular weekly communication with outreach coordinators at primary partner organizations to ensure progress, address challenges, provide technical support, and provide training and guidance on developments in anti-trafficking work and trafficking cases.

The Washington Anti-Trafficking Response Network (WARN) Program Manager is available by phone at all times to respond to calls from sub-grantees for technical assistance in case assessment, urgent response, and other support. The WARN program manager and outreach program coordinator also conduct regular site visits to expand on training and monitor the activities of sub-grantees.

Through frequent communication, IRC Seattle works to direct the efforts of sub-grantees in their focus areas, discussing target agencies and organizations, communication strategies, and outreach tools. Outreach partners submit monthly reports on activities, including presentations, trainings, and materials distribution, along with difficulties encountered and support needed.

VICTIM OUTREACH

Develop Outreach Materials

-JRI

In Massachusetts, survivors of commercial sexual exploitation developed outreach brochures for potential victims of domestic minor sex trafficking (DMST) through a leadership development program run by the My Life My Choice Project.

“Ride-Along” with Law Enforcement for Outreach

- Contra Costa

Staff accompanied law enforcement officers during numerous, concentrated, late night/early morning “ride-along” outreach to locate potential victims, distribute referral materials, and offer counseling and crisis intervention to potential trafficking victims.

The outreach was structured with police partners and those relationships were developed in advance. Liability issues and protocol were also addressed in advance. These ride-along activities were strategically planned to be repeated and to saturate specific urban areas where victims were working and had been noticed by local businesses and community residents.

Engage in Outreach Efforts at Truck Stops

- CUCD

Typically we go to a busy truck stop, eat a casual meal with a group of volunteers, and develop relationships with the wait staff. They have a wealth of information and, once they decide we’re really trying to help the girls, they often tell us what they’ve seen and what going on. With truck stop staff permission, the Rescue and Restore posters are hung in the bathrooms, inside the stall doors. In addition, we have developed Truck Stop Guidelines.

Increase Awareness and Outreach around Large Events

- CCL

Kentucky Derby “SOAP: Save Our Adolescents from Prostitution” is a locally designed outreach effort offering soap to local hotels (free of charge to them) which is labeled with information regarding human trafficking, including the National Human Trafficking Resource Center (NHTRC) hotline number.

With the help of local police and youth outreach workers, we identified hotels at high-risk for domestic minor sex trafficking and targeted them for outreach. Additionally, the website www.backpage.com was reviewed for increased ads during the week of the Kentucky Derby, and data was recorded showing ads specifically targeted towards Derby participants.

Use Multiple Strategies for Latino Community Outreach**-Curators**

Direct outreach to immigrant groups has been primarily through our subcontractor, Centro Latino de Salud, Educación, y Cultura. Their programs have focused on the Latino community in central Missouri and have taken several forms.

First, outreach at larger scale community events (such as the Quinceañera party each spring, and the Día de los Muertos party each fall) has included handouts, a running slide show, and short introductions to the issue of human trafficking.

Second, formal Spanish-language presentations at Latino churches in the counties and at the County Health Department's Latino Link program have provided information about human trafficking and about resources for potential victims.

Third, one-on-one conversations through Centro Latino's Promotores de Salud program have provided opportunities for individuals to ask questions of a community health worker in the privacy of their home. Promotores were trained on human trafficking by the project manager at Centro Latino, and then included this information in their home health visits and other contacts.

Fourth, the project manager engaged in informal conversations at restaurants, cafes, Latino grocery stores, and community gathering places identified in the target counties. These conversations were intended to be as non-threatening as possible, involving inquiries about whether company X is a good place to work, would you recommend it to others seeking employment, etc., as well as an opportunity to become more familiar with the smaller communities in the rural counties.

Fifth, focus groups (most often held at Latino churches) have been a venue to provide information about human trafficking and immigrant rights, and also to learn about what community members have observed in their own communities and workplaces.

Use Appropriate Targeted Messaging in Materials for Specific Populations

- IRC Seattle

Whenever creating outreach materials to specific communities it is so important to use appropriate messaging. Often speaking about “human trafficking” means nothing to those we are trying to reach.

The Washington Anti-Trafficking Resource Network (WARN) seeks the expertise and personal knowledge and experience of team members from diverse cultural and ethnic backgrounds to understand the most appropriate language to use in these types of outreach materials. This is one way to ensure effective outreach to potential victims.

In addition, WARN developed a pocket card directed at Spanish-speaking fruit vendors seen all around the greater Seattle area and beyond who WARN suspects, after a few direct encounters, may be exploited. The tool is intended to be discreet, is written in Spanish and relates that workers in the United States have rights regardless of immigration status, and that workers who are being abused can seek assistance without fear. It also provides the National Human Trafficking Resource Center hotline number and WARN’s Website address.

WARN distributed this tool to partner agencies with experience in crime victim advocacy, though the tool is not meant for the public at large. WARN used the cultural expertise of partners from Spanish-speaking communities in hopes of creating the most effective messaging.

WARN also consulted with United Farm Workers to understand the information that migrant workers need to see to understand our messaging and reach out for help. WARN intends to develop further tools of this type in several languages for populations vulnerable to exploitation.

Outreach to Local Russian Community

CAST partners with the *West Hollywood Russian Community Outreach Board*, an initiative of the West Hollywood City council, to increase awareness about human trafficking within the Russian immigrant community. The Russian Community Outreach coordinator regularly places ads in Russian language print magazines and newspapers and reports receiving a number of calls in response to the ads. One advertisement led to an individual self-identifying and calling for help. The case was determined to be human trafficking, and the individual received CAST services.

- CAST

Street Outreach Safety Protocol

- SETA

Opening Doors, a trafficking victims and immigrant support agency, developed a safety protocol for street outreach using tips provided by the FBI. The protocol lays out precautions for street outreach workers and rules set forth by Opening Doors, and requires the outreach staff to sign an agreement that they will comply with the safety precautions.

Victim Safety during Outreach

- CHPA

All outreach strategies should take into account the safety of the victims. One strategy uses flyers for runaways to show potential victims as a means to begin a conversation with the victim. Once they respond we can begin to enquire as to their basic needs and need for services. If the victim is later questioned by the pimp, the victim can respond that the outreach worker was looking for a runaway.

SCREENING FOR VICTIMS

Encourage partner agencies to incorporate screening into intake forms

- JRI

Some of the New England Coalition Against Trafficking (NECAT) partners incorporated three-to-four preliminary screening questions into their general agency intake process. Answers to the preliminary questions indicate whether or not they should conduct a more in-depth screening.

Considerations for screening tool appropriateness

-JRI

Screening tools should be adapted as necessary for cultural appropriateness, effectiveness, and to protect client confidentiality. Seek informed consent from the potential victim to participate in the interview. Informed consent includes explaining to the victim the purpose of the interview, the potential uses of the information that the victim may provide, the expected length of the interview, the types of questions to expect and their purpose(s), and the limits of confidentiality.

Sample Screening Questions

- How did you get to the United States?
- Did someone arrange your travel?
- What kinds of promises were made to you about life in the United States (education, job, marriage, etc.)?
- Did you owe a debt for your trip?
- Describe your living and working conditions.
- Did you have any days off?
- Were you paid? Regularly? How much?
- Did your employer hold your money?
- Did you owe money to your employer or anyone else?
- Was money deducted from your earnings for expenses?
- Did you have your legal/identity documents with you?
- Did anyone ever hold them for you or keep them from you?
- Were you able to come and go as you pleased?
- Did your employer or anyone else threaten to turn you in to police or immigration?
- Did your employer or anyone else threaten to hurt you or your family?
- Did your employer or anyone else ever hurt you (push you, hit you, etc.)?
- Were you ever insulted, degraded, or called names?
- Did anyone ever touch you in a way that made you feel uncomfortable?
- Did you ever try to leave before? What happened? How did you get away?

-JRI

TAILOR SCREENING TO AGENCY: Example – Pregnancy Help Centers

- CUCD

A typical intake would be as follows:

- Telephone screening for domestic violence, coercion
- Materials strategically placed in front office
- Front office staff trained for screening clients coming in to be aware of domineering parent/boyfriend/pimp/etc.
- Intake screening tools used in questionnaire
- During intake, ask the client questions such as: Are you being forced to do things you don't want to do? Forced to abort? Etc.

If client identifies as a human trafficking victim, then make referral to a service provider.

SERVICE PROVISION

Use Protocols Tailored to Service Type	-SETA
<p>Rescue and Restore Services Protocol: When the Program team first identified potential victims of human trafficking, the two Program service provider partners realized that a protocol was needed to coordinate roles and responsibilities, including co-case management. A partner agency with a safe house was designated as the provider of emergency services when a client needed shelter while an agency specializing in direct services provided emergency to long-term assistance.</p> <p>The first services protocol was developed with the assistance of an experienced direct services agency. As the Program evolved, it updated the protocol to reflect changes in service provision, including steps to follow for clients who are referred from agencies outside of Sacramento. With outside referral cases, issues to be addressed include client transportation and service provision for a client who has been relocated but who may continue working with an attorney in the original location.</p> <p>Domestic Minor Sex Trafficking (DMST) Protocol: The Program partnered with the Sexual Exploitation of Children and Teens (SECT) community collaborative to develop a local services matrix and protocol for case workers, schools, government agencies, and others working with youth who may be at risk for DMST. The SECT community collaborative, spearheaded by a local university medical center, school district youth services department, and an at-risk youth center, also focuses on prevention of DMST through training.</p> <p>In 2010, Program partners and SECT organizers created a DMST referral system using agencies already serving youth. The referral system was incorporated into a protocol. The program and SECT held a joint training for school counselors, youth case-managers, Child Protective Services, and other government agencies presenting them with the protocol and local resources matrix.</p>	

Contract with Local Housing Providers - CCL

Catholic Charities has a contract with a local housing provider that will rent up to 30 units at a time (with up to two individuals per unit) for a flat rate of \$75 per month, with no deposit required. Catholic Charities agrees to make payment on the apartment during the period of the contract. A client may occupy an apartment as long as there is a vacancy. Minimal information about the client is required.

Build Relationships with Referred Providers - IRC Seattle

Relationship-building has been the key to successfully and comprehensively serve victims of trafficking. For example, in providing access to pro bono legal representation for WARN clients, it has been essential to work through established partnerships. Through seven years of experience, WARN has learned that those legal providers who have an existing relationship with WARN provide the best and most competent legal services to WARN clients. WARN has had cases in which legal providers with little experience or training with human trafficking cases have severely jeopardized WARN clients' cases by delaying filing of immigration applications, refusing to work with law enforcement on behalf of the client, and mainly not understanding the intricacies of human trafficking cases. This is something WARN strives to guard against by using legal providers with whom it has developed a relationship.

PLANNING AND ASSESSMENT

Mapping Meetings to Identify Existing Services, Roles and Competencies - Contra Costa

The Contra Costa Rescue & Restore team increased direct service provision for victims by mapping out who provided what services in our county, identifying what else was needed, and creating a plan to fill those gaps. Grant partners led one to two large real-time mapping meetings to develop an intake and referral flow chart that included entry into the program to ending program services.

Agencies identified existing available services, roles (i.e., first responder, referral agency, service provider) and areas of strength and competency. This provided a visual map for existing partners to use for routing referrals and for coalition members who subsequently joined the coalition to see where they fit.

Collecting Volunteer Data from Partner Agencies - IDHS

Volunteers assisting La Voz Latina and the DuPage Federation in direct outreach continuously collected data. After outreach outings, volunteers reported information on the following:

- Observations of the environment and employees at outreach sites
- Public response received from business owners and other outreach sites
- Feedback on what outreach techniques worked and what did not work
- General recommendations to improve outreach efforts

Brainstorm Outreach Strategy with Community - CAST

CAST and sub-awardee Lideres Campesinas conducted four brainstorming sessions with community members following trainings conducted in the Central Valley, Central Coast and the Inland Empire. Attendees were asked to think of what kinds of outreach materials and strategies would be most effective for their community. Key issues raised included the importance of:

- Creating materials that are compelling and would be something that people would want to keep; and
- Ensuring that the message is inconspicuous to prevent harm to any outreach worker or individual with the card.

As a result of these sessions, Lideres Campesinas decided to develop small prayer cards, one with an image of the Virgin of Guadalupe for Catholics and another with an image of a dove which is more universal. Each card has a brief prayer asking for the strength to come forward and seek help and includes CAST's hotline number. Attendees also discussed specific places and areas within their community to target for outreach, including areas where farm workers congregate for rides and meals before and after their shifts.

Feedback Sessions Instead of Focus Groups to Help Outreach Messaging

Official message testing through structured focus groups can be cost prohibitive for many organizations. In addition, target audiences vary dramatically and communities are not homogenous. Gather audience thoughts at presentation and training on outreach materials, messaging and strategies.

- CAST

Soliciting Training Feedback from Vulnerable Populations**- CAST**

On one occasion, partners working primarily with the local Latino population solicited feedback from attendees after a training they did with migrant workers in a region bordering California and Mexico. Attendees lived on the Mexico side of the border, but traveled daily into California for work, and were familiar with many of the conditions and dangers around the US-Mexico border.

Partner agency outreach workers asked attendees what they thought of when they heard the term *“trata de personas”* (Human Trafficking in Spanish). Almost all responded that they understood it to be forced prostitution of light-skinned, upper-class women, stemming from an old concept of *“la trata de blancas”* or the *“white slave trade.”*

Attendees were much more familiar with the term *“trafico humano.”* However, many felt that it was a term used to describe the smuggling of undocumented migrants into the United States and the dangers and abuses that are commonplace within that system. Once the outreach workers accurately described human trafficking, participant comments included such statements as “Oh, you mean when the employer is keeping someone and making them work until they pay their debt?”

With this feedback, the partner agency was able to further hone its human trafficking outreach to communicate effectively the concept of human trafficking, ensuring that community members understand their rights and protections under federal law.

VOLUNTEER MANAGEMENT

Organize Volunteers According to Commitment and Training

- HRRC

HRRC designed a three-tier system based on different levels of volunteer commitment and training.

The first level of volunteers had the opportunity to socialize, raise awareness, and learn more about HRRC as they passed out human trafficking awareness coasters and posters to local restaurants, bars, cafes, and businesses on Coaster Crawls and Neighborhood Outreaches. Coaster Crawls are an activity in which volunteers pass out drink coasters while visiting several bars in one evening throughout a pre-designated area in the city. These volunteers were also “as needed” support for events during human trafficking awareness week and various events throughout the year.

The second level of volunteers had the opportunity to lead and organize Coaster Crawls and Neighborhood Outreaches and to help plan and develop the awareness events.

The third level of volunteers participated on a Fundraising Leadership Team and/or a Speaker’s Bureau to help meet the demand for small community presentation requests.

Use Volunteers Effectively

“Volunteering with HRRC is a rewarding opportunity for me as we work together to raise awareness about Human Trafficking. However, the long term much richer rewards are when we make a difference and abolish slavery.”

-HRRC Volunteer

Use Multiple Sources to Obtain Volunteers

-IDHS

Illinois Rescue and Restore engaged different sectors across Illinois to educate as many individuals and groups as possible about human trafficking.

For example, the coalition recruited volunteers for Annual Outreach Day from the following sectors:

- Faith communities;
- Human rights advocacy groups for women, children, older adults, migrant workers, and immigrants and refugees;
- University/college, junior high, and high school students;
- Youth groups and youth service organizations;
- Service-oriented organizations such as Rotary Clubs and Zonta International Clubs; and
- A wide range of service providers including domestic violence agencies, homeless shelters, healthcare clinics, and legal aid.

DATA MANAGEMENT

Promising Practice: Use Event Forms to Manage Training Data

-HRRRC

After every presentation and training, HRRRC staff filled out an Event Form where they recorded details of the event, such as the location, type of event (e.g., presentation, training, special event), audience breakdown, number of individuals in attendance, number of materials distributed, and other participating organizations. They filed and organized the information by the quarter in which the event occurred.

Keep Detailed Records for Program Monitoring

- HRRRC

HRRRC documented all media hits, such as radio interviews, television interviews, and online blogs that related to HRRRC or in which an HRRRC staff member was quoted. Documented information included the date, location, air or publication date, and the type of media.

HRRRC recorded all tips that HRRRC received on a tip form. The tip form served as a guide and reminder of key information to collect and also served as a record as to what was done with the information provided.

All sub-grantees submitted reports that updated HRRRC on their efforts and progress. This included information about materials distributed and number of people reached. If a victim was identified through any of the sub-grantees' efforts, this information was recorded on a form that was updated each quarter. The form helped HRRRC track the victim's progress through the process of services provided under the TVPA.

HRRRC measured its success based upon the amount of presentations and trainings conducted. It also considered the number of people attending events, number of media requests, and the number of calls to the hotline and Crime Stoppers from the Greater Houston Metro Area.