The Laboratory to Combat Human Trafficking prepared this report through the support of the Embrey Family Foundation. Opinions expressed in this document are those of the authors and do not necessarily reflect the views of the Embrey Family Foundation.

ABOUT THE LABORATORY TO COMBAT HUMAN TRAFFICKING (LCHT)
The Laboratory to Combat Human Trafficking (LCHT) is an anti-human trafficking non-profit based in Denver, Colorado. LCHT compels data-driven actions to end human trafficking by conducting research, training professionals and first responders, and educating the public. LCHT’s vision is to create an informed social change movement to end human trafficking.

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ABOUT THE EMBREY FAMILY FOUNDATION
The Embrey Family Foundation’s mission is to cultivate human rights awareness and advance initiatives that challenge and embolden people to walk better in the world. Their Mission Without Borders initiative “operates with a compelling sense of urgency to act and an understanding that the foundation has the resources available to help affect vital change…in the areas of:” Human Rights; Domestic Human Trafficking; Women and Girls Leadership; Racial and Gender Equity; Arts as a Social Change Agent; and Women’s Media. It is the Embrey Family Foundation’s hope that their long term, strategic Mission Without Borders initiative will catalyze action toward achieving systemic solutions in our focus areas, as well as serve as a model for innovative and impactful philanthropy for our times.

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## THANK YOU
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A special thank you to Gayle Embrey, whose leadership and support on this project were essential in bringing it to fruition.
INTRODUCTION
TO THE PROJECT
The purpose of the Colorado Project is to develop a comprehensive, interdisciplinary research project to better understand efforts essential to combating human trafficking, and within those efforts, assess current promising practices that individuals and agencies are using to combat human trafficking in the United States.

WE ASKED:
What are the elements of Prevention, Protection, Prosecution, and Partnerships that exist in your community?

YOU ANSWERED:
We received more than 200 surveys from across the country, over 160 surveys from within Colorado and numerous informal and formal interviews which informed the project findings.

It took us three years and four phases to plan, assemble a great Project Team, and draw people who could help guide us at both the state and national level.

Phase I
• We created a strategic plan.
• We researched the 4Ps.

Phase II
• We defined promising practice components which make up the template; developed a survey based on the template; and collected national data.

Phase III
• We applied the survey data to the state of Colorado and conducted focus groups and interviews.

Phase IV
• Our State Advisory Board reviewed the data and made prioritized, statewide recommendations.
• An action plan will be developed to achieve these recommendations.
• We are seeking commitment from seven to 10 sites willing to replicate the Colorado Project in their home communities.

Outcomes

State level: Use data to inform action steps for how Colorado, as a state, can move forward to more efficiently and effectively combat human trafficking based on Project results.

National level: Create a replicable model for communities and states to utilize throughout the U.S.; establish a baseline of promising practices to understand what is working to combat human trafficking in the areas of prevention, protection, prosecution, and partnerships.

This is a conversation about WHAT HAPPENS NEXT.
LCHT conducted a substantive literature review to better understand and define the key components of promising practices within each of the 4Ps. It was via the Social Ecology Theory (see page 9) that we began to articulate that these Ps happen in specific communities with unique characteristics. We gathered diverse innovative thinkers and began to think together, learn from one another, and adapt our lenses.

What does it mean to combat human trafficking? Governments and international organizations have declared that an effective response to human trafficking must include four key elements (US State Department & UNODC):

**GUIDING FRAMEWORKS:**

**THE 4Ps**

To understand the complexities of prevention, protection, prosecution and partnerships is to build up the strengths and address gaps in anti-human trafficking efforts.
APPLICATION OF THE COLORADO PROJECT: FROM BASELINE TO ACTION STEPS

To date, many community-level efforts have appropriately and necessarily reacted to the needs of survivors (protection), along with the needs of first responders (prosecution, protection). The Colorado Project has created a template to provide a baseline for the process of considering a comprehensive approach to addressing human trafficking. Phase III applied this template to Colorado through survey distribution. Additionally, we held community-level focus groups to best understand vulnerability factors (and to be as geographically comprehensive as we could) across the state.

As a process, these baseline measurements can drive both:

1. Evaluation of existing components in place and,
2. Community organizing to identify, prioritize, and implement action steps to fill the gaps.
To achieve project success, the Colorado Project Team divided into three work teams: Project Management, Research, and Communications. Each work team developed strategic objectives and tasks to achieve goals determined in the strategic plan.

The National Advisory Board offered broad and varied perspectives in regard to: human trafficking and human rights, the Colorado Project as a part of the anti-trafficking movement, external influences and the Project’s effect on each varied stakeholders.

State Advisory Board members agreed to: 1) Act as a collaborative voice for the Colorado Project and actively promote the project’s worth and value in Colorado communities; 2) Contribute to ensuring successful implementation of our research study within Colorado communities; and 3) Develop and carry forward statewide recommendations for improving the anti-human trafficking response in Colorado based on research findings.
EXECUTIVE SUMMARY
The Colorado Project is intentionally designed to bridge the gap between academic researchers and practitioners working on the ground. In keeping with this perspective, the Colorado Project Executive Summary, as well as both the National and Statewide Reports, are written with the intention of reaching a broad audience. It is written from the perspective of maximizing accessibility while maintaining integrity of the overall content of the research study.
WHAT WOULD IT TAKE TO END HUMAN TRAFFICKING IN COLORADO?

Imagine the opportunity to answer this question. What is the question asking? Is it a philosophical musing about the nature of human beings? Is it questioning the protocols needed to support survivors and prosecute traffickers? Who could you gather to help think through this question? Will the answer point to a reachable goal?

Perhaps you have been pondering this question yourself as you survey the anti-trafficking efforts that surround you.

Now imagine having the opportunity to answer the question within a three-year timeframe, flanked by innovative thinkers, survivors, practitioners, and researchers. Perhaps these images might conjure something similar to the Colorado Project to Comprehensively Combat Human Trafficking (Colorado Project).

When the Project began in 2010, the national anti-trafficking field was marking the 10th anniversary of the passage of the Trafficking Victims Protection Act. Spanning the time between the Clinton and Obama administrations, there was a shift in national awareness of human trafficking as an international, organized crime to one that included domestic youth and the role of demand and economic exploitation. Marking ten years allowed for reflection of the accomplishments gained over the years and the work still needed. It also marked how quickly tools and programs could change as knowledge about human trafficking advanced.

Hence, the Colorado Project captures a snapshot of national and statewide anti-trafficking efforts during 2011 and 2012.
With so many questions and limited time, this Project required a mix of people who could boldly and creatively:

- Adopt interdisciplinary approaches that include a mix of quantitative and qualitative research tools,
- Respect the unique features of communities focusing on human trafficking,
- Document promising anti-trafficking practices by honoring experiences of those working in the field; and,
- Create replicable tools (e.g., surveys) for other communities to adopt.

So it began…by first clarifying what could be addressed within the timeframe to answer the question of what it would take to end human trafficking. The Project Team needed to know what existed and needed to be clear that within this timeframe, the Project would not be able to answer the question of what works. To ask what works (or what does not work) is evaluative. In order to get to a point of evaluation in the future, the Project Team sought to first establish a baseline of efforts that exist in the community.

Over the course of three years, the Colorado Project to Comprehensively Combat Human Trafficking developed a template of promising practice components from each of the categories of anti-trafficking efforts—Prevention, Protection, Prosecution and Partnership (also referred to as the 4Ps). This comprehensive template of components was designed to establish a baseline measurement of community resources that serve survivors of human trafficking and to catalyze a deeper understanding of resource strengths and gaps. First, understanding what is present opens the door for evaluation of these efforts and the way in which they coordinate with one another to serve human trafficking survivors. Second, understanding what is absent lays groundwork to draw community partners together for dialogue and discussion of how to fill these gaps, how to proceed with respect to vulnerable populations, and how to proceed mindfully without creating unintended consequences for other movements (e.g., policy ramifications for workers’ rights). In summary, with the support of this comprehensive template, communities can begin to comprehensively prioritize action steps for more efficient use of resources, coordinated and streamlined efforts, and ultimately to better assist victims and survivors of human trafficking.

THE COLORADO PROJECT WITHIN INTERNATIONAL AND NATIONAL CONTEXTS

Before focusing upon Colorado, it is important to note that international and federal policies regarding human trafficking continue to impact and shape state-level response to the issue. In the late 1990s, the United States played a key role in drafting a trafficking protocol guide for the United Nations. In late 2000, the United Nations ratified the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (known as the Palermo Protocol), which attempted to establish an internationally recognized definition of human trafficking and a set of recommendations for how best to eradicate the crime within and between sovereign nations. As a signatory to the Palermo Protocol, the United States is obliged to establish legislation and policy that aligns with the Protocol’s suggestions.

At the federal level, the United States Congress passed the Victims of Trafficking and Violence Protection Act of 2000 (also known as the Trafficking Victims Protection Act or TVPA) and subsequent reauthorizations in 2003, 2005, 2008 and 2011. Federal legislation has significantly impacted prioritization of funding, service provision, and prosecution at the state level. State-level anti-trafficking efforts have also been impacted by the U.S. Department of State’s annual Trafficking in Persons (TIP) report. These reports not only emphasize U.S. policy, but also highlight what the current presidential administration considers “best” practices for combating the issue. For domestic organizations seeking federal funding, the TIP reports provide important insight into government priorities, including a consistent emphasis on the 4P (prevention, protection, prosecution and partnership) methodology.
PROJECT RESEARCH STATEMENT AND THE 4PS

As the United States moves into its second decade of upholding the Trafficking Victims Protection Act, it is not yet clear how states and municipalities should implement a comprehensive approach to prevent trafficking, protect victims and survivors, prosecute traffickers, and partner to combat trafficking.\

The national anti-trafficking movement continues to see a landscape of scattered efforts, frustrated communities that must cobble resources to combat a vast and complex problem, victims falling through the cracks, and traffickers escaping punishment. There continues to be a lack of uniform process to gauge the number of anti-trafficking efforts underway in the U.S., let alone how effective or successful those efforts are in preventing people from being trafficked.

In 2010, the Research Team selected the “3P paradigm” of prevention, protection and prosecution as the guiding comprehensive framework for the Colorado Project. Contingencies were built in to consider aspects outside that framework. The Research Team was aware of myriad complications and critiques that plagued the anti-trafficking movement, and while team members recognized that the 3P paradigm was not the exclusive way in which to address human trafficking, they were also cognizant of the fact that ten years of efforts on the part of governments, non-governmental organizations (NGOs) and other stakeholders around the globe could not be ignored. For example, in the United States, initial anti-trafficking funding streams were based upon the 3P paradigm and therefore it provided a baseline framework from which to begin the Research Team’s work.

Recognizing the diversity of perspectives of each agency/entity, the following documents shaped the Project’s initial draft definitions of 3 of the 4 P’s: “prevention,” “protection” and “prosecution”:

- The 2000 U.S. Trafficking Victims Protection Act (TVPA); the 2010 U.S. Trafficking in Persons Report
- The 2008 United Nations Office on Drugs and Crime, Toolkit to Combat Trafficking in Persons

Commonalities amongst these documents were distilled into draft definitions. The final development at this definitional stage of the research process was the addition of a fourth “P” to the paradigm: “partnerships.” Although the 2010 Trafficking in Persons Report formalized the need for partnerships in the comprehensive 4P framework, the field has long understood that best and promising practices will not provide positive outcomes without strong partnerships among an array of community members who share similar interests in addressing a social problem of this scope. An array of experts in the field (including practitioners, academics, activists, survivors of trafficking, constituents and professionals in various affected industries) refined the initial drafting of the 4P definitions. Their collective wisdom led the way toward a more comprehensive understanding of human trafficking and the ways in which the Colorado Project’s research would be framed.
These are the resulting 4P definitions that guide the Project:

**Prevention**
Prevention measures increase awareness, advocacy and education towards addressing a community’s systemic vulnerability to a continuum of exploitation, including human trafficking. A good prevention plan recognizes that exploitation and human trafficking are symptoms of root causes like poverty, gender inequality and other forms of oppression that create vulnerable populations in the first place.

**Protection**
Protection measures ensure that victims of human trafficking are provided access to: (at a minimum) health care, legal aid, social services and education in ways that are not prejudicial against victims’ rights, dignity, or psychological well-being. Protection also means creating an environment (social, political and legal) that fosters the protection of victims of trafficking.

**Prosecution**
Prosecution measures ensure the creation and implementation of laws that address the continuum of labor exploitation and the pursuit of criminal punishments for such cases, treating human trafficking as exploitation of victims rather than recruitment/transportation of workers or people in prostitution. (This includes not just criminal prosecution, but law enforcement officers and the creation of legislation).

**Partnerships**
Partnership measures acknowledge that combating human trafficking requires a comprehensive response through the cooperation of multiple sectors. Partnerships bring together diverse experiences, amplify messages, and leverage resources.

Whether prevention, protection, prosecution or partnerships are part of community responses to human trafficking, they rarely exist independently, nor do they exist in vacuums. Considering the social, historical, cultural and institutional contexts that surround anti-trafficking efforts is an integral part of the Colorado Project. By adopting a systems theory approach, the Colorado Project centralizes survivor experience within a series of systems including family, community and institutions. The systems theory that was adopted for the Project was the Social Ecology Theory. This approach requires the application of multiple levels and methods of analysis and theoretical interactions and the social, historical, cultural and institutional contexts of people’s lives. Social Ecology Theory has also served as a useful heuristic tool to help develop and maintain a comprehensive 4P approach to combating human trafficking. In general terms, each “P” effort is necessary to a comprehensive community response to combat human trafficking. However, adaptations are necessary in order to tailor efforts to community characteristics, such as laws, geography, and demographics.
We collected promising practices because we recognize that communities differ from one another.

Defining Promising Practices
The Project Team adopted “promising” practices as opposed to more conventional terminology of “best” practices, as the term has been used in diverse disciplines such as child welfare, psychology, education, state government departments, non-profit organizations, and private sector organizations. Because of the variation in the ways communities around the United States have responded to the crime of human trafficking in a relatively young movement, the use of “promising” practices language has helped to signify these emerging and developing efforts. At this early phase of the anti-trafficking movement, there is a lack of “hard data” that traditionally serves as a benchmark for what would be considered a “best” practice. Clearly, there is a need for evidence-based practice; however, what currently exists is a wealth of knowledge and experience from practitioners on the ground. At this stage in the movement, the Colorado Project honors practice-based knowledge as indicators of promising practices. The Project Team further defined promising practices as the necessary components within each of the 4Ps to comprehensively combat human trafficking described in Phase II.
PHASE I: STRATEGIC PLANNING

To plan and staff a project of this size with two levels of community analysis required a phase dedicated to strategic planning. Phase I Strategic Planning afforded the Project Team time to refine project goals and work plans, and to coordinate communications for the ways in which the Project Management, Communications, and Research Teams would work in concert over the three-year grant period.

These are the broad goals for the Colorado Project:

› **Goal 1:** Establish and maintain administrative structures that will ensure long-term project success
› **Goal 2:** Create a state-level template—with National and Local Stakeholder input—that will be used to measure anti-trafficking efforts in Colorado, to be later replicated in other states
› **Goal 3:** Collect data on prevention, protection, prosecution and partnership in the State of Colorado
› **Goal 4:** Evaluate Colorado anti-trafficking efforts utilizing 4P template
› **Goal 5:** Develop and prioritize actionable next steps for Colorado
› **Goal 6:** Engage with the project’s diverse audiences by (1) demonstrating accountability and transparency of project processes and findings and (2) increasing awareness of the project through long-term public support

PHASE II: NATIONAL DATA COLLECTION

The Colorado Project to Comprehensively Combat Human Trafficking is an exploratory study of promising practices in anti-human trafficking efforts. In order to establish a comprehensive 4P template, Phase II of the Project built upon the literature review of each of the areas: prevention, protection, prosecution and partnership, supplemented by surveying national organizations about their various anti-human trafficking efforts within each of these “4Ps.”

As this type of comprehensive assessment of anti-human trafficking efforts had not previously been undertaken, a survey tool was designed to assess promising practices within each of the 4Ps.

The study was approved by Metropolitan State University of Denver’s Institutional Review Board in October, 2011.
To develop survey questions, the Research Team conducted an extensive review of academic, governmental and nongovernmental agency literature to identify initiatives and activities reflective of the 4Ps. Although the crime itself is not a new concept, the available peer-reviewed literature that utilizes human trafficking terminology is still developing and expanding; therefore, the literature review was not restricted to peer-reviewed journals. By distilling these efforts, the team developed a list of promising practice key components for each P, noted in Table 1.

**Table 1. The 4P Components and Definitions**

**Prevention**
Prevention measures increase awareness, advocacy and education towards addressing a community’s systemic vulnerability to a continuum of exploitation, including human trafficking. A good prevention plan recognizes that exploitation and human trafficking are symptoms of root causes like poverty, gender inequality and other forms of oppression that create vulnerable populations in the first place.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>WHAT COMPONENT SEeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness campaigns</td>
<td>Awareness campaigns with a goal of influencing and changing behavior and are aimed at universal and selected populations.</td>
</tr>
<tr>
<td>Advocacy Campaigns</td>
<td>Advocacy campaigns that address various human trafficking issues. Advocacy is the act of pleading or arguing in favor of something, such as a cause, idea, or policy, active support. The purpose of advocacy is often to bring about some social or political change, especially the change at policy level.</td>
</tr>
<tr>
<td>Training and Education programs</td>
<td>Training and education programs with human trafficking curriculum.</td>
</tr>
<tr>
<td>Programs that address root causes of trafficking aimed at universal and selected communities</td>
<td>Programs that address root causes of human trafficking and may include but not limited to programming on livelihood options, including basic education, skills training and literacy, for vulnerable groups (toolkit), as well as offer opportunities for gender, racial, sexual equity, etc.</td>
</tr>
<tr>
<td>Public and Private Sector Policies</td>
<td>Policies or protocols in the public or private sector that specifically address preventing trafficking in persons, including but not limited to, addressing demand for exploitative labor.</td>
</tr>
<tr>
<td>Protection services for persons who have experienced trafficking</td>
<td>Services provided to victims of trafficking in order to reduce further vulnerabilities or re-victimization.</td>
</tr>
</tbody>
</table>
Table 1, Continued:

Protection
Protection measures ensure that victims of human trafficking are provided access to, at a minimum, health care, legal aid, social services and education in ways that are not prejudicial against victims’ rights, dignity, or psychological well-being. Protection also means creating an environment (social, political and legal) that fosters the protection of victims of trafficking.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>WHAT COMPONENT SEeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Service Advocacy and Case Management</td>
<td>Provision of a &quot;person who works with other service providers and is responsible for assessing service needs, providing victims with information about their rights to services, establishing comprehensive service plans with victims, identifying and making service referrals, coordinating services, accompanying victims to appointments, advocating on behalf of victims to other providers and agencies, providing emotional and moral support, and often keeping victims informed of progress on their legal cases and T-visa and other applications.&quot;</td>
</tr>
<tr>
<td>Housing</td>
<td>Basic needs in terms of immediate, short- and long-term housing.</td>
</tr>
<tr>
<td>Medical services</td>
<td>Types of medical treatment for any physical illness or injury.</td>
</tr>
<tr>
<td>Mental Health Services</td>
<td>Types of psychosocial services to treat various types of mental health issues.</td>
</tr>
<tr>
<td>Outreach</td>
<td>Informing vulnerable populations about available services and educating them about human trafficking and other potential risk and harmful behaviors.</td>
</tr>
<tr>
<td>Legal services</td>
<td>Legal services for persons who have been trafficked to access services, obtain asylum, obtain visas or seek restitution.</td>
</tr>
<tr>
<td>Training and education programs</td>
<td>Programming that trains service providers in identifying persons who have been trafficked and/or trafficking specific service needs.</td>
</tr>
<tr>
<td>State laws on victim protection/rights</td>
<td>Legislation that specifically calls for persons who have been trafficked to receive protection services.</td>
</tr>
<tr>
<td>Clothing and food</td>
<td>Basic needs in terms of food and clothing.</td>
</tr>
<tr>
<td>Interpretation/Translation</td>
<td>Provision of language services for foreign nationals in their native language.</td>
</tr>
<tr>
<td>Education</td>
<td>Provision of schooling or access to schooling at primary, secondary or tertiary.</td>
</tr>
<tr>
<td>Life Skills Training</td>
<td>Provision of training and education in various skills to assist a person to be able to live independently.</td>
</tr>
<tr>
<td>Employment Assistance</td>
<td>Provision of job training and linking individuals with internships, apprenticeships and potential employers.</td>
</tr>
<tr>
<td>Community Re-integration</td>
<td>Services to assist a person in making successful transitions to their new communities or back to their home communities.</td>
</tr>
</tbody>
</table>
Table 1, Continued:

Prosecution
Prosecution measures ensure the creation and implementation of laws which address the continuum of labor exploitation and the pursuit of criminal punishments for such cases, treating human trafficking as exploitation of victims rather than recruitment/transportation of workers or people in prostitution (This includes not just criminal prosecution, but law enforcement officers and the creation of legislation).

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>WHAT COMPONENT SEeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human trafficking protocols and procedures</td>
<td>Protocols or procedures a law enforcement agency has in place that specifically pertains to human trafficking including investigative techniques, arrest and sentencing policies, victim protection, etc.</td>
</tr>
<tr>
<td>Training and education</td>
<td>Programs and curriculum that train legislators and civil and criminal justice system actors involved in all levels of prosecution on implementing protocols and procedures in regards to human trafficking and trafficking-related investigations and cases. Not to be confused with “prevention” education that raises law enforcement awareness about trafficking.</td>
</tr>
<tr>
<td>Task Forces</td>
<td>Activities that support and encourage a collaborative effort among local law enforcement and diverse victim service providers who together provide comprehensive services in order to discover and respond effectively to human trafficking. The local law enforcement and victim service efforts are partnered with federal and state investigative, enforcement, and regulatory agencies and resources in pursuit of the most comprehensive response to the crime and to victims.</td>
</tr>
<tr>
<td>State and municipal trafficking and trafficking-related legislation</td>
<td>Existing state and municipal legislation that addresses human trafficking specifically OR human trafficking related crimes, such as commercial sexual exploitation of children, labor laws, immigration laws, etc.</td>
</tr>
<tr>
<td>Attempted/ successful civil and criminal prosecutions of trafficking cases</td>
<td>Information about cases in which trafficking laws were used to charge an individual or group with a crime OR cases where laws that are not necessarily trafficking specific were used to charge an individual or group with a crime that appears to be trafficking, including parallel financial investigations.</td>
</tr>
</tbody>
</table>
Table 1, Continued:

**Partnerships**
Partnership measures acknowledge that combating human trafficking requires a comprehensive response through the cooperation of multiple sectors. Partnerships bring together diverse experiences, amplify messages, and leverage resources.

<table>
<thead>
<tr>
<th>PARTNER SECTOR</th>
<th>SECTOR ACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Sector</td>
<td>Corporations, small businesses</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Federal, state or local government agencies</td>
</tr>
<tr>
<td>Third Sector</td>
<td>Non-profits, faith-based organizations, philanthropic organizations</td>
</tr>
</tbody>
</table>

**PARTNERSHIP COMPONENTS**

Effective communications, by Memorandum of Understanding or personal relationships

Protocols that articulate how to get people in the room to build relationships, including:
- a) Mission, vision, goals;
- b) Outcomes of the partnership;
- and c) How the group defines human trafficking

Building trust, which leads to:
- a) Helping put victims first;
- b) Successful prosecutions;
- and c) Maintaining efforts based in community

Leveraging resources through trust and amplify messages

Including vulnerable populations in partnerships

Mechanisms for conflict management

Sustainability beyond an individual

Leadership

Diversity of group member representation, including Local, State, National, International, Parallel Movements, Affected Populations, and diversity of skills at the table

Management of competing interests, including:
- a) Funding;
- b) Organizational Missions; and
- c) Confidentiality/Ethics
Promising practice components included those elements that are considered essential in anti-human trafficking efforts. The literature review also involved researching other survey tools previously implemented to assess anti-human trafficking issues. Research Team members also engaged in informal interviews with practitioners and other researchers in the field of human trafficking to gather their opinions on the key components in anti-human trafficking efforts. Subsequently, a four-section survey was developed based on the defined key components; some survey questions were adapted from existing survey tools identified in the literature review.4

The study employed a convenience sampling strategy by collecting information on various anti-human trafficking agencies as well as other organizations, not specific to human trafficking efforts, which may provide services or come into contact with survivors of human trafficking. Research Team members employed several strategies to identify as many agencies and organizations across the country involved in anti-human trafficking efforts as possible. These strategies included the following:

- Use of membership lists of 42 Bureau of Justice Assistance (BJA)/Office of Victims of Crime (OVC) Task Forces
- Use of Rescue and Restore Coalitions membership listings
- Use of National Human Trafficking Hotline referrals for each state
- Searching for anti-human trafficking organizations on social media pages such as Twitter and Facebook
- Distributing the list of potential participants to National Advisory Board and Project Team members for additions and feedback.

The Research Team ultimately compiled a list of 650 organizations involved in anti-human trafficking or similar efforts. Among the 650 identified agencies, 453 organizations involved in prevention, protection and partnerships, received the survey, and 186 organizations responded to the survey for a response rate of 41%.

The sample of 186 survey participants represented a wide range of agencies/organizations across the United States as demonstrated in the map on the following page.
A majority of the survey participants for the prevention, protection and partnerships hold the position of either Executive Director or Program Director. Job positions of the survey participants are shown in Table 2.

Table 2. Survey Participant Profile

<table>
<thead>
<tr>
<th>AGENCY POSITION (N=152)</th>
<th>FREQUENCY</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>53</td>
<td>35</td>
</tr>
<tr>
<td>Program Director</td>
<td>38</td>
<td>25</td>
</tr>
<tr>
<td>Program Manager</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Coordinator</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Supervisor</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Attorney</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Advocate</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Professor/Lecturer</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Intern/Volunteer</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Grant Writer</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Case Manager</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>152</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The Prosecution and Partnership Survey was sent to 92 agencies involved in law enforcement or prosecutions. Eleven surveys were completed, six by law enforcement and four by Prosecutors for a response rate of 11%.

DATA COLLECTION
Data collection took place through two processes: (1) for those organizations and agencies involved in prevention, protection and partnerships; and (2) for agencies and organizations involved in prosecution and partnerships. The Research Team developed a separate process for data collection from law enforcement officers and prosecutors as many of these individuals needed approval from supervisors before they could participate in a survey. However, as noted by the sample size above, there was great difficulty in collecting survey data from law enforcement and prosecutors.

The distribution of the survey was through an online survey tool called Survey Monkey. The two surveys were created manually in Survey Monkey, with built-in skip patterns so that participants only had to answer sections that were relevant to their work, instead of responding to the entire survey. After 11 weeks of data collection, the survey for prevention, protection and partnerships was closed. The prosecution surveys were sent via the Survey Monkey online tool to 92 law enforcement personnel and prosecutors identified through the list of BJA task forces throughout the country. Despite a number of follow-up phone calls, the response rate for the prosecution survey remained quite low, as only 11 participants responded to the survey.

DATA ANALYSIS
As the study is an exploratory survey design, a majority of the data was analyzed through descriptive statistics to provide a picture of anti-human trafficking efforts in the United States. The responses to the survey questions were downloaded and placed in a SPSS (statistical software package) file, and frequency distributions were calculated.
RESULTS & FINDINGS

This section presents a summary of findings of the Colorado Project National Survey (National Survey). Based on the results of each of the P areas, strengths and gaps were identified in promising practice components (based on frequencies) as well as suggestions for areas of further research.

National Prevention Promising Practices: Strengths and Gaps
The National Survey results demonstrate that a number of organizations are actively involved in various prevention activities.

One of the strengths of the prevention activities is the many awareness campaigns conducted among general community members and service providers.

Organizations’ main goals for conducting awareness programs among community members was to raise awareness of human trafficking, increase empathy for survivors of human trafficking and to motivate members of the community to become involved in anti-human trafficking efforts. In addition, a great deal of awareness activities occur with service providers. An increase in awareness activities among service providers will, hopefully, in turn lead to greater identification of survivors of trafficking and increase the number of service providers willing to provide needed services. This is an area that requires further research to assess the actual impact of awareness campaigns and the outcomes produced by these campaigns. Despite this strength, very few awareness campaigns target populations that are vulnerable to trafficking. Awareness campaigns play an important role in preventing trafficking among these vulnerable groups and may also assist in people self-identifying or being able to identify family members who are survivors of human trafficking. However, further research is required to examine whether awareness campaigns among vulnerable populations increase identification of survivors of human trafficking.

Another strength within prevention stems from advocacy work. Advocacy work by survey participants is aimed at increasing identification of survivors of human trafficking and at providing protection and services for these survivors. Advocacy groups have made survivors of human trafficking a priority and many states have passed legislation to ensure survivors receive vital services. A gap demonstrated by the data within advocacy stems from a lack of policy creation designed to address labor trafficking within the private sector. To address this gap, further research needs to demonstrate the impact of legislation on the private sector in preventing human trafficking and its benefits for business, such as examining the supply chain transparency laws in California.

Training and education strengths include specific training programs for law enforcement, medical personnel and service providers. Since these professionals are most likely to come in contact with potential survivors of human trafficking, training provides them with the skills and knowledge to identify and serve these individuals.

Finally, another strength of prevention programs is that they are developed from needs assessments or based on an organization’s mission and, therefore, developed to meet the needs of the target populations. Specific primary and secondary prevention programs are essential in combating human trafficking. However, formal evaluations need to accompany these prevention programs to examine outcomes so that the anti-human trafficking field can promote effective prevention programs in various communities across the United States.
Prevention measures increase awareness, advocacy and education towards addressing a community’s systemic vulnerability to a continuum of exploitation, including human trafficking. A good prevention plan recognizes that exploitation and human trafficking are symptoms of root causes like poverty, gender inequality and other forms of oppression that create vulnerable populations.

› Training and education programs
› Awareness campaigns
› Advocacy campaigns
› Public and private sector policies
› Protection services for persons who have experienced trafficking
› Programs that address root causes of trafficking aimed at universal and selected communities

Of the 200 survey participants, 66% (n= 124) conduct prevention efforts. Participants reported involvement in multiple areas of prevention.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>STRENGTHS</th>
<th>GAPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>High prevalence (&gt;50%) of activities by prevention organizations</td>
<td>Low prevalence (&lt;50%) of activities by prevention organizations</td>
</tr>
<tr>
<td>(n=104)</td>
<td>Several organizations target general community and service providers</td>
<td>Few raise awareness among vulnerable groups</td>
</tr>
<tr>
<td>Advocacy</td>
<td>High prevalence (&gt;50%) of activities by prevention organizations</td>
<td>Low prevalence (&lt;50%) of activities by prevention organizations</td>
</tr>
<tr>
<td>(n=84)</td>
<td>Several organizations aims at identification, protection and services for victims</td>
<td>Few provide advocacy among private sector to address labor trafficking</td>
</tr>
<tr>
<td>Training</td>
<td>High prevalence (&gt;50%) of activities by prevention organizations</td>
<td>Low prevalence (&lt;50%) of activities by prevention organizations</td>
</tr>
<tr>
<td>(n=91)</td>
<td>Several organizations target service providers, law enforcement and medical personnel</td>
<td>Few conduct training among vulnerable populations and private sector; little training on cultural competency for service providers</td>
</tr>
<tr>
<td>Programs</td>
<td>High prevalence (&gt;50%) of activities by prevention organizations</td>
<td>Low prevalence (&lt;50%) of activities by prevention organizations</td>
</tr>
<tr>
<td>(n=68)</td>
<td>Several organizations develop programs based on organization mission and needs assessment</td>
<td>Few offer prevention programs among vulnerable populations; formal prevention program evaluations</td>
</tr>
</tbody>
</table>
National Protection Promising Practices: Strengths and Gaps
The National Survey results reveal the diversity of services that organizations offer survivors of human trafficking. A majority of organizations do not primarily serve survivors of human trafficking as their main target population.

However, it is encouraging that a diverse group of service providers have demonstrated a willingness and ability to adapt their services to include survivors of human trafficking.

Various strengths exist within these services; for example, a majority of organizations offer intensive case management with a consistent case manager. Providing the same case manager for multiple needs is a promising practice because it provides survivors with a reliable point-person and stable situation while working through what they have experienced.

One of the strengths among agencies/organizations that offer shelters is a focus on finding long term housing solutions for survivors of human trafficking, which has been noted as a promising practice in the literature. Some of the gaps include a limited amount of shelters specifically for youth who have experienced human trafficking, and, for adults, over half of the shelters require a person to be clean and sober as an eligibility requirement. This requirement may be difficult for many survivors as traffickers may use substance abuse as a form of control, or survivors may use substances as a coping mechanism while in the trafficking situation. Additionally, few shelters that serve other populations provide a separate wing for survivors of human trafficking. This is an area that needs to be further explored among survivors. Although survivors of human trafficking share similar issues of trauma as other populations that need shelter, trafficking survivors may have a number of dynamics that other populations have not experienced, hence having a separate wing may be beneficial for those survivors of human trafficking. Yet this may be quite a challenge due to funding constraints and limited shelter space. Therefore, greater training for other organizations, as well as funders, is essential to improve this gap in services.

The data demonstrated that mental health providers believe in both a trauma informed approach and a victim centered approach when addressing or referring out for mental health services. These organizations appear to understand the importance of having a trauma informed approach and the need to understand the level of trauma a survivor experiences. If organizations use a trauma informed approach and a victim centered approach, then their staff will likely understand the necessary time investment in building trust with a client in order to be able to challenge certain client behaviors without being aggressive or punishing them. A gap within mental health services involves culturally sensitive services. The main culturally sensitive strategy employed was providing staff of the same cultural background and/or who speak the same language, and non-traditional therapy methods that may be more appropriate for diverse groups. This is an additional area that requires further research to assess whether clients of agencies/organizations providing culturally sensitive services feel that their needs are met and that issues are addressed in a culturally appropriate manner.

The data reflected a lack of knowledge of Office of Refugee Resettlement (ORR) programs and eligibility requirements for international survivors of trafficking. This indicates a large gap in service provision for foreign nationals and a need for increased training and networking about available services in ORR regional offices across the nation.

Survivors of human trafficking often need legal services. Although few legal service agencies exist among this survey sample, legal service agencies provide a great number of services to assist survivors. These services consist of informing survivors about their rights, assisting survivors in filing a report with law enforcement if they so desire, applying for visas and assisting in renewing continued presence. A gap that exists among legal services is that few of the organizations offer civil remedies for survivors of human trafficking. 
Protection measures ensure that human trafficking victims are provided access to: (at a minimum) health care, legal aid, social services and education in ways that are not prejudicial against victims’ rights, dignity, or psychological well-being. Protection also means creating an environment (social, political and legal) that fosters the protection of victims of trafficking.

- Social service advocacy and case management
- Housing
- Medical services
- Mental health services
- Outreach
- Legal services
- Training and education programs
- State laws on victim protection/rights
- Clothing and food
- Interpretation/translation
- Education
- Life skills training
- Employment assistance
- Community re-integration

Of the 200 survey participants, 68% (n= 90) conduct protection efforts. Participants reported involvement in multiple areas of protection.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>STRENGTHS</th>
<th>GAPS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High prevalence (&gt;50%) of activities by protection organizations</td>
<td>Low prevalence (&lt;50%) of activities by protection organizations</td>
</tr>
<tr>
<td>Case management (n=61)</td>
<td>Agencies provide intensive case management and a consistent worker/representative</td>
<td></td>
</tr>
<tr>
<td>Shelter (n=44)</td>
<td>Agencies assist clients in obtaining subsidized housing, help with relocation to other communities, and provide interpretation services</td>
<td>Few provide shelter for youth, very few shelters offer separate wings for trafficking survivors</td>
</tr>
<tr>
<td>Refugee/ Asylee (n=66)</td>
<td>Agencies provide and refer out for mental health services, using a combination of victim-centered approach and a trauma-informed approach</td>
<td></td>
</tr>
<tr>
<td>Other services (n=63)</td>
<td>Agencies provide life skills, refer to education programs and tailor services based on individual need</td>
<td>Few offer alternative, non-traditional methods of therapy as part of culturally-sensitive practice. Few refer or provide job training programs</td>
</tr>
<tr>
<td>Legal services (n=30)</td>
<td>Agencies provide information on rights, reporting to law enforcement, defense attorney, file for T- and U-visas, renewing continued presence</td>
<td>Few work with civil remedies for human trafficking survivors.</td>
</tr>
</tbody>
</table>
National Prosecution Promising Practices: Strengths and Gaps

One of the challenges of data collection for the National Survey, was surveying prosecution-specific participants. Eleven surveys were collected, too few to substantiate meaningful results. Given this challenge, the Research Team turned to the scholarship of colleagues at Northeastern University’s Race and Justice Program, conducted prior to 2012 (within the timeframe of the Colorado Project’s literature review that ended October 2011).

Results from the Farrell, McDevitt & Fahy (2008)* study provided baseline understanding of the complexities of investigation and prosecution of human trafficking cases. Although the study by Farrell, McDevitt and Fahy was conducted in 2008, it serves as a solid foundation from which to gain knowledge about investigation and prosecution of human trafficking cases. Strengths that make it possible for law enforcement to investigate the crime of human trafficking include having an array of investigative tools that are used for many crimes, including surveillance, undercover protocols and partnering with other agencies for resources. Additionally, commitment to partnerships is a strength, including non-governmental and victim service agencies that support survivors as they investigate and build cases. In reference to the presence of state-level anti-trafficking legislation, during Phase II of the Colorado Project, 48 states had adopted legislation making human trafficking illegal. Conversely, prosecution gaps that were illuminated by the Farrell et al. (2008) study included lack of awareness and ongoing needs for training many law enforcement officers within police departments.

Resources such as capacity, protocols and referrals are also a great need, as it was common to have less than five officers trained and assigned to work human trafficking cases.

The work of law enforcement and prosecutors needs the support of a community that can also recognize and identify human trafficking. Finally, one additional gap identified by law enforcement was the need for support in working with victims to build solid cases and prosecute on their behalf.

National Partnership Promising Practices: Strengths and Gaps

The Partnership data reveal several strengths about characteristics of anti-trafficking partnerships. These strengths include an interdisciplinary response, a diverse set of skills among members, and good planning resulting in achievement of goals.

The survey participants felt that their main purpose for creating and engaging with partnerships was to improve victim services, increase victim identification, form task forces and share information. Survey participants felt that their partnerships accomplished a great number of achievements that included: increases in identification of survivors and development of protection services; an increase in successful prosecutions; a community coordinated response through collaboration and networking; increased awareness of human trafficking; and the development of protocols and tools.

A majority of the survey respondents commented that they felt the partnership would be sustainable even if funding was cut, which is an indicator of the strength of relationship that the partners had built and the commitment to anti-human trafficking efforts within the partnership. However, among informal partnerships many felt that the partnership could possibly collapse if the current leader left. Therefore, the data suggest that sustainability of partnerships could be more about leadership than funding, and further investigation is needed to determine whether partnerships are sustainable. This is especially important given the recent federal funding cuts in anti-human trafficking task forces and service provider networks.
Partnership measures acknowledge that combating human trafficking requires a comprehensive response through the cooperation of multiple sectors. Partnerships bring together diverse experiences, amplify messages, and leverage resources. For the purpose of this survey, an anti-human trafficking partnership refers to a cooperative relationship between two or more organizations established for the purpose of jointly combating human trafficking in some way.

- Private sector
- Public sector
- Third sector
- Protocols
- Leadership
- Group diversity
- Resource leveraging
- Trust building
- Sustainability beyond an individual
- Inclusion of vulnerable population perspectives
- Effective communication
- Conflict management
- Management of competing interests

Of the 200 survey participants, 78% (n= 122) are members of partnerships and coalitions. Of these 122, 42% participate in formal partnerships and 58% participate in informal partnerships.

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>IMPETUS</th>
<th>STRENGTHS</th>
<th>GAPS</th>
<th>ACCOMPLISHMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victim services,</td>
<td>Need for a coordinated response, to address</td>
<td>Trust among members, low turnover, good</td>
<td>Informal partnerships not sure if</td>
<td>Increased successful investigations, and prosecutions, protocols developed, raised awareness, collaboration</td>
</tr>
<tr>
<td>victim identification,</td>
<td>trafficking, available funding</td>
<td>communication, represent members from various</td>
<td>partnership will continue if current</td>
<td></td>
</tr>
<tr>
<td>task force, and share</td>
<td></td>
<td>parallel movements</td>
<td>leadership leave</td>
<td></td>
</tr>
<tr>
<td>information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Phase III of the Colorado Project changed focus toward assessing the State of Colorado’s anti-trafficking efforts. With the assistance of a multi-sector and multi-issue State Advisory Board, the survey tool that was distributed nationally during Phase II of the Project was applied to efforts in Colorado. In addition to the survey, 10 focus groups and additional informational interviews were strategically conducted statewide in different types of communities to capture as much geographic diversity as possible.

SURVEY AND SAMPLING

The Colorado Project Statewide Survey (Statewide Survey) was an exact replica of the Colorado Project National Survey. For information detailing how the survey was developed, see the methodology section of The Colorado Project National Survey Report (2013). As with the National study, the Colorado state study employed a convenience sampling strategy by collecting information on various anti-human trafficking agencies as well as other organizations, not specific to human trafficking efforts, which may provide services or come into contact with survivors of human trafficking. Research Team members employed several strategies to identify as many agencies and organizations across Colorado involved in anti-human trafficking efforts as possible. These strategies included the following:

1. Use of membership lists from Colorado Network to End Human Trafficking (CoNEHT).
2. Consulting the Project Team members for potential study participants.
3. Use of the sample from the National Survey, which included Colorado organizations.
4. Identifying member lists of Colorado coalitions organized around similar issues.
5. Consulting State Advisory Board members for organizations to be surveyed.

A list of 522 organizations involved in anti-human trafficking or similar efforts was compiled. Among the 522 identified organizations, 399 organizations involved in prevention, protection and partnerships, received the survey and 132 organizations responded to the survey for a response rate of 33%.

A majority of the survey participants for the prevention, protection and partnerships hold the position of either Program Director or Executive Director. The breakdown of the job position of the survey participants is shown in Table 3.1:

<table>
<thead>
<tr>
<th>AGENCY POSITION (N=106)</th>
<th>FREQUENCY</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Director</td>
<td>47</td>
<td>44</td>
</tr>
<tr>
<td>Executive Director</td>
<td>27</td>
<td>26</td>
</tr>
<tr>
<td>Victim Advocate</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Professor/teacher</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Chairperson</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Law enforcement</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Psychologist/counselor</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Government sector</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Pastor</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Attorney</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

The prosecution and partnership survey was sent to 93 agencies involved in law enforcement or prosecutions. Twenty-six surveys were completed, 23 by law enforcement and 3 by prosecutors for a response rate of 28%.
FOCUS GROUPS AND INFORMATIONAL INTERVIEWS

Supplemental qualitative data were garnered through focus groups facilitated throughout the state. These focus groups offered participants an opportunity to share insights regarding manifestations of human trafficking across the state as well as knowledge of resources available to respond to this issue. To determine the location of focus groups throughout Colorado, the Research Team utilized Microsoft MapPoint software to create a visual illustration of resource clusters throughout the state and to aid in establishment of focus group locations.

The state was divided into 12 regions, and a process of layering the locations of service provider organizations in order to identify potential service provision “hubs” within each region was used. Once these layers were added to the map, locations within the twelve regions began to emerge as potential sites for convening focus groups. Research Team members facilitated focus groups in 10 communities throughout Colorado, the details of which are outlined in Table 3.2.

Table 3.2. Focus Groups

<table>
<thead>
<tr>
<th>FOCUS GROUP LOCATION</th>
<th>NUMBER OF PARTICIPANTS</th>
<th>PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alamosa</td>
<td>6</td>
<td>Service providers (6)</td>
</tr>
<tr>
<td>Colorado Springs</td>
<td>6</td>
<td>Service providers (4), Community Members (2)</td>
</tr>
<tr>
<td>Denver 1</td>
<td>10</td>
<td>Service provider (8), Attorney (1), Law enforcement (1)</td>
</tr>
<tr>
<td>Denver 2</td>
<td>2</td>
<td>Service provider (2)</td>
</tr>
<tr>
<td>Glenwood Springs</td>
<td>7</td>
<td>Service provider (5), Law enforcement (2)</td>
</tr>
<tr>
<td>Grand Junction</td>
<td>4</td>
<td>Law enforcement (2), Professor (1), Service provider (1)</td>
</tr>
<tr>
<td>Greeley</td>
<td>6</td>
<td>Law enforcement (1) Victim Advocates (2), Service providers (2)</td>
</tr>
<tr>
<td>Steamboat Springs</td>
<td>7</td>
<td>Service providers (4), law enforcement (2) Educator (1)</td>
</tr>
<tr>
<td>Sterling</td>
<td>2</td>
<td>Service provider (2)</td>
</tr>
<tr>
<td>Summit County</td>
<td>5</td>
<td>Law enforcement (2), Service provider (2), Doctor (1)</td>
</tr>
</tbody>
</table>

Informational interviews were conducted in La Junta and Durango due to low response to focus group participation. Table 3.3 notes the number of persons interviewed as well as the position of each participant.

Table 3.3. Informational Interviews

<table>
<thead>
<tr>
<th>INFORMATION INTERVIEWS</th>
<th>NUMBER OF PARTICIPANTS</th>
<th>PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Junta (Lamar)</td>
<td>2</td>
<td>Librarians</td>
</tr>
<tr>
<td>Durango</td>
<td>3</td>
<td>Law Enforcement (1), Librarian (1), Service provider (1)</td>
</tr>
</tbody>
</table>
PERCENTAGE OF SURVEY RESPONDENTS (PER COUNTY)

- 0-1
- 2-3
- More than 4

Focus Group Location:
- GRAND JUNCTION
- STEAMBOAT SPRINGS
- SUMMIT COUNTY
- GLENWOOD SPRINGS
- DURANGO ALAMOSA
- COLORADO SPRINGS
- DENVER
- GREELEY STERLING
- LA JUNTA SUMMIT COUNTY
DATA COLLECTION

Survey
Separate processes were set up to match the National data collection methods anticipating difficulty in gathering data from law enforcement and prosecutors (See Phase II). The distribution of the surveys was conducted through the online survey tool, Survey Monkey.\(^5\) After eight weeks of data collection, the survey for prevention, protection and partnership was closed.

Prosecution and partnership surveys were sent via Survey Monkey to 93 law enforcement agencies and prosecutors. The survey was open for over two months and many exceptions were made to the survey deadline because of the difficulty in engaging prosecutors.

Focus Groups and Informational Interviews
A list of specific questions was asked at each focus group meeting. The exception to this was the Denver 1 group, which had a different set of questions because individual members were considered to have five years or more of experience and knowledge about human trafficking in Colorado. The focus group questions asked group participants to describe the issue of human trafficking, types of cases within the community, how cases are handled in the community and specific factors they believe contribute to human trafficking.

DATA ANALYSIS

Survey
A majority of the data was analyzed through descriptive statistics to provide a picture of anti-human trafficking efforts in Colorado. The response frequencies were determined through SPSS using descriptive statistics. From the SPSS output, tables were created to best represent the data collected. In regards to the prosecution data, no outputs were analyzed due to the small sample size of three, which would not produce significant findings.

Focus Groups and Informational Interviews
Each audio recording of the focus groups and individual interviews was transcribed verbatim. Research Team members then coded the transcripts line by line, through an open coding process, then started categorizing data, and finally summarized the data into themes based on each question in the semi-structured guide. The Senior Research Assistant reviewed the summaries of each focus group and collated the themes into one document highlighting the commonalities and differences of participants’ responses to each question.
Colorado Prevention Promising Practices: Strengths and Gaps

The Statewide Survey mirrors the National Survey results in a number of ways with regard to the strengths and gaps identified. One of the same strengths of the prevention activities is the presence of many awareness campaigns conducted among general community members, service providers and faith-based communities.

Although there have been many efforts to raise awareness throughout Colorado, the focus group data demonstrated a range of knowledge of human trafficking (e.g., variation in the ways participants defined human trafficking and confused human trafficking with other crimes).

However, one positive aspect of awareness activities is that they are being implemented with service providers. An increase in awareness activities among service providers can in turn lead to greater identification of survivors of trafficking and increase the number of service providers willing to provide needed services. As with the national data, this is an area that requires further research to assess the actual impact of awareness campaigns and the outcomes that these campaigns produce.

As in the national data, the state data demonstrate very few awareness campaigns targeting groups that are vulnerable to trafficking. Awareness campaigns play an important role in preventing trafficking among these vulnerable groups and may also assist in people self-identifying or being able to identify family members who are survivors of human trafficking.

As stated in the previous section, Phase II, further research is required to examine whether awareness campaigns among vulnerable populations increase identification of survivors of human trafficking. Another strength within prevention stems from advocacy work. Advocacy work by survey participants, as in the National Survey, is aimed at increasing identification of survivors of human trafficking and providing protection and services for these survivors. Advocacy groups have made survivors of human trafficking a priority, and these groups advocate for legislation that can ensure that survivors receive vital services. A gap demonstrated by the data within advocacy stems from a lack of policy creation designed to address labor trafficking within the private sector.

Training and education strengths include specific training programs for law enforcement and service providers. These professionals are most likely to come into contact with potential survivors of human trafficking and they need the skills and knowledge to identify and serve these individuals. General community members continue to be a targeted audience for training as well.

One final strength of prevention programs in Colorado is that they are developed in response to community member requests or result from community needs assessments. As found in the National Survey, more direct primary and secondary prevention programs need to be implemented in Colorado. Further formal evaluations need to accompany these prevention programs so that the anti-human trafficking field can promote effective prevention programs that can be increased and either replicated or adapted to address vulnerable groups in various communities across the state.
Prevention measures increase awareness, advocacy and education towards addressing a community’s systemic vulnerability to a continuum of exploitation, including human trafficking. A good prevention plan recognizes that exploitation and human trafficking are symptoms of root causes like poverty, gender inequality and other forms of oppression that create vulnerable populations.

› Training and education programs
› Awareness campaigns
› Advocacy campaigns
› Public and private sector policies
› Protection services for persons who have experienced trafficking
› Programs that address root causes of trafficking aimed at universal and selected communities

Of the 168 survey participants, 35% (n= 46) conduct prevention efforts. Participants reported involvement in multiple areas of prevention.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>STRENGTHS</th>
<th>GAPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness (n=13)</td>
<td>Several organizations target general community and service providers</td>
<td>Few raise awareness among vulnerable groups</td>
</tr>
<tr>
<td>Advocacy (n=30)</td>
<td>Several organizations focus advocacy on identification, protection and services for victims</td>
<td>Few do advocacy work among private sector</td>
</tr>
<tr>
<td>Training (n=17)</td>
<td>Several organizations target training of service providers, law enforcement and medical personnel</td>
<td>Few conduct training among vulnerable populations and private sector; little training on cultural competency for service providers</td>
</tr>
<tr>
<td>Programs (n=21)</td>
<td>Several organizations develop programs based on urging of community and needs assessment</td>
<td>Few offer prevention programs among vulnerable populations; more long-term evaluations</td>
</tr>
</tbody>
</table>
Colorado Protection Promising Practices: Strengths and Gaps

The Statewide Survey results for protection also mirror some of the National Survey results in that a majority of organizations do not primarily serve survivors of human trafficking as their main target population. However, as on the national level, it is encouraging that a diverse group of service providers have demonstrated a willingness and ability to adapt their services to include survivors of human trafficking in Colorado. Various strengths exist within these services. For example, a majority of organizations offer intensive case management and have the ability to provide a consistent case manager.

One of the strengths among organizations that offer shelter is that there is a concentration on finding long term housing solutions for survivors of human trafficking, which has been noted as a promising practice in the literature. Some of the gaps consist of a limited number of shelters specifically for youth, and for men and boys. Therefore, training among service providers, as well as funders, is essential to improve this gap in services.

The data demonstrated that mental health providers believe in both a trauma informed approach and a victim centered approach when addressing or referring out for mental health services. A majority of organizations refer out for mental health purposes, and, overall, there is a lack of specific mental health services for survivors of human trafficking. Another strength of protection services consists of organizations providing life skills training.

Organizations were cognizant of providing culturally sensitive services by having well trained staff who have experience working with various populations and put the individual first according to their needs.

Many survivors need legal services and strengths of the legal services include the wide range of services offered, including information on rights, immigration assistance, criminal justice advocacy and civil remedies. However, State Advisory Board members felt that the legal services data did not reflect the full picture of legal services available in the state, perhaps due to lack of response to the survey.

Gaps in the protection data reflected, as in the National Survey, a lack of knowledge of Office of Refugee Resettlement (ORR) programs and eligibility for international survivors of trafficking, in particular unaccompanied refugee minors. This indicates a large gap in service provision for foreign nationals and a need for increased training and networking about available services. Additional gaps included the very small number of organizations providing on-going schooling, opportunities for higher education, and job skills training. All of these skills are imperative for survivors of human trafficking to be able to feel empowered and to move on with their lives.
Protection measures ensure that human trafficking victims are provided access to: (at a minimum) health care, legal aid, social services and education in ways that are not prejudicial against victims’ rights, dignity, or psychological well-being. Protection also means creating an environment (social, political and legal) that fosters the protection of victims of trafficking.

- Social service advocacy and case management
- Housing
- Medical services
- Mental health services
- Outreach
- Legal services
- Training and education programs
- State laws on victim protection/rights
- Clothing and food
- Interpretation/translation
- Education
- Life skills training
- Employment assistance
- Community re-integration

Of the 168 survey participants, 43% (n= 57) conduct protection efforts. Participants reported involvement in multiple areas of protection.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>STRENGTHS</th>
<th>GAPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case management (n=22)</td>
<td>High prevalence (&gt;50%) of activities by protection organizations</td>
<td>Low prevalence (&lt;50%) of activities by protection organizations</td>
</tr>
<tr>
<td></td>
<td>Agencies provide good range of different services provided for domestic adults, refugee minors, domestic minors and foreign nationals</td>
<td></td>
</tr>
<tr>
<td>Shelter (n=12)</td>
<td>Agencies provide a fair number of shelters; few requirements for eligibility</td>
<td>Few provide shelter for men and boys. Few short-term (30 days) shelters.</td>
</tr>
<tr>
<td>Refugee/ Asylee (n=10)</td>
<td>Agencies discuss best interests of the client for returning home</td>
<td></td>
</tr>
<tr>
<td>Other services (n=30)</td>
<td>Agencies provide life skills training for foreign nationals</td>
<td>Few offer mental health provisions; Few send for job training or offer on-site schooling</td>
</tr>
<tr>
<td>Legal services (n=13)</td>
<td>Agencies provide information on rights, reporting to law enforcement, defense attorney, file for T- and U-visas, renewing continued presence.</td>
<td>Few agencies have education on legal rights</td>
</tr>
</tbody>
</table>
Colorado Prosecution Promising Practices: Strengths and Gaps

The Statewide Survey results mirror similar results collected by Farrell, McDevitt & Fahy (2008) that were featured in the National Survey section. Strengths that make it possible for law enforcement to investigate the crime of human trafficking include having an array of investigative tools that are used for many crimes, including surveillance, undercover protocols and partnering with other agencies for resources. Additionally, partnerships with other law enforcement departments is a strength, including non-governmental and victim service agencies that support survivors while law enforcement conduct the investigation.

Conversely, prosecution gaps included inconsistent use of law enforcement protocols and procedures, and ongoing needs for training more than five officers within any given police department.

Resources such as capacity, protocols and referrals are also of great need, as it was common to have less than five officers trained and assigned to work human trafficking cases.

The work of law enforcement and prosecutors needs the support of a community that can also recognize and identify human trafficking. Finally, one additional gap identified by law enforcement was the need for support in working with victims to build solid cases and prosecute on their behalf. One of the primary challenges of trying cases at the state level has been due to poorly defined legislation; at the time of this report, the Colorado Human Trafficking law has been used twice since its passage in 2006.

Moreover, data from focus groups revealed the need for training of prosecutors and judges. One additional note that arose from focus groups was the need for maintaining law enforcement working groups that address all forms of human trafficking; at the time of the report, the Colorado landscape of task forces was shifting dramatically due to changes in federal funding.
Prosecution measures ensure the creation and implementation of laws which address the continuum of labor exploitation and the pursuit of criminal punishments for such cases, treating human trafficking as exploitation of victims rather than recruitment/transportation of workers or people in prostitution. (This includes not just criminal prosecution, but law enforcement officers and the creation of legislation).

- Human trafficking protocols and procedures
- Training and education
- Task forces
- State trafficking and trafficking-related legislation
- Municipal trafficking and trafficking-related legislation
- Attempted/successful civil and criminal prosecutions of trafficking cases

Of the 168 survey participants, 24% (n = 22) represent prosecution efforts. Participants reported involvement in multiple areas of protection.

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>STRENGTHS</th>
<th>GAPS</th>
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<tbody>
<tr>
<td>Protocols (n=15)</td>
<td>High prevalence (&gt;50%) of activities by protection organizations</td>
<td>Low prevalence (&lt;50%) of activities by protection organizations</td>
</tr>
<tr>
<td></td>
<td>Several agencies/ departments have tools to support investigations (surveillance, undercover ops)</td>
<td>Many agencies use protocols/procedures inconsistently; several departments lack resources (e.g., protocols and referrals). As part of the investigative process, many expressed challenges with victim cooperation</td>
</tr>
<tr>
<td>Collaboration (n=17)</td>
<td>Several agencies/ departments are committed to collaboration with other law enforcement agencies. Since 2006, Colorado has state legislation and coordinated efforts with the support of Bureau of Justice Assistance grants.</td>
<td>Low levels of community awareness; many departments expressed the need to have community awareness to support tips.</td>
</tr>
<tr>
<td>NGO partnerships (n=14)</td>
<td>Several agencies partner with NGO/Victim service agencies to support cases</td>
<td></td>
</tr>
</tbody>
</table>
Colorado Partnership Promising Practices: Strengths and Gaps

Overall, the number of survey participants willing to answer questions regarding one or more partnerships may indicate a lack of collaboration, particularly formalized partnerships, in the state. Partnerships have been noted as the fourth “P” in the 4P framework due to the necessity of collaboration within a community’s anti-trafficking response. Although informal partnerships can be effective, the literature indicates that formal partnerships often possess more components of a successful partnership than those without a Memorandum Of Understanding or other formal agreement. Colorado communities should be encouraged to form a collaborative response through partnerships that possess components of success – diversity, effective communication, protocols, and good conflict management.

In regards to diversity of Colorado partnerships, responses outlined indicate sectors and populations for which there is a notable lack of representation, including the mental health and business sector as well as members of the tribal justice system. The data also reveal a lack of service provision mechanisms for referrals across many of the informal partnerships in the state. A comprehensive state response to human trafficking must include efforts to bring these sectors and populations to the table as well as build protocols between protection, prevention, and prosecution efforts as a means of developing effective referrals for identified victims and survivors.

Formal partnerships often take time and funding to develop, while informal partnerships happen through the day-to-day interaction of agencies involved in a variety of anti-trafficking and other parallel efforts. Given the relative newness of the anti-trafficking movement and the financial climate in Colorado, it is not surprising that many of the partnerships reported in this study are informal. However, it is encouraging that the data suggest some positive components within the informal partnerships in the state. Responses indicate that informal partnerships have respected leaders and committed membership, tasks are shared, competition is low between members, and effective conflict management is integrated. Where these informal partnerships already exist, communities should build upon these components of success. Where partnerships and collaboration is lacking, communities can look to these informal partnerships as models for developing an effective community response.

Common themes among focus group participants concerned issues of turnover, sustainability, and competition for resources that many organizations and agencies face. At the same time, many participants called for protocols for working together and a formalized network in which to provide comprehensive, wrap-around services for victims and survivors. Drawing from these themes, partnerships across the state and the anti-trafficking movement as a whole would benefit from focusing on the development of effective communication and conflict management.

Finally, when asked what communities needed in order to address the issue, focus group participants called for a collaborative database of agencies and organizations working in anti-trafficking efforts across the state as well as a database of best practices for anti-trafficking efforts. While a directory of this type would certainly assist organizations and agencies to make initial contacts or referrals, it could not and should not take the place of relationship building, which the literature shows results in successful and sustainable collaboration.
Partnership measures acknowledge that combating human trafficking requires a comprehensive response through the cooperation of multiple sectors. Partnerships bring together diverse experiences, amplify messages, and leverage resources. For the purpose of this survey, an anti-human trafficking partnership refers to a cooperative relationship between two or more organizations established for the purpose of jointly combating human trafficking in some way.

- Private sector
- Public sector
- Third sector
- Protocols
- Leadership
- Group diversity
- Resource leveraging
- Trust building
- Sustainability beyond an individual
- Inclusion of vulnerable population perspectives
- Effective communication
- Conflict management
- Management of competing interests

Formal Partnerships
Of the 168 survey participants, 22% (n=37) are members of partnerships and coalitions. Of the 37 who are part of partnerships, 6% (n=9) participate in formal partnerships.

<table>
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<tr>
<th>COMPONENT</th>
<th>STRENGTHS</th>
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</thead>
<tbody>
<tr>
<td>Membership</td>
<td>Strong representation from law enforcement, victim services, and community-based nonprofits</td>
<td>Lack of representation from business sector, medical and mental health fields, faith community; Lack of knowledge of partnership’s purpose and logistics</td>
</tr>
<tr>
<td>Skills</td>
<td>Diversity of skill sets represented</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>Key visionary that is respected</td>
<td>Capacity concerns for leaders and members of partnerships</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Longevity of partnerships (three years or more)</td>
<td>Competition/ conflict regarding funding</td>
</tr>
<tr>
<td>Other</td>
<td>Strong communication</td>
<td>Lack of knowledge of the issue; shared definitions and consistency of training</td>
</tr>
</tbody>
</table>
**Informal Partnerships**
Of the 37 who are part of a partnership, 21% (n=28) participate in informal partnerships.

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<tbody>
<tr>
<td>Membership</td>
<td>High prevalence (&gt;50%) of activities by protection organizations</td>
<td>Low prevalence (&lt;50%) of activities by protection organizations</td>
</tr>
<tr>
<td></td>
<td>Strong representation from law enforcement, victim services, and community-based nonprofits, law enforcement, victim services, and small business; diversity of membership</td>
<td>Lack of representation from corporations and tribal justice system; lack of service provision mechanism (referrals); No goals set; lack of service provision mechanism (referrals)</td>
</tr>
<tr>
<td>Skills</td>
<td>Diversity of skill sets represented</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>Leadership is respected, committed</td>
<td>Turnover in leadership</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Membership investment</td>
<td>Turnover in leadership; unsure about sustainability</td>
</tr>
<tr>
<td>Other</td>
<td>Degree of trust high among members, minimal conflict</td>
<td>Lack of training on human trafficking</td>
</tr>
</tbody>
</table>
CONCLUSION: MOVING FORWARD

PHASE IV: PROJECT DISSEMINATION & NEXT STEPS

NATIONAL AND STATE CONFERENCES
During Phase IV, the Colorado Project National Survey Report and the Colorado Project Statewide Data Report will be disseminated to the field, supported by a tandem set of conferences March 6-8, 2013. Both conferences adopted intergroup dialogue methodologies to encourage shared learning and engaged dialogue over topics that emerged from both sets of statewide and national data.

In particular, the State Conference kicked off the formal development of an action plan for the State of Colorado in order to achieve the above list of recommendations.

At the national level, the Colorado Project Team has set an additional goal to recruit anti-trafficking colleagues from seven to ten sites interested in replicating the Colorado Project in their home communities.

WHY THIS PROJECT MATTERS
Field Contributions/Data Impact
First and foremost, the Colorado Project urgest the anti-trafficking field to organize more comprehensively than it has to date.

Specifically, this project generated two primary, critical contributions to the anti-trafficking field:

**National level:** Established a national baseline of promising anti-trafficking practices in Prevention, Protection, Prosecution, and Partnerships.

**State level:** Empowers states and communities with a model to create a common understanding of existing anti-trafficking efforts, followed by a collective approach to more efficiently and effectively focus responses to human trafficking.

No single organization or rigid action plan can address human trafficking completely. The broader anti-trafficking movement must be cohesive but adaptable to suit a constantly changing and complex problem. The broader movement must also hold space for reflection based upon new evidence and emerging practices. A piecemeal approach has proven time and again to be ineffective. Investments in any single part of the 4P comprehensive “pie” will ultimately fail to address the root causes of human trafficking and will allow individuals to keep slipping through the gaps. Ending human trafficking will require collective action and must be implemented comprehensively, and it is our hope that this project will lead to powerful and long-term systemic change.

NEXT STEPS
Replication
The Colorado Project assessed the ongoing anti-trafficking efforts in the state of Colorado in order to understand if and how Colorado addresses prevention, prosecution, protection, and partnerships (4Ps) of human trafficking.

The results have informed recommendations for future action in Colorado and, more significantly, have allowed us to develop a replicable process for other states to conduct assessments of their own communities.

State Action Plan
The action plan will provide direction for more efficient use of resources, coordinated and streamlined efforts, and ultimately better assist victims and survivors of human trafficking in Colorado. We embrace the need for an action plan to be flexible and open to adaptation.
RECOMMENDATIONS
These Colorado Project Action Plan Recommendations are the result of first, the Colorado Project State Advisory Board reviewing state data and developing recommendations to initiate the creation of a prioritized statewide action plan to address gaps in anti-trafficking initiatives. Second, those recommendations were weighed and the following input was included to result in the amended recommendations, below: 168 surveys, 10 focus groups, ~150 conference participants, 113 feedback through Survey Monkey, 14 Recommendations (48 Activities).

Prevention Recommendations
1. Create strategic statewide human trafficking public awareness and prevention campaign(s) targeting populations that may be vulnerable to human trafficking.
2. Increase the probability of effective prevention efforts.
3. Encourage private sector participation in human trafficking prevention efforts such as through the monitoring of supply chains as well as adoption of existing private sector efforts (e.g. the Luxor Protocols).

Protection Recommendations
1. Create a cultural shift among and between law enforcement and service providers in anti-human trafficking efforts.
2. Create a comprehensive and streamlined practice of working together across public and nonpublic agencies to address trafficking survivor service needs.
3. Increase education and networking among service providers throughout Colorado and across service areas of expertise to serve human trafficking survivors through increased membership in the Colorado Network to End Human Trafficking (CoNEHT), the statewide victim services network.

Prosecution Recommendations
1. Form a statewide cohesive prosecutorial group (including law enforcement, prosecutors and judges) focusing on all forms of human trafficking.
2. Create shift in prosecutorial mindset to prioritize human trafficking with the support of public awareness initiatives and successful prosecutions throughout the state.
3. Develop system-wide protocols to increase victim-centered and evidence-based cases.
4. Consult “model” legislation and legislative efforts in other states.

Partnership Recommendations
1. Provide an opportunity for collective learning, support, and action by encouraging leaders from community-based efforts to join existing statewide coalitions (e.g. the Colorado Network to End Human Trafficking (CoNEHT)).
2. Cultivate awareness and concern for the issue of human trafficking in communities across the state.
3. Encourage the development and/or growth of locally organized response groups (i.e. task forces, coalitions, alliances).
4. Encourage collaborative anti-trafficking and allied efforts at both the local and state levels to set processes for communication and conflict management that cultivate a culture of openness.
THE PROJECT TEAM IS CURRENTLY CONSIDERING SEVEN TO 10 SITES AROUND THE COUNTRY THAT WILL REPLICATE THE PROJECT BY CONDUCTING ASSESSMENTS THEMSELVES.

If you are interested in replicating the Colorado Project in your community or state, please see the Colorado Project website:

coloradoproject.com
combathumantrafficking.org/yourrole/partners

Submit a “Potential Partner” form to receive more information regarding qualifications for potential sites.


5. Survey Monkey (http://www.surveymonkey.com)

THANK YOU
We couldn’t have done it without you.

All of you.

We don’t have enough paper to thank everyone who has been a part of this massive project. Without every bit of insight, contribution and inspiration, this project would not be as cutting-edge. We hope that we can continue to work together to make an impact in the best possible way.

A special thank you to the funder of the Colorado Project to Comprehensively Combat Human Trafficking, the Embrey Family Foundation. Without the EFF’s vision, generous and heartfelt support, this project would not exist. We will be forever grateful for this opportunity.

And for those who have spent hours dedicated to this project, the deepest thanks…
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LET’S DO THE BEST WE CAN
WITH THE TOOLS WE HAVE TODAY.
Let’s learn together and learn from each other; let’s make colossal mistakes and share them with everyone. Let’s have breakthroughs. And breakdowns. Let’s have our moments when we want to give up; and then wake up and try something new and innovative. Let’s work together and depend upon each other like a crew team or a rock band. Let’s make each other crazy because we’ve got more ideas than we know what to do with. Let’s respectfully get to a place where we agree to disagree and come up with some amazing hybrid answer. Let’s honor survivor voices and find new ways in which those voices can really sing. Let’s fail at finding that elusive “scholarly” source or “practice” from the ground and instead create a shared space. Let’s create spreadsheets and graphics until we can’t stand it anymore. Let’s honor the efforts of the past and inform the mistakes we make in the present. Let’s change the landscape for the future. Let’s take chances because we can and because we have no idea how to do it. Let’s work at being better at combating human trafficking by screwing up faster, not less. Let’s test our limits. Let’s really, really mess up during this adventure. Let’s grapple with that idea that is spinning so loudly that it keeps us awake at night. Let’s tackle the challenges head-on because we’re not alone; together we’ll try to get it right. Let’s listen…really listen by taking patient time with others because people want to be heard. Let’s make noise because we’re really crabby or really excited to share. Let’s scream and laugh hysterically because we realize we’ve taken on too much. Let’s be still so that we can hear with open minds. Let’s take breaks to gain perspective. Let’s be healthy and sustainable in our work, no matter what shape that takes. Let’s skateboard, ski, sing, cook, ride a motorcycle, play with our kids, and—above all—appreciate our loved ones for keeping us sane. Let’s hold our ground on tough judgment calls. Let’s hear it for the eggheads, dorks and nerds who truly love the art and science of research. Let’s hear it for those who have sacrificed time, energy and money to make headway on a difficult human rights subject. Let’s keep at it.

LET’S APPRECIATE THIS TIME WE HAVE TO
MIX IT UP
AND SEE WHAT HAPPENS.