

PROJECT NARRATIVE

Comprehensive Services to Foreign National Adult Survivors of Human Trafficking

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EXECUTIVE SUMMARY

The TPVA 200, as amended, reaffirms the American values of freedom and equality. The Orpe Human Rights Advocates (OHRA) Strategic Action Plan on Strengthening and making available Case Management Services nationwide for Foreign National Adult Victims of Human Trafficking in the United States embraces these principles and builds on the progress that our Nation has made in combating human trafficking and modern-day forms of slavery through government, as well as partnerships with nonprofits, communities and concerned populations.

As our understanding of the scope and impact of human trafficking has evolved over the years, we now recognize a more complex web of exploitation affecting diverse communities across the country. Today, we acknowledge that human trafficking affects U.S. citizens and foreign nationals, adults and children, men, and women individuals who are victimized across a wide range of commercial sex and forced labor schemes. This Project strictly focuses on strengthening and making available nationwide Case Management services delivery for foreign national for adult victims of trafficking. It also details a series of coordinated actions to strengthen the reach and effectiveness of services provided to all foreign national adult victims of human trafficking, regardless of the victims' race, color, national origin, disability, religion, age, gender, immigration status, sexual orientation, or the type of trafficking they endured. Implementation of the Project will create a more coordinated victim services delivery network where identified victims of human trafficking have access to the full array of services needed for recovery.

The Project was informed by the Orpe Human Rights Advocates' ongoing engagement

tapping on technology of information where OHRA's engineers developed a software used to implement sophisticate private and collaborative platform of communications among per capita victim services providers and the HUB. This network will involve regional coordinators to monitor and coordinated per capita service providers from the 10 ACF Regions. While this Project focuses on providing and coordinating support for foreign national victims, it aligns with all other efforts of the Federal Government based on identifying victims, eliminate human trafficking and prevent further victimization, particularly the Federal Government activities outlined in the *Attorney General's Annual Report to Congress and Assessment of U.S. Government Activities to Combat Trafficking in Persons*. Federal agencies have a range of anti-human trafficking responsibilities that complement the victim services addressed in this Plan, and include criminal enforcement, labor enforcement, public awareness, education, immigration, intelligence, and diplomacy.

This Project identifies several "core values" related to foreign national trafficking victim services and key areas for implementing and improving service delivery. Recognizing that OHRA alone, cannot succeed in providing case management nationwide, the Project is written to appeal to a wide set of actors to bring additional resources, expertise, and partnerships to identifying and better support and serve foreign national adult victims of trafficking. For example, public awareness must be increased to engage more stakeholders and increase foreign national victim identification. The project also advocates for an expansion of access to comprehensive victim services. Finally, the quality of the services, not merely the quantity, is addressed to ensure that foreign national adult victims are effectively served and supported throughout their long-term journey as a survivor.

The Plan lays out 4 goals, 10 objectives, and contains more than 50 associated action items for victim service improvements that can be achieved over the next 3 years.

Actions to address victim identification are woven through each of the goals. The four 3 goals are:

- **Deliver an effective evidence-based case management services delivery to respond to the needs of foreign national adult victims of human trafficking nationwide**
Increase foreign national adult victims' identification, services access and expand the availability of case management services nationwide through the creation and maintenance of a network of per capita victim case management service providers drawn from the 10 ACF Regions of the United States.
- **Improve outcome** to promote effective, culturally appropriate, trauma-informed services that improve the short- and long-term health, safety, and well-being outcomes of foreign national adult victims through the provision of case management services to align foreign national trafficking victims with the goal of achieving independency and self-sufficiency.
- **Support efforts to increase the capacity** of communities through the development of interagency partnerships, professional training, and public awareness activities.

This Project Strategic Action Plan provides a timeline for completion of each action. It also provides a framework for the creation of function of Regional Coordinators to liaise and coordinate and monitor activities of each per capita victim services provider. Coordinators will also build capacity and provide training on the use of the private collaborative platform among the members of the "Network." Each per capita victim service provider will provide periodic updates on the progress of its action items. The OHRA Strategic Action Plan seeks to address the identified gaps within the current budget and statutory authority. Traditionally,

individual victim service providers provide support to foreign national victims in their areas of responsibility. There was no network of per capita providers nor was there a system of coordination of foreign national victims' services at the nationwide. Through the purpose of the funding associated with this project, it was determined that creating a network of per capita providers from the 10 ACF Regions to support nationwide efforts is crucial to ensure that foreign national adult victims receive needed comprehensive services. Additionally, Orpe Human Rights Advocates commitment to this Project will encourage regional, state, tribal, and local leaders to increase their engagement in and commitment to combating both sex trafficking and labor trafficking and supporting the victims of these crimes. To build this unique network and community capacity for truly improved foreign national adult victim outreach and services, we will hire 5 regional coordinators and 3 case managers, 1 program director, 1 staff attorney at Project HUB, 2 IT engineers to operate and maintain the collaborative and digital platform that will interconnect all victims service providers with the HUB. For the purpose of sustainability, we will seek partnership relationships with business, philanthropic, and civic leaders, bringing the full expertise and resources to bear in this effort. The Project Action Plan emphasizes the need to implement a network covering the 10 ACF regions and a coordinated effort in providing nationwide case management approach to improving foreign national adult victims access to victim services at any state inside of the United States. Continued engagement among 10 ACF regional partners, stakeholders, and communities is needed to truly make the vision of a comprehensive, trauma-informed, and sustainable victim service response a reality. OHRA Strategic Action Plan developed collaborative strategies to address foreign national adult needs nationwide. We will also share the Action Plan more broadly to incorporate suggestions from the public on additional action

items and opportunities for collaboration with regional, state, and local stakeholders, nonprofit organizations, and other allied partners.

Our Vision in Regard of Foreign National Victims of Human Trafficking

We envision that every foreign national victim of human trafficking is identified and provided access to the services they need to recover and rebuild their lives through the creation of a responsive, sustainable, comprehensive, and trauma-informed victim services network that leverages public and private partners and resources effectively.

Foreign National Adult Victim of Human Trafficking in the United States

Introduction

Labor exploitation (e.g., domestic servitude, sweatshops) and sexual exploitation (e.g., forced prostitution) are primary motives of humans trafficking across international borders and the victims are subjected to coercion, fraud, abuse, or some other form of deception on the part of the traffickers. According to the report of the Department of State (2004, 2006), there are an estimation of 600,000 to 800,000 people— adults and children trafficked across international borders around the world annually. About 90 percent of these victims are females and over half of all those trafficked each year are believed to be trafficked for sexual exploitation. Among those trafficked, about 14,500 to 17,500 are trafficked into the United States each year. Recent data show that victims are often trafficked by perpetrators of the same nationality (Free the Slaves and Human Rights Center 2004).

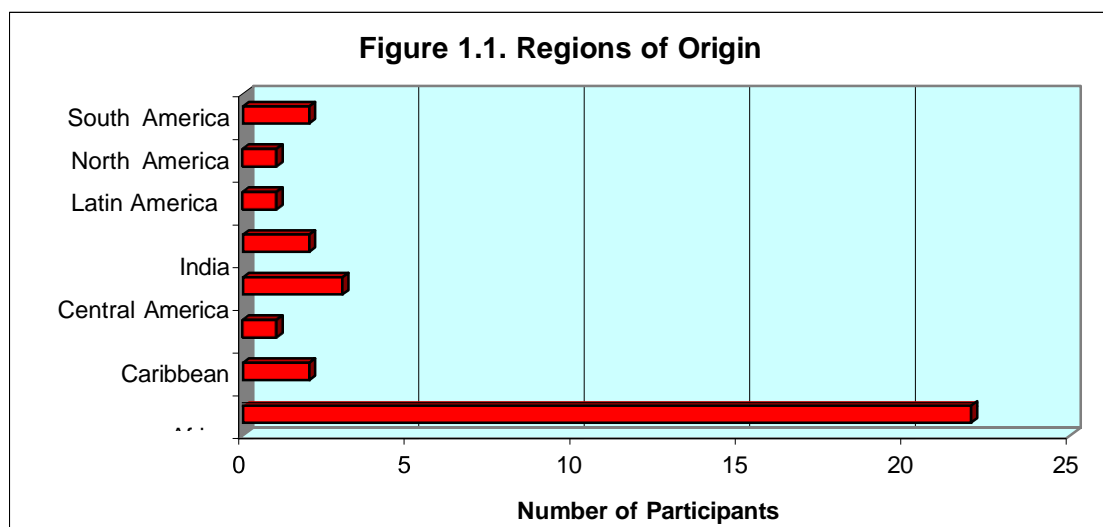
On October 28, 2000, the Trafficking Victims Protection Act (TVPA) became law in the United States (Public Law 106-386). TVPA marked a turning point in the nation's approach to identifying trafficking cases, assisting victims, and prosecuting traffickers, and created an international collaborative effort to address this issue. The Act allows victims who participate in the investigation and prosecution of their traffickers to apply for T nonimmigrant status (T-Visa) and permanent residency, as well as receive other benefits and services through new grant programs. It also defined new crimes related to trafficking and enhanced penalties for existing criminal statutes. Finally, TVPA provides funding assistance to foreign countries to bolster their efforts to combat trafficking. TVPA was reauthorized in 2003 and in 2005, including additional elements to bolster provisions in the first Act (Department of Justice 2004).

The Office for Victims of Crime (OVC) within the U.S. Department of Justice is responsible for developing and administering the “Services for Trafficking Victims Discretionary Grant Program—Comprehensive Services Sites.” The program provides direct services, such as shelter, medical care, crisis counseling, legal assistance, and advocacy to assist victims between the time they are encountered by law enforcement until they are “certified” to receive other benefits from the Office of Refugee Resettlement (ORR) within the U.S. Department of Health and Human Services. Certification is a “status” of eligibility given by ORR to adult victims of severe forms of trafficking so that they can receive public social service benefits. Victims apply for certification and, in order to receive it, they must cooperate with the investigation to prosecute the trafficker. Once certified by ORR, victims can legally receive social service benefits, often through grant programs provided by ORR, OVC, the Bureau of Justice Assistance, and others. Victims who are not certified or who are awaiting certification are not entitled to certain public benefits; thus, these victims are described to be in a “precertification” phase. The OVC funding was created to fill the gap in services during the precertification phase. At the time the grants were awarded, OVC grantees were required to coordinate their services with ORR grantees to ensure a continuum of care throughout both precertification and certification phases. The OVC funding has supported the development of *comprehensive service networks*, in which multiple agencies are involved in a service network to provide wide-ranging care to victims. By helping build collaborative networks across the country, OVC hopes to increase the field’s capacity to meet the multiple, specialized needs of trafficking victims from the time they are identified to the time they receive certification.

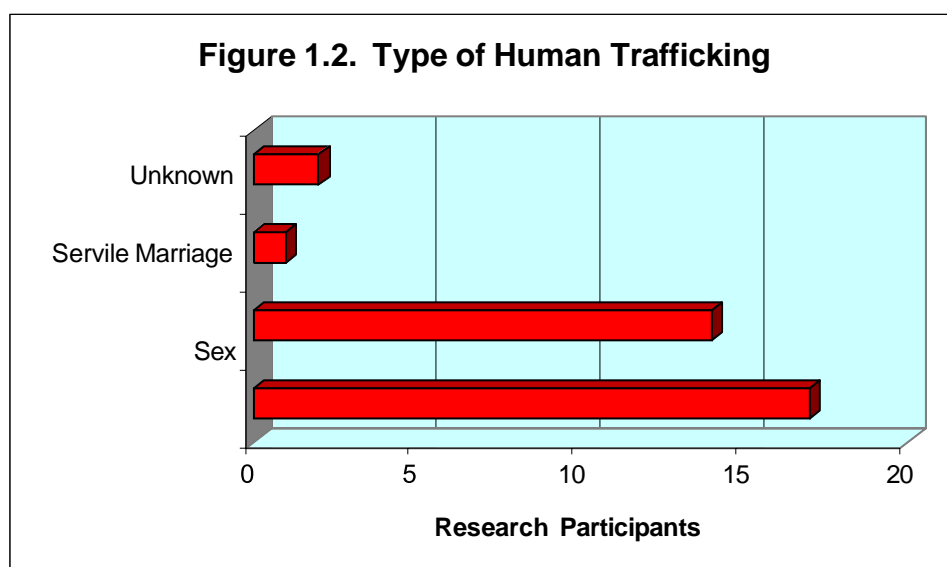
A survey conducted in 2002 by Caliber Associates along with their subcontractor, the Urban Institute, evaluated the OVC “Services for Trafficking Victims Discretionary Grant Program—Comprehensive Services Sites.” The survey design was divided into three phases that included

qualitative and quantitative data collection activities: (1) Phase I was an evaluability assessment with the eight OVC-funded trafficking grantees to select the three sites to be included in the evaluation; (2) Phase II was the planning, implementation, and outcome evaluation in the three selected sites; and (3) Phase III included interviews with human trafficking victims who had been served by the OVC-funded collaboratives. Researchers conducted face-to-face interviews with survivors and with case managers and other key service providers evaluation sites. The in-depth interviews document victims' experiences using OVC-funded services, and their perceptions of the OVC-funded collaborative networks between service providers. They also provided a unique opportunity to listen directly to the voices of the victims for whom these services are designed, and to consider their input in future replications and refinements. The study covered 10 topics regarding needs of foreign national survivors of trafficking: 1) Service needs as a result of the trafficking experience; 2) Ways clients entered the service network, and which service provider was contacted first; 3) The nature, length, and helpfulness of the service relationship with each provider; 4) Met needs, unmet needs, and the reasons for unmet needs; 5) Clients' sense of safety and control when dealing with social service and other community-based service providers; 6) Service providers that the client chose not to seek services from, and why; 7) Perceived collaboration among service providers; 8) Differences in the service experience before and after certification; 9) Recommendations to improve services; and 10) Advice to other survivors of trafficking. A total of 34 trafficking survivors who were or had been clients of agencies in the comprehensive services sites were interviewed. Researchers interviewed 13 clients in Site A, 14 in Site B, and seven in Site C (because of low caseloads in Site C during most of the study time period). These included 32 women and two men. Their ages ranged from 19 to mid-50s, with most being in their 20s and 30s. A little under half (16) had children (although they did not always live

with them here in the United States), and the rest did not have children. All clients interviewed were trafficked internationally—that is, none were American victims of domestic trafficking. The most common country of origin was Korea at ten participants, over twice as many as the next most common country of origin (four Vietnamese). The most common region of origin was Asia and the East Indies, with 24 clients from this region (including China, Japan, Korea, Vietnam, Thailand, India, Sri Lanka, Indonesia, and the Philippines—see figure 1.1.). Seven clients were from Latin America, including Mexico and several Central and South American countries. Two were from African nations, and one was from a Caribbean Island.



The type of trafficking experienced by research participants was nearly evenly split between the two major types of trafficking (see figure 1.2.): 17 had been subjected to labor trafficking (including domestic servitude), 14 to sex trafficking, one to a servile marriage, and for two, the type of trafficking was not known to the interviewer. Fifteen clients had received their certification as trafficking victims prior to the interview, and 19 had not yet been certified. All but four of our interview participants had received precertification services from the comprehensive services site as part of the OVC grant.



STRUCTURE OF THIS PROJECT ACTION PLAN

The structure of the Project Proposal is divided in 2 parts. Part (I) assesses the needs of foreign national adult victims of trafficking. Part (I) is divided in two sections. Section (1) of part (I) assesses foreign national adult victims of trafficking needs as identified by TVPA 2000, as amended. Section (2) addresses the need for a coordinated services in the provision of comprehensive services and case management to foreign national victims of trafficking between HUB and the Per Capita Providers grouped from the 10 ACF Regions Network. Part (II) of this Plan is consecrated to the analysis of the potential costs of this Project. This part seeks to analyze program services costs of which includes cost for management resources, costs associated with the expansion of the provision of foreign national adult victims' services nationwide including costs associated with the implementation of a network that will connect the HUB and regional coordinators with the per capita victim service providers drawn from the 10 ACF Regions. Costs associated to legal resources, shelter resources, training and technical consultations, prevalence study, program evaluations are also addressed in part (I). Part (III) addresses the components

related to this project design and implementation. Chapter (1) of the section (1) describes the services received and survivors' experiences with these services (both satisfaction and dissatisfaction), needs that went unmet, and challenges and barriers to providing effective services to this population, and provides advice to the field and to other trafficking victims from survivors, in their own words. Some findings described here are indicative of the challenges that case management services providers face in general in relation to working in a context with limited resources and service availability. Thus, findings reflect the specific needs and issues of trafficking survivors, which also sometimes are similar to the needs and issues of other types of victims and low-income populations generally; and section (2) reflects the provision of comprehensive, culturally and linguistically responsive case management to foreign national adults who have experienced labor and/or sex trafficking; where victims located in any regions of 10 ACF should be able access to case management; and section (3) addresses the Cost Analysis associated with the foreign national adults' needs.

Part (III) addresses issues associated with Project Design and Implementation and lays out the Project's Strategic Action Plan. The project identifies several "core values" related to trafficking victim services and key areas for improving service delivery. Recognizing that OHRA's full-time Case Managers alone, cannot provide comprehensive trafficking victim services to foreign national adult survivors of trafficking nationwide, the Strategic Action Plan is written to appeal to the 10 ACF Regions' victim services providers in order to create a network of case managers providers and bring additional resources, expertise, and partnerships to identify, end human trafficking and better support foreign national victims on the basis of per capita. For example, public awareness must be increased to engage more stakeholders and increase victim identification. There must also be an expansion of access to

victim services. Finally, the quality of the services, not merely the quantity, is addressed to ensure that foreign national adult victims are supported throughout their long-term journey as a survivor.

The Plan provides a timeline for completion of each action and designates the responsible. Each division associated with this project will provide periodic updates on the progress of its action items.

The Project seeks to address the identified gaps within the current budget and statutory authority associated with this grant. Part III addresses Budget and Budget Justification.

Part I:

STATEMENT OF THE PROBLEM

Part (I) associated with the statement of needs is divided in two sections. The section (1) addresses the needs in Case Management services associated with the foreign national adult victims of human trafficking; and section (2) analyses the Costs associated with the implementation of Case Management Services that will address the concerns of foreign national adult victims of trafficking, including the cost of establishing a network of 10 ACF regions partner providers of per capita services.

Section 1:

Foreign National Adult Trafficking Victims' Service Needs

Similar with survivors of other types of crime, such as domestic violence or sexual assault, victims of human trafficking have multiple and wide-ranging service needs as a result of the victimization experience. However, trafficking victims also have some unique needs arising from the experience of being transported into a foreign country legally or illegally, willingly or unwillingly and held

against their will in a situation where they were forced to work for little or no pay and were not free to leave. Since most international trafficking victims do not speak English or understand American culture or legal systems, the sense of being isolated and trapped is very real. Research conducted by Urban Institute revealed that many service needs are common to virtually all survivors; but service needs also vary with method of liberation from the trafficking situation, and over time. While during our clients' intakes we do not explicitly ask how the victim escaped from the trafficking situation to avoid unnecessary emotional distress, often, this information used to be volunteered by clients themselves or by other case managers who may have worked with the client in the past and provided background information. We will be addressing in chapter (1) the needs associated with foreign national victims of trafficking and the impact of these needs in regard of each method of escaping from traffickers; chapter (2) Survivors changing needs over the time; and chapter (3) establishes the way victims learn how to access to services.

Chapter 1: Needs and Methods of Escaping Trafficker

Evidence collected by OHPE experts revealed that major part of the victims left the trafficking situation as a result of a law enforcement raid, and some of them had left with the assistance of a friend, by reaching out to police or service providers, or on their own. Each method of liberation have different impact on trafficking victims. More than half of victims escape trafficking through a law enforcement raid. A raid can be a very traumatic experience, both because of the sudden and dramatic nature of such an action, and because of the immediate consequences. Law enforcement raids may be sparked by evidence that prostitution or other illegal activities are happening at a certain location; until further information is obtained, law enforcement may treat everyone at that location as criminal suspects and hold them in detention facilities. When trafficking victims are held in detention facilities after a raid, their lack of knowledge about the American justice system,

combined with negative perceptions about law enforcement based on experiences in their home countries, and on what the trafficker or others may have told them about American agencies to keep them isolated, can produce overwhelming fear and anxiety. Will they be prosecuted as criminals? Will they be deported? Whom can they trust? Is anyone on their side? Does anyone understand their true role in the illegal activity? What will happen to them in the next 24 or 48 hours? While as a rule service providers want case referrals as quickly as possible, some noted that they would prefer not to contact victims while they are still in detention because the victim may confuse them with law enforcement personnel, which can hinder the development of trust and the realization that service providers are there to help victims. Also, many traffickers initially present themselves as “helpers” to victims, so victims may certainly be concerned that other “helpers” will turn out to be exploiters instead. In addition, several case managers felt that the certification requirement that victims cooperate with law enforcement and prosecution can be emotionally traumatic, because they often have to relive their experiences during case preparation (for example, during stress interviews, in which they are interrogated as if they were hostile witnesses) and testifying. They may also be in great fear for their safety or their family’s safety, since traffickers are often compatriots who have a great deal of power, money, and influence in their home country or village, or in the city’s ethnic community in this country. Aside from the emotional pain and fear, the requirement that victims must cooperate is disempowering and counterproductive to the service providers’ goals of fostering empowerment and independence in trafficking survivors, to help them rebuild autonomous lives. All these issues present significant challenges to victims and service providers. Other victims leave the trafficking situation without a law enforcement raid. Some move out of the place they are being held with the assistance of a friend, service providers, or local law enforcement agencies they have learned about and contacted while still in the

trafficking situation. Some wish to bring criminal charges against the trafficker, while others would prefer to stay out of the criminal justice system. Whether there is a case in the criminal justice system or not, victims need help navigating their way through the immigration system. Many have entered this country illegally and need legal status to continue their residence here. Others entered legally but their continued legal presence is dependent on the trafficker—for example, when the trafficker seizes the victim's passport or visa as a means of keeping the victim in bondage. The American immigration system can appear as confusing and adversarial as the American justice system, and it is difficult for unacculturated, uninformed victims to understand what is going on and who they can trust. Assistance with immigration issues is a major focus of service providers' work with victims, and a major interest and goal of victims themselves.

Chapter 2: Changing Needs over Time

Immediately after escaping from the trafficking situation, many survivors have acute, short-term survival needs. They may have left the situation in which they were being held in bondage with little or no advance notice, having no choice but to leave whatever belongings they had behind. They need a safe place to stay (either immediately or post-detention); food, clothing, and other personal necessities; medical or dental care for acute problems; safety from the traffickers and others in the community who are sympathetic to the trafficker; and, as noted above, information and advocacy with criminal and immigration cases. The results from the study conducted by Urban Institute revealed that many of the victims interviewed had left the trafficking situation with acute medical or dental care needs, due to neglected health conditions that may or may not have resulted from the trafficking experience. Sex trafficking victims needed gynecological care and often treatment. Some victims preferred non-western forms of treatment that were more culturally appropriate for them, such as acupuncture. As basic survival needs are being met, the focus shifts

toward recovering from the trafficking experience and beginning to rebuild an autonomous life (see table 2.1). Medical or dental care needs may be ongoing and may take some time to address. Mental health counseling needs tend to become prominent once the immediate crisis period is over, although western “talk therapy” is not always culturally appropriate or even understandable to some victims.

Table 2.1. Changing Needs Over Time

Short-term Needs	Intermediate Needs	Long-term Needs
<ul style="list-style-type: none"> • Safety plan • Secure shelter • Food • Clothing • Personal necessities • Acute medical and dental assistance • Information • Advocacy 	<ul style="list-style-type: none"> • Ongoing medical and dental assistance • Mental health services • Transitional housing • Education • Job training • Work permits 	<ul style="list-style-type: none"> • Services for life skills and competencies (e.g., using public transportation, managing finances) • Life stabilization • Employment assistance • Resolution of immigration status • Independent, permanent housing • Competency in English • Assistance with bringing family members to U.S. • Continued safety planning

Transitional or permanent housing becomes a priority, as is obtaining education or job training and work permits so victims can seek employment legally. The victims’ illegal or exploitative employment while in trafficking may have been used to help support family members in the home country, and many survivors are anxious to continue contributing to their families as much as possible. In the longer term, all victims interviewed wanted to build skills and resources to normalize their lives here; none expressed a desire to return to their home countries. The victims originally came here to work and lead a “normal” life. Almost universally, clients wanted

assistance with steps to realize this goal, and finding employment was a central issue. Since clients were unable to pursue employment legally until they were certified, they needed immigration issues to be resolved so they could obtain permanent resident status or citizenship. Along with long-term, legal employment, they also wanted independent, permanent housing; competency in English; and for some, assistance in helping family members, such as children, immigrate and join them in the United States (others sent money to family members in the home country). Services may also be needed to enhance basic life skills, such as using public transportation, managing finances (such as banking and budgeting), and so on. According to Urban study some victims may still have safety concerns about their former traffickers; for example, some reported that they stayed away from the ethnic community in their city because of the trafficker's influence there. While some survivors remain dependent on service providers even years after their trafficking experience ended, others wanted to stop being treated as victims and put the experience behind them. The need to participate in drawn-out or repeated criminal cases (e.g., appeals) was counterproductive to their desire to do this. The study reveals also there were a few service needs that explicitly asked about but were rarely if ever reported. These included drug and alcohol treatment and spiritual counseling. It is possible clients just did not report their drug and alcohol problems, or researcher did not interview the victims with those needs, or the trafficking experience is not conducive to drug or alcohol dependency (in the way that, say, street prostitution is, especially if the substance abuse led to the prostitution as a way of raising funds to buy drugs).

Chapter 3: Learning How to Access the Services

A) Accessing the Services

Clients learn about and access services in a variety of ways (see table 3.1). Those who leave the trafficking situation through a raid or detention (by the FBI, ICE, etc.) usually learn about services

while they are detained. Others learn about services from friends or acquaintances in the community, other legal or social service providers, and in some instances through service providers' outreach efforts such as a brochure given to them by a doctor or an advertisement at a bus stop. Clients who do not go through detention are generally at a much different point in the escape and recovery process, and there is often much less trauma and confusion surrounding their entry into the service system.

Table 3.1. Accessing the Service System: How clients learn about services

Method of coming to the system: Raid or Detention	Other
<ul style="list-style-type: none"> Learn about services while detained 	<ul style="list-style-type: none"> Friends or acquaintances in the community Legal or social service providers Service providers' outreach efforts (e.g., brochure at doctor's office or bus stop) Client does personal research and identifies a provider

Learning about supports and services while in detention is a complicated process. This is usually a very traumatic and confusing time for victims, and service providers themselves report how difficult it is to communicate with victims (because of language, culture, and the trauma of the raid), gain their understanding and trust, and work with them productively. Victims may not be able to distinguish between legal and social service providers and those detaining them, and this confusion is only exacerbated by the fact that they are not in detention voluntarily, with some of them having just been "snatched out of their lives" with no advance warning, and had their few possessions taken away. As one client noted: "All the money that I earned, they took it and my personal items, they took that... left with nothing... took me to shelter, still had nothing; gave me clothes, not fitting in size and quality; even the food doesn't fit to my taste; in general, without money, quite difficult." Some victims do not go through the detention experience. In some cases

victims themselves actively research and identify a social service or legal agency that can help them, either before or after escaping the trafficking situation. The agency may even be in another city or state. One client reported calling “someone in Washington, D.C.” when first getting services. Another client said she knew to call a local agency because she saw an advertisement at a bus stop, and several other clients connected to services with the help of caring people they met while still in or after fleeing the trafficking situation: *“The isolation and intimidation frequently imposed by traffickers can be a difficult barrier to overcome. It was hard for me to learn about services while I was still there, because he kept me apart from other people, and he threatened to have me deported if I tried to leave.”* For others, their own fear and shame worked to trap them in trafficking: *“Trafficking victims fear deportation most of all, so they’re very reluctant to come forward. My own brother still refuses to come to [case manager], even though I told him about them and said he should come. I was ashamed to get help, because I thought I would be blamed as a bad person who deserved such bad treatment.”*

B) Services Experience and Client Outcomes

1) Services Received and Client Satisfaction

According to study conducted by OHRA’s Advocates revealed that trafficking victims interviewed had very positive feedback on their experiences with the comprehensive services site, and their positive experiences enhanced their outcomes. Most clients reported getting their most basic needs met for food, clothing, and shelter. Clients generally reported that initial contact with service providers was helpful and that key services were available and accessible, with at least one person able to help them in their native language. Some victims had nothing but positive things to say about the services they had received, noting that all their needs had been met (and more, certainly beyond their expectations), and they had been met with respect and sensitivity to their culture and

emotional trauma. Some clients felt respected and honored by the service providers, which boosted their self-worth enormously. One even remarked that staff had treated her better than her family members had. Yet another had learned about new things like yoga and foods from other countries on weekly international potluck night, etc. These clients were very thankful for the agencies that were helping them, and for the U.S. government and the United States generally. They described the United States as a place of great generosity, freedom, and strength.

2) Safety Outcomes

Most of the clients we spoke with felt they were safe from their traffickers. However, some paid a price for the precautions they felt were necessary to keep them safe. While some survivors felt free to move about as they pleased, others were very careful about where they went and when. Some avoided certain areas where they might be seen by the traffickers or their associates, a few even staying inside their homes or the shelter most of the time to stay safe. For one survivor, this made it difficult to obtain necessary legal documents. Some respondents were isolated from many of their compatriots, feeling uncomfortable entering their ethnic community in their city here in the United States. The discomfort around this had a variety of explanations: concerns about personal safety, fear of traffickers, embarrassment about the trafficking situation, or, since the trafficking originated in their home country, a need to separate themselves from their compatriots for whatever reason. As one client noted, visiting others in her ethnic community in this country meant perhaps encountering former “acquaintances” that she knew during her forced sex trafficking situation. Despite the reason for wanting to be distant from their community, this tended to limit their access to culturally appropriate food, medical and other services, newspapers and other written materials in their native language, and companions from the same culture and language. Since safety is such a major concern for survivors, OHRA’s provision of social services will often make this a major

focus of the victims' work. Many survivors reported being comfortable with service providers and feeling safe when working with providers.

3) Health Care Needs

Study revealed one of the areas in which few satisfactory reports was in relation to medical and dental care. Quite a few of the clients we interviewed, even those who had been liberated years previously and had a long service history with the comprehensive services site, were still attempting to get medical and dental needs resolved. These services were inaccessible to many clients because of high costs and extremely long waiting lists for clients with limited ability to pay. Even those who had received some care may not have gotten all the care they needed. Ongoing health problems impacted negatively on outcomes in that they had sustained anxiety and discomfort, their medical conditions may have exacerbated, and their ability to work or take care of themselves or their family may have been limited by health conditions. Both client and case manager interviews confirm the limited availability of medical and dental care.

4) Mental Health Needs

Results from study also revealed that some clients reported long-term mental health needs that they had not received treatment for or were just beginning to get treatment. Some did not prioritize mental health care until their early focus on survival needs subsided and their emotional and stress reactions began coming to the surface. Some felt that counseling would be beneficial but had higher priorities, such as working long hours to be able to support themselves and their family back home, which precluded seeing a counselor regularly. In other cases, clients did not receive any services at all. One client specifically asked for emotional support and this person reported having yet to receive any services to address this need. Among still other clients who needed and

received mental health services, some received services and felt they had been helpful. They reported many positive outcomes, including a stronger sense of self and a feeling that they had grown stronger from having survived the trafficking experience and coped with its aftermath. Other clients did not find the mental health services helpful or had some concerns with the services. One client received mental health services from a fellow national but expressed concerns about this because of the shame she felt about her trafficking experience. Another client expressed feeling more depressed after talking about her trafficking experience repeatedly and so decided to end her therapy. Interestingly, for some, western-style talk therapy did not make sense within their cultural background and outlook. Questions about mental health needs (even when supplemented with other phrases such as “emotional support,” or “help with stress,” or “talking to someone”) simply did not seem to resonate with some survivors. This may be due to an absence of mental health services in many countries, and the importance of cultural context in defining such services and supports. Some clients identified a need for services other than therapy to address their emotional needs, such as acupuncture.

5) Independency and Self-sufficiency Lifestyles

In 2019, OHRA’s experts conducted a survey that interviewed survivors about the progression of their socioeconomic status. Participants represented a broad spectrum of progress toward the long-term outcomes of independency, self-sufficient lifestyles. Some clients expressed to have attained self-sufficiency, with jobs and their own permanent housing. Experts determined that even though, many clients still had ongoing financial problems because of medical or dental bills or other debt, and the low wages earned from the types of jobs they had the training and skill to obtain. Others were still waiting for legal authorization to work and were living in shelters or other transitional housing. Many of the clients had very limited English skills and independent living skills (e.g.,

ability to arrange their own transportation, financial management skills). Some outcomes were hindered by service inaccessibility, such as ESL classes that were too hard to get to because of location or timing. Sometimes clients had tried service options but found them inappropriate to their needs, such as ESL classes that were too advanced, or job training classes that focused more on job search skills rather than on specific training for a particular type of job.

6) Client Dissatisfaction and Unmet Needs

Although many clients were satisfied with services, satisfaction was not universal. The consistency and quality of the services and care they received was often mixed. In general, the number and quality of services were more likely to vary in the community with a multiagency collaborative than in the more unified single central agency communities (the former having the benefit of bringing more agencies and personnel into the world of trafficking services and truly diversifying and building a system of providers experienced with trafficking-related needs and services). For many victims of human trafficking, identified and unidentified needs went unmet. Needs went unmet for several reasons, some indicative of the services and others indicative of the survivors themselves.

7) Unmet Needs Because Client Did Not Ask for Help

Some clients felt they were a burden on overstressed staff, which chilled their likelihood of asking for services that may have improved their outcomes and did not make them feel very worthwhile. For some clients, their experiences varied with the individual case manager they were working with, reporting very warm relations and good progress with some individuals but not others. As one client noted: *“Case manager denied my problems or made light of them. She was rude and made unhelpful suggestions. She was very slow in getting anything done, she didn’t show up for appointments, and she lost my paperwork. She didn’t care about me. She wouldn’t come to my*

home, she told me to take the bus for two hours to get to her office.” A number of clients noted that after hoping for and not getting needed services counseling, medical care, job training, English classes, they simply “gave up” on the service providers and decided to try to secure these services on their own (or with the help of friends). Still other clients were reticent to ask for help because of their perceptions that they should not ask for help.

8) Unmet Medical Needs

Many clients reported receiving very basic medical check-ups but still had unmet medical needs, including gynecological exams, dental care, vision care, acupuncture, and in-depth diagnostics involving blood and/or urine tests. Dental care, when it was received, was very basic (cleanings and checkups) rather than more extensive work like crowns and cavity filling. Some clients had their medical and dental needs met but had to wait many weeks or months to get an appointment or had to wait in long lines or for many hours after their appointment time. Although these challenges are not unique to trafficking victims, they are indicative of the scarce resources of services for low-income populations. Sometimes there was a mismatch between what clients wanted or expected and what was provided to them. One client noted that she had been very ill and expected to be taken to the doctor or a hospital but was simply given pain medications instead (in detention and in a shelter). She was eventually taken to a hospital, diagnosed with an ulcer, and given appropriate treatment.

9) Unmet Needs around Culturally-Appropriate Food

Needing and wanting familiar food native to their home countries was a theme raised by some clients. In some cases, it was clear that efforts to meet their dietary needs had simply gone wrong; so for example, Korean victims were given Chinese rice, perhaps under the assumption that both of these Asian countries share the same kind of rice. One client noted for example that the case

manager of a friend had given this friend a small amount of money to buy any food she liked, but that nothing similar had been offered to her.

10) Unmet Needs to a Mismatch Between Service Planning and Survivor Needs

Some service providers noted the mismatch between service planning and needs assessment protocols and victims' actual needs while in detention. For example, one interview protocol has service providers asking victims about their "housing goals" while a traumatized person in detention just wants to know what is going to happen to them in the next 24 hours or next week.

Section 2.

Need for Coordinated Services between OHRA's Hub and the Per Capita Providers of the 10 ACF Regions Network

One of the major thrust of this project funding is to expand the ability of foreign national adult victims of trafficking access to case management services from the locations where they are through the establishment of a network of multiple victim case management services providers pertaining in the ACF regional community to address the myriad of their needs. This innovative approach embodies the design of an innovative model of collaboration that require hiring regional coordinators to one site had a multiagency collaborative, another had a central service provider that linked to satellite providers as needed, and another started with four major partner agencies but ended with two central providers. The collaborative model could determine how new cases were assigned to case managers and referred to partner agencies.

Part 2: Cost Analysis

A) Program Services Costs Analysis

a) Case Management Resources

A survey of specialized service providers to human trafficking victims demonstrated that the case load of a human trafficking caseworker in Maryland, DC, and Virginia is anywhere between 10 and 30 victims. An average salary plus overhead costs for a specialized case manager is \$53,760.00 annually. Since serving foreign national adults trafficking survivor often requires emergency response and 24-hour services, programs should have a minimum of two full-time human trafficking case managers funded to ensure around the clock coverage, as well as victim and staff safety

b) Regional Coordinator Resources

Under TVAP a nationwide network of Case Managers must be created and maintained to provide comprehensive case management services through direct assistance and community referrals. This network is expected to be developed to ensure foreign national adult victims of trafficking have access to services through a provider (per capita or prime full-time Case Manager) no matter where the individual is geographically located in the nation. The nationwide network of Case Managers (per capita or fulltime) is expected to coordinate with the Regional Coordinators for technical assistance and support as needed. Recognizing that OHRA cannot succeed in providing case management nationwide alone to address needs of foreign national adult victims of human trafficking 10 ACF Regions, the OHRA Strategic Action Plan is written to appeal to a wide set of actors in order to bring additional resources, expertise, and partnerships to successfully implement the purpose being addressed in this project and better support underserved community of foreign national adult victims of trafficking. For example, public awareness must be increased to engage more stakeholders and increase victim identification. Thus, there is a need of hiring five Regional Coordinators to liaise and coordinate per capita activities in the network of 10 ACF Regions to be established.

Under TVAP a nationwide network of Case Managers must be created and maintained to provide comprehensive case management services through direct assistance and community referrals. This network must be developed to ensure foreign national adult victims of trafficking have access to services through a provider (per capita or prime full-time Case Manager) no Page 11 of 72 matter where the individual is geographically located in the nation as described in Section I. TVAP Overview, Project Scope. The nationwide network of Case Managers (per capita or fulltime) will coordinate with the Regional Coordinators for technical assistance and support as needed.

c) Legal Resources

Case management programs need the support of a full-time attorney, given the complex legal needs of trafficking survivors. A specialized attorney with overhead costs about \$76,800.00 annually. With this funding, Orpe Human Rights Advocates could either contract with existing legal services programs for a full-time staff attorney to support their clients or hire an attorney to support legal services in-house. Since attorney caseloads are traditionally higher than case management services, only one attorney is needed per every three case managers.

d) Shelter Resources

It costs approximately \$9,000 annually to secure a specialized shelter bed for an adult victim of human trafficking. Ensuring shelter for the victims identified and served under this program will require 600 shelter beds. The average length of stay at a shelter is 6 to 18 months. This dedicated funding will create a significant new number of shelter beds dedicated to trafficking survivors annually, which will be a first nationwide.

Program Services

Need	Cost*	Survivors Served
Case Manager	*\$58,110.47 Annually, including overhead	60*

Case Manager	*\$58,110.47 Annually, including overhead	60*
Case Manager	*\$58,110.47 Annually, including overhead	60*
Coordinator	*\$38,310.47 Annually, including overhead	40**
Coordinator	*\$38,310.47 Annually, including overhead	40**
Coordinator	*\$38,310.47 Annually, including overhead	40**
Social Worker	*\$38,310.47 Annually, including overhead	40**
Legal Advocate	*\$38,410.00 Annually, including overhead	80
Staff Attorney	*\$78,994.86 Annually, including overhead	40
Shelter bed	\$9,600.00 x 40 = \$384,000 annually	40
Direct Service Costs	*\$6,970 x 40 = \$278,800 annually	40
Total per program	\$1,012,674	40

*Estimates provided from survey of 17 direct service providers for victims of human trafficking, serving Maryland, District of Columbia, and Virginia.

In order for these programs to be accessible to all foreign national adult survivors of trafficking, programs nationwide, we estimate the cost of 4 million.

Approximate total cost for 3 programs:	\$3,038,022 Million	600 trafficking survivors served
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B) Training and Technical Consultation Resources

Developing a nationwide curriculum on effective identification of human trafficking victims and service provision for this unique population will require \$440,000 annually. This number is based on past costs associated with training law enforcement agencies on minor sex trafficking. Additionally, to provide ongoing support to the newly funded trafficking programs and other programs identifying trafficking victims across nationwide, there is a need for \$560,000 annually for ongoing technical consultation.

Training and Technical Consultation

Need	Cost*	Outcome
Ongoing training for service providers, first responders, and law enforcement	\$440,000	Thousands of human trafficking cases prevented
Centralized, nationwide technical consultation and resource provision	\$300,000	Hundreds of human trafficking cases identified earlier and existing programs can more effectively serve survivors
Total	\$740,000	

C) Prevalence Study

This will be the first comprehensive, nationwide research study of the prevalence of human trafficking in. Based on costs for previous studies which concentrated on one geographic area and one form of trafficking, as well as discussions with the aforementioned researchers in this field, we conservatively estimate that an accurate, robust prevalence study across the United States which examines both sex and labor trafficking will have a duration of three years and will cost \$1 million per year of the study, for a total cost of \$3 million every six years, allocated as \$500,000 annually in the budget cost analysis.

Prevalence Study

Need	Cost*	Outcome
Comprehensive, nationwide research study of the prevalence of human trafficking in California, which will last for a total of three years, and will reoccur every six years.	This study will occur once every six years, for a total cost of \$3 million, which is \$500,000 annually.	Stakeholders will have a data informed, evidence-based estimate of the prevalence of foreign national human trafficking within the entire state. This study will provide valuable demographic information on trafficking victims, in order to help both law enforcement and service providers in strategically targeting their efforts.
Total	\$500,000	

D) Evaluation of Service Providers

This funding will provide a comprehensive audit and evaluative study of per capita service providers in the ACF network to be established after award. This study will be used to determine best practices for serving foreign national adults trafficking victims nationwide, which will then be implemented through the training and technical resources offered to service providers, as described above. A comprehensive audit and evaluative study of service providers would need to evaluate twenty programs over a three-year period. We conservatively estimate that such a study will cost \$ 1 million per year of the study, for a total of \$3 million every three years, allocated as \$500,000 annually in the budget cost analysis.

Part (III)

PROJECT/ DESIGN AND IMPLEMENTATION

Orpe Human Rights Advocates (OHRA) has designed a team approach to the execution of this initiative, joining with Baltimore Washington Medical Center of the University of Maryland (BWMC) to bring a new and powerful partnership to the forefront. Inherent to its mission is the commitment to advance multidisciplinary, comprehensive, culturally and linguistically responsive case management to foreign national adults who have experienced labor and/or sex trafficking; where victims located in any regions of 10 ACF should be able access to case management. The BWMC will be collaborating in the area of Mental Health and Health Care (see letter of partnerships). Partnership is also an opportunity to advance a coordinated information sharing system such as a secured private digital communication network with justice, public safety, ICE, and homeland security communities of interest to facilitated identification and privately communicate with the victims or potential victims. The synergy of this collaborative effort, strategically combining the expertise of each partner's industry with the expertise of the trafficking victims' services provider community will assist state and local organizations in achieving the goal of identifying victims of trafficking and refer them to competent victims' service providers for the purpose of addressing their respective needs. This partnership is founded upon a strong history of each organization as providers of comprehensive services to foreign national adults' victims of trafficking; each possessing a successful track record of collaborative in providing these services to trafficking victims.

Section (1): Current Situation

Currently, the OHRA's Division of Supportive Services houses the Trafficking Victims Coordinator (Miss. Sharon Kinards), who is the only full-time employee whose role is to coordinate the needs of victims of human trafficking. However, that individual is also the only support person in the OHRA's Human Trafficking Division, which means that her duties are largely related to service coordination that do not involve direct outreach to support and expand victims' services. Direct outreach would be better handled by a Licensed Social Worker. Social Worker would have been effective in co- managing cases within the county systems. Social worker also would only be effective enough if would have been provided with the means and capacity to properly respond to the needs and manage cases within the system. Victims of trafficking are served by the OHRA's supportive program, which also manage the programs associated with emergency shelter and housing services. Currently, there is a need to hire a victim-centered advocate. As a victim-centered approach service provider, OHRA advocates that the victim's safety, and well-being take priority in all matters and procedures. However, too often, trafficking victims are required to wait for long periods of time for critically needed services. OHRA's services has a vocation to assist large numbers of clients with limited resources to address all their needs. Time pressures on overburdened police departments often place the priorities of other cases ahead of the trafficking victim cases. Heavy caseloads in victim certification process can often take the focus off the victim's urgent needs for sensitive treatment and safety. When law enforcement, prosecution, service providers, or other professionals are involved in a case, the needs of victims must remain central in the process. The full-time victim-centered advocate will advocate and make sure that victim's needs for safety are prioritized. There is a need for civil justice staff attorney and accredited BIA immigration legal advocates whose role will be preparing, counseling victims of human trafficking in civil legal

matters or in immigration legal services including T-visas. The immigration attorney will be supervising the immigration department and create collaborative relationship with USCIS immigration officers, Immigration Judges, and ICE. The staff attorney is a licensed attorney who will be handling cases requiring representation before the courts including foreign national trafficking victims of labor exploitation, girls and women victims of human trafficking, deportation, and related cases involving criminal or civil justice system. Staff are available to assist foreign national adult trafficking victims with filing petitions when requesting Personal Protection Orders. Staff are also available to provide survivors of HT information on completing Office of Victim Services (OVS) Victims Compensation Application. This Office is operated by one (1) part-time case manager (victim advocates); two (2) part-time adm-assistants; one (1) full time program manager. We have vocation of operating emergency shelter service. The emergency shelter will need to hire two (2) full-time shelter managers (day and night shifts); four (4) shelter workers (2-day shift and 2-night shift). OHRA operates housing services. The housing services department is operated by a HUD certified housing counselor. There is a need of one (1) Staff travel throughout area daily depending upon victims' transportation needs. OHRA services provides voluntarily assistance and support to victims of HT regardless of the law enforcement involvement or length of time since the assault or crime took place. The scope of OHRA services is numerous and includes crisis intervention, emotional support, safety plan development, and legal assistance. OHRA provides information to and make referrals available to community resources, such as financial assistance, food assistance, rent/housing assistance, etc. OHRA provides civil advocacy within the state, and federal judicial system and aid with completion, submission, and monitoring of crime victim compensation application. OHRA is implementing a

comprehensive victim service that address substance abuses and mental health needs that co-occur with or as a result from victimization. There is a need of a part-time substance abuse coordinator whose role is develop and maintain the coordinated delivery of substance abuse treatment and prevention, promotion and education services to victims and community.

Section (2): Use of the Funds

OHRA proposes to use funding for travel costs and registration fees for two related trainings per year, such as the Conference on Human Trafficking or Conference with related topics such as: Justice for Victims of Trafficking, for staff to increase our staff's ability to comprehensively support victims. The OVC-related trainings help victims, victim service providers, allied professionals, and other interested parties. We propose to use the requested funds to expand the services of foreign national adult victim Programs by hiring two full-time Case Managers to advance (1) full-time Legal Advocate to work with victims of Human Trafficking. One full-time (1) licensed social worker to advocate for foreign national adult victims; conducting initial assessments of victim's situation to determine needs and goals; researching and advocating for appropriate public assistance resources for victims; communicating with victims' care teams; providing crisis intervention as needed; referring victims to appropriate treatment centers, as indicated; ensuring that all case files, and other records, strictly comply with policies, regulations, and procedures; coordinating victims' developmental planning and maintaining ongoing contact with outside service providers; and actively participating in ongoing training as needed in order to meet all certification standards and credentialing policies. The Chief Legal Staff Officer will be supervising and monitoring staff attorneys to ensure competent representation of each client according to national performance standards and ethical rules. The objective of supervision is to

assure that all victims legal services provided by lawyers are 'competent' within the meaning of rules of professional conduct and 'effective' pursuant to prevailing professional standards. The Project proposes to hire part-time administrative Assistant to assist with data reporting, creating outreach material, and to assist with transportation. These positions will work within our Division of Legal Services programs to provide crisis intervention, resources, and referrals to victims of crime upon first contact with the OHRA. Funds will be used to hire the 5 Coordinators who will be overseeing and monitoring the activities of per capita service provider partners members of the network to be implemented. Funds will be used to upgrade the OHRA's case management and data collection software to ensure proper tracking of data of victims of trafficking. The Project will also provide victim services to include but not be limited to emergency food/snacks, clothing, personal hygiene products, cleaning supplies, toiletries, household supplies, lodging, transportation costs, relocations costs, and court-related fees. Orpe Human Rights Advocates can provide emergency supplies on a case-by-case basis. We propose to use funding to contract with a female holistic therapist. Holistic therapeutic approach is based on understanding of the interconnectedness of all life and the importance of balance and harmony in Creation. Our mind, body, spirit, and emotions are all interconnected. Excellent health status is achieved when all four parts of one's being are in balance. Holistic healing is restoring of balance to the mind, body, spirit, and emotions for a more balanced and harmonious path to healing and recovery. Holistic healing practices and cultural enhancement activities are both core and complementary interventions in promoting wellness and long-term recovery. These practices and activities are interlaced throughout many behavioral health programs. A holistic therapist can make use of community strengths by developing coordinated community responses with law enforcement, criminal justice, and health and human services while protecting confidentiality and reducing stigma. We propose to use the fund to share

the costs of emergency shelters as stipulated in Memorandum of Understanding between the OHRA and the Summit Ministry. We propose to use funding to expand our ability to contract with up one licensed attorney who will be providing necessary legal representation and advocacy to support foreign national adult victims of trafficking. We propose to use funds to contract the services of licensed Trauma-Informed Counselor (TIC) for the Victims. The TIC will provide counseling services for trafficking victims. The counselor will participate as part of the Program serves all victims equally regardless of age, race, religious belief, ethnic origin, sexual orientation, disability, or socio-economic status.

Section (3): Case Management Services Delivery (CAST Model)

Envisioned the provision of comprehensive services model as one in which it operated as the HUB of the initiative, providing centralized case management, coordination of social services, client advocacy, legal assistance, economic empowerment, and education / or professional skill training.

Section (4): GOALS

This Project's Strategic Action Plan lays out 3 goals, 10 objectives, and contains more than 50 associated action items for foreign national adult victim service improvements that can be achieved during the next 3 years. OHRA staff will coordinate efforts and work toward each of these goals simultaneously. Actions to improve victim identification are woven through each of the goals. The four goals are:

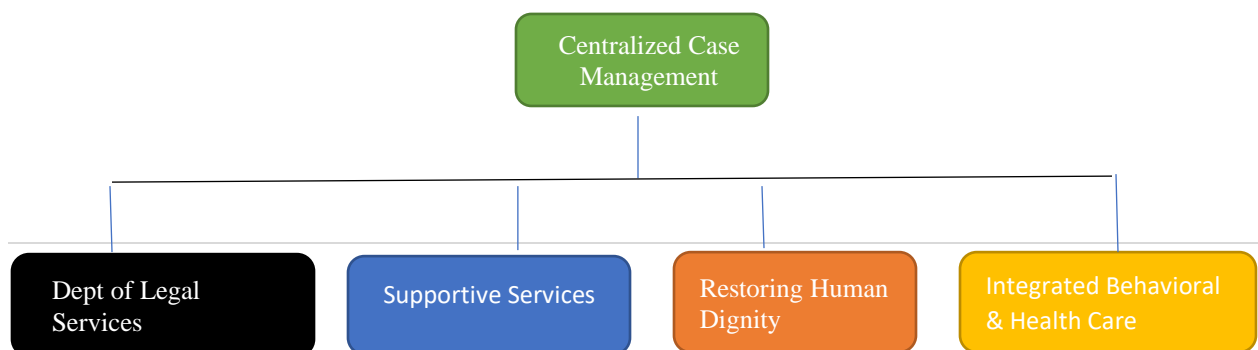
- **Deliver an effective evidence-based case management services delivery to respond to the needs of foreign national adult victims of human trafficking nationwide**
Increase foreign national adult victims' identification, services access and expand the availability of case management services nationwide through the creation and maintenance

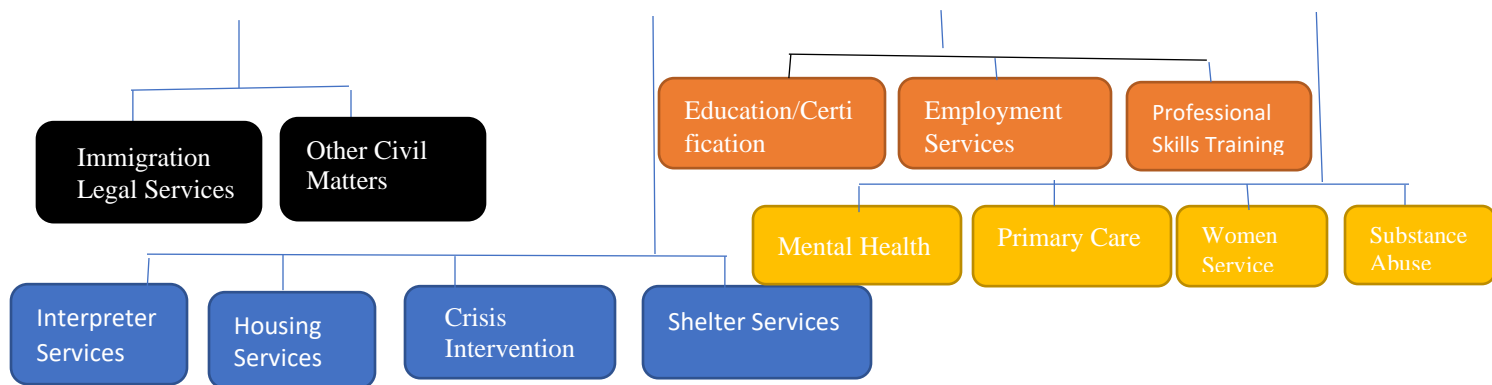
of a network of per capita victim case management service providers drawn from the 10 ACF Regions of the United States.

- **Improve outcome** to promote effective, culturally appropriate, trauma-informed services that improve the short- and long-term health, safety, and well-being outcomes of foreign national adult victims through the provision of case management services to align foreign national trafficking victims with the goal of achieving independency and self-sufficiency.
- **Support efforts to increase the capacity** of communities through the development of interagency partnerships, professional training, and public awareness activities.

GOAL (1):

Deliver an effective evidence-based case management services to foreign national adult victims of human trafficking to increase foreign national adult victims' identification, services access and expand the availability of case management services nationwide through the creation and maintenance of a network of per capita victim case management service providers drawn from the 10 ACF Regions of the United States. The initiative model is evidence-based adapted on CAST Model of which envisions the Comprehensive Services Model as one in which operates as the Hub of the initiative, providing centralized case management, coordination of social services, client advocacy, legal assistance, economic empowerment, and leadership/or education / or professional skill training, and job/ employment services. (See Model at www.orpecharity.org)





Objective (1)

Enhance the quality and quantity of services available to assist foreign national adult victims of human trafficking to achieve their goals

Improve the delivery of effective and evidence-based case management services delivery model with HUB in Maryland and with Satellites (Per Capita Providers) Partners in 10 ACF Regions

Activities	Time Frame	Outcomes
Hire case managers with ability to establish rapport and a trusting relationship with the trafficking victim, and to identify and access local, state, and federal resources to address the victim's needs comprehensively	Ongoing	Protection of victims' rights and informed consent.
Goal setting and individualized service planning	Ongoing	Successfully establish quality survivor-driven plan that take in consideration of survivor own words.
Initial and ongoing assessments.	Ongoing	Victim's accomplishments and strengths and current or new service priorities in need of support identified
Locating appropriate resources and services. Make sure that any referrals offered to victims espouse a similar commitment to client-centered, trauma-informed support services	ongoing	Victim's needs and goals addressed
Monitor circumstances that may impact the victim's safety	Ongoing	Safety planning conducted at every meeting with a victim.
Advocate on behalf of the victim as needed to help reduce barriers and monitor and evaluate the effectiveness of the	Ongoing	victim's needs are met, and client's goals achieved

intervention in meeting the victim's needs and achieving the client's goals.		
Monitor Case Management Software to secure the system delivery and promote efficiency	Ongoing	Efficiency in service delivery

GOAL (2): Improve Outcomes

Improve outcomes to promote effective, culturally appropriate, victim-centered, and trauma-informed services that improve the short-and long-term health, safety, and well-being of foreign national adult victims of trafficking through the provision of comprehensive victim services to align foreign national adult trafficking victims with the goal of achieving independency and self-sufficiency. The primary objective of the goal (2) is to increase outcomes through the development of capacity to provide specialized services to foreign national adult victims of human trafficking and deliver a widely accessible multidisciplinary victims specialized service delivery to enhance the quality and quantity of services available to assist all foreign national adult victims achieve their respective goals. Foreign national adult victims' goals advocated by OHRA include increase victims' independency and self-sufficiency and the feelings of safety and well-being. Victims' activities to be delivered include legal services, housing services, victims' emotional support, safety, and Mental health and health care services, economic and leadership empowerment and/or education services, and job/employment services. The project is specifically tailored to make the most of current national assets and investments in offering essential and much-needed multidisciplinary victim-centered and trauma-informed services. This Project is set to respond to the needs of foreign national adult victims of trafficking through the provision of specialized services in the following areas of activities:

- Access to legal services

- Access to economic and leadership empowerment and/or educational services
- Access to employment services
- Access to substances abuse treatment services
- Access to housing /or Shelter services
- Access to Mental Health Services

<p style="text-align: center;">Objective (2): Facilitate victims' Access to Legal Services</p> <p>Improve outcomes to promote effective, culturally-appropriate, victim-centered and trauma-informed services that improve the short-and long-term health, safety, and well-being of foreign national adult victims through the provision of case management services to align trafficking victims with the goal of achieving independency and self-sufficiency.</p>			
<p>Strategy: Establish collaborative efforts and projects among all key community stakeholders through OHRA's outreach to enhance foreign national victims' identification. (See www.orpecharity.org/legal-services-2)</p>			
Activity 1	Timeframe	Outcome	Evaluation
Address immediate legal and safety needs of crime victims (protective order, etc..)	Ongoing	Victims will be able to report that their sense of safety and security has increased as a result of the services received through this project.	At each meeting, victims will be asked to complete onsite evaluations indicating their increase in skills and knowledge about in planning their own safety.
Review Lethality Assessment Reports and determine high risk traffickers.	Ongoing	Victims express an understanding of their victimizations and its effect on their lives. Increase in knowledge about victimization	victims will be asked to complete onsite evaluations indicating the degree of their fears.
Determine immediate need of victims and work with community resources to meet those needs.	Ongoing	Client express satisfaction about the services	Victims will be asked to complete onsite evaluations indicating their satisfaction for the services received.

Contact clients for follow-up after the crimes report is filed	Ongoing	Victims report that their quality of life has improved because the set goals have been accomplished	Victims will be asked to indicate the needs and if these needs are being met.
Link victims to community contacts to assist victim with ongoing safety planning needs	Ongoing	Victims will be able to report an increase in safety	Victims will be asked to complete onsite evaluation to indicate the community

**Objective (3):
Facilitate Victims' Access to Economic and Leadership Empowerment
and/or Educational Services/Programs**

Promoting effective, culturally-appropriate, victim-centered and trauma-informed services that improve the short-and long-term health, safety, and well-being of foreign national adult victims through the provision of case management services to align trafficking victims with the goal of achieving socioeconomic independency and self-sufficiency. Transforming victims' lives from insufficiency to self-sufficiency is what constitute the reasons for the existence of the OHRA. We know that professional skills development, executive and leadership skills development, entrepreneurship skill development, and employment services are pillars to transforming an individual from the status of insufficiency to the status of self-sufficiency. OHRA make it easy for victim access to education and professional skills building training. Our model is based on OHRA Wraparound and focus on the theory of change which strives for eliminating of poverty based on the following OHRA wraparound approaches: self-cognizance; engagement and support; individualized plan; and transition. Program is tailored to build skills in victims' area of interest. vocational/skills training; financial counseling; job readiness assistance; education programs; assistance with

educational and professional certifications. (See activities and programs at www.orpecharity.org/self-efficacy).

**Objective (4):
Improve Victims' Access to Employment Services**

Promote effective, culturally-appropriate, victim-centered and trauma-informed services that improve the short-and long-term health, safety, and well-being of foreign national adult victims through the provision of case management services to align trafficking victims with the goal of achieving socioeconomic independency and self-sufficiency. (See activities at www.orpecharity.org/legal-services)

**Objective (5):
Improve Victims' Access to Substance Use Treatment Services**

Promoting effective, culturally-appropriate, victim-centered and trauma-informed services that improve the short-and long-term health, safety, and well-being of foreign national adult victims through the provision of case management services to align trafficking victims with the goal of achieving socioeconomic independency and self-sufficiency. (See activities at www.orpecharity.org/substance-use-mental-treatment)

**Objective (6):
Improve Victims' Access to Housing / Shelter Services**

Promote effective, culturally-appropriate, victim-centered and trauma-informed services that improve the short-and long-term health, safety, and well-being of foreign national

adult victims through the provision of case management services to align trafficking victims with the goal of achieving socioeconomic independency and self-sufficiency. *(See activities at www.orpecharity.org/housing-services)*

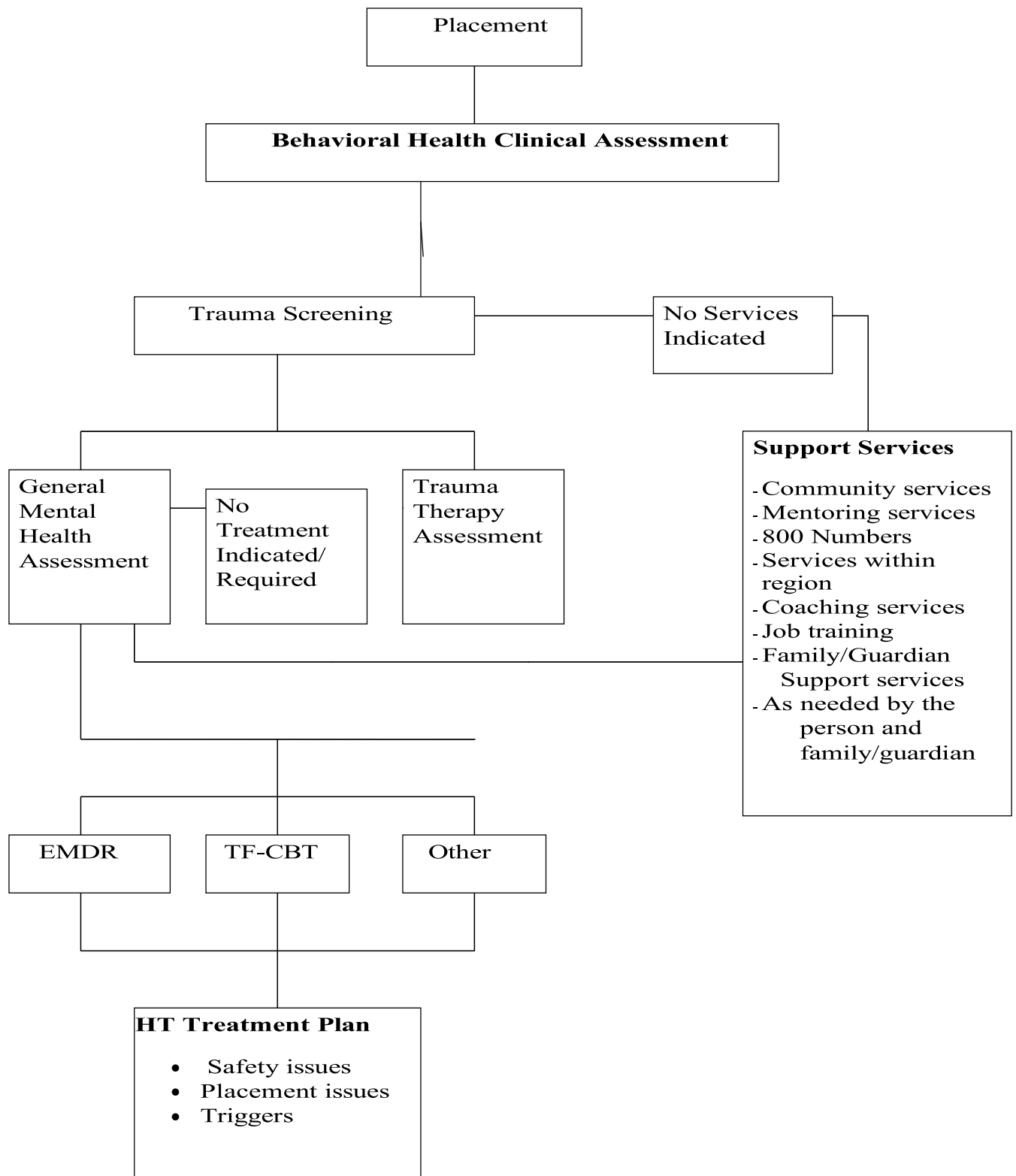
**Objective (7): Improve Outcomes
Improve Victims' Access to Mental Health**

Providing of Integrated Mental Health Services:

- Evidence-based prevention, treatment, trauma-informed and recovery support services
- Care coordination, peer support, integrated mental health and substance use;
- Medical care

(See activities at www.orpecharity.org/health-for-insured)

Please go in the next page to see the Structure of Behavioral Health Clinical Assessment Model adopted by the OHRA Behavioral Health Service.



GOAL (3):

Support efforts to increase the provision of comprehensive services capacity of foreign national adult victims of trafficking through the development of nationwide network of partnerships, professional training, and public awareness activities

Objective (8): Work in collaboration with federal, state, and local law enforcement, local service providers, and community- and faith-based organizations to ensure trafficking victims are identified and referred for appropriate services.

Objective (9): Conduct training and public awareness activities for professionals and community members in order to improve their knowledge of human trafficking and their ability to identify and respond to victims.

Objective (10): Conduct data collection and evaluation activities to determine if the program is meeting stated goals and objectives.

Caseloads

Much larger number of victims expected to be provided with legal services, counseling, economic and leadership empowerment/educational, and job placement. Our previsions forecast OHRA to providing services to more than 1200 victims from October 2021 to October 2022 (representing the 1st year of funding). We project handle the following victims' legal cases:

Type of Cases	1 st Year (11/21-11/22)	2 nd Year (11/22-11/23)	3 rd Year (11/23-11/24)
	No of Cases	No of Cases	No of Cases
Temporary/ <i>ex part</i> Orders	92	122	90
Permanent Protection Orders	97	132	186
Child Custody	67	77	62
Child Support	32	33	33
Divorce	17	20	30
Immigration	2,820	2,930	3,040

Credit repair	348	368	370
Eviction Prevention	87	89	101

We project to assist about 133 victims with a victim compensation application through this project. The tables below indicate the numbers of victims expected to be served annually:

1) Projected numbers of people expected to receive information referral services through this project

Victimization Type	Number
Information about the criminal justice process	55
Information about the victims' rights; about how to obtain notification	110
Referral to other victim service programs	688
Referral to other services, supports, resources including legal, medical, faith-based.	67

All information received from clients are protected and will be treated in confidentiality mode.

2) Projected number of people expected to receive Personal Advocacy / Accompaniment service annually through this project.

Victimization Type	Number
Law enforcement interview advocacy/accompaniment	33
Credible fear of persecution interview	159
Reasonable fear of persecution interview	148
Master Calendar Hearing (In Removal Proceedings)	168
Interview before immigration officer (U-visas; T-visas)	187
Interpreter services	189

3) Projected number of individuals who will receive Civil Justice Services Assistance annually through this project:

Victimization Type	Number
Notification of criminal justice events (Case status, arrest, court proceedings, case deposition, release...)	22
Victim impact statement	21

Prosecution interview advocacy / accompaniment (Includes accompaniment with the prosecuting attorney, and with victim/witness)	20
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A) Outcomes

After being served or assisted in resolving or reducing the impact of psychological and physical pains caused by their perpetrators, through this project, victims will be able to experience positive changes in their lives; particularly, in terms of personal safety, health, emotions, mind, body and spirit. In addition, through ORPE's self-sufficient income programs centered on the premises of self-efficacy, self-leadership, and capacity building; victims will be given with necessary tools susceptible to change their social economic status from insufficient income to the status of self-sufficient income. These premises are expected to make great impact in their lives and in victims' communities. After having accomplished the cycle of assistance, victims will be able to positively express the relevance of the assistances received through this project and testifying for positive outcomes, with outcomes' statements similar to those stated below:

1) Positive Outcomes as a Result of the Services Received through this Project

Outcome	Client's statement
Victims will be able to report that their sense of safety and security has increased.	<i>"My immediate sense of safety and security has increased as a result of the services, I received from ORPE."</i>
Victims will be able to report an increase in knowledge about victims' services.	<i>"I am more knowledgeable about the community services and resources available to victims at ORPE Advocacy."</i>
Client express satisfaction about the services	<i>"I am satisfied with the services I received through ORPE."</i>
Victims will be able to report an increase in knowledge about the criminal justice system.	<i>"I am more knowledgeable about the criminal justice system."</i>
Victims will be able to report an increased ability to plan for their safety.	<i>"I know more ways to plan for my safety."</i>

2) Decrease in Negative Effects Resulting from the Victimization

Outcome	Client's statement
Victims experience a decrease in the frequency and/or intensity of crime-related symptoms (change psychological functioning)	<i>"My crime-related symptoms (e.g., sleepless, fear or anxiety, nervousness, etc.) are less frequent or less severe since I became involved with ORPE Advocacy"</i>
Victims express an understanding of their victimizations and its effect on their lives. Increase in knowledge about victimization	<i>"I now know how being a victim may affect important aspects of my life."</i>
Victims report decrease in the level of vulnerability by identifying a support system.	<i>"I have identified a support system to help me address my victimization." (e.g., decrease in isolation...).</i>
Victims report that their quality of life has improved because the set goals have been accomplished	<i>"ORPE Advocacy helped me achieve the goals I set out to accomplish."</i>

B) Estimated Percentage of Participants and Outcomes by Program

C)

1) Telephone Crisis Lines

No		%
1	Percentage of foreign national adults trafficking victims who utilize the crisis line will find it to be helpful to them	96%
2	Percentage of survivors will have access to information about community resources they might need in the future	90%
3	Percentage of survivors will have access to supportive services 24 hours a day, 7 days a week.	70%

2) In-person, Brief Crisis Intervention

No		%
1	Percentage of victims will have access to accurate information about the medical system, in order to make informed decisions and choices	86%
2	Percentage of survivors will have access to accurate information about the legal system, in order to make informed decisions and choices.	90%

3	Percentage of clients will have access to accurate information about support services available in the community that they might need.	90%
4	Percentage of clients will have access to accurate information about support services available in the community that they might need.	90%
5	Percentage of victims will have safety plans in place by the end of the interaction with the advocate.	98%

3) Shelter/Housing

No		%
1	Percentage of victims will have access to accurate information about the medical system, in order to make informed decisions and choices	96%
2	Percentage of survivors will have access to accurate information about the legal system, in order to make informed decisions and choices.	90%
3	Percentage of clients will have access to accurate information about support services available in the community that they might need.	80%
4	Percentage of clients will have access to accurate information about support services available in the community that they might need.	80%
5	Percentage of victims will have safety plans in place by the end of the interaction with the advocate.	98%

4) Counseling and Support Group Outcomes

No		%
1	Percentage of victims will find the program to be helpful to their healing process.	96%
2	Percentage of survivors will have increased understanding about the natural responses to trauma.	90%

3	Percentage of clients will have access to accurate information about support services available in the community that they might need.	80%
4	Percentage of clients will have increased knowledge about community resources they might need in the future.	77%
5	Percentage of survivors will feel more hopeful about the future.	77%
	Percentage of clients will feel less isolated	76%

5) Civil Legal Advocacy

No		%
1	Percentage of Protection order applications will be accurately completed and filed for 90% of victims eligible for and seeking protection orders	90%
2	Percentage of clients will have increased knowledge on the range of their legal options.	90%
3	Percentage of clients will have access to accurate information about support services available in the community that they might need.	90%
4	Percentage of survivors will have increased knowledge about community resources they might need in the future.	90%
5	Percentage of victims will have more ways to plan for their safety	90%
6	Percentage of clients will understand what protection orders can and cannot do for them.	77%
7	Percentage of survivors will understand their rights as crime victims	70%

6) General Advocacy

No		%
1	Percentage of clients will have increased knowledge about community resources they might need in the future	96%
2	Percentage of victims will have more ways to plan for their safety.	90%
3	Percentage of survivors will feel more hopeful about the future.	90%
4	Percentage of clients will feel less isolated.	90%
5	Percentage of victims will feel more confident in their decision-making.	90%

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7) Mental Health

No		%
1	Percentage of clients will have increased knowledge about community resources they might need in the future	96%
2	Percentage of victims will have more ways to plan for their safety.	90%
3	Percentage of survivors will feel more hopeful about the future.	90%
4	Percentage of clients will feel less isolated.	90%
5	Percentage of victims will feel more confident in their decision-making.	90%

D) Training and Technical Assistance Needs

Training and Technical Assistance Needs: Our project specialists/advocates will participate in the OVCTTAC Victim Assistance online training. Online training is a valuable tool for increasing skills and knowledge of staff. We also will encourage our project staff to apply for the Leadership Institute at the National Victim Assistance Academy. We may request TA for developing our resource survey for local victims' services to assess what services are currently available in our community. Under this Trafficking Victims grant, OHRA will be providing training to recipients' victim services providers that are also grantee partners, legal services providers that are also grantee partners, pro bono attorneys, and community groups. Other individuals and agencies that will be receiving training are victim services providers that are not formal partners on OVC grant project: law students; criminal justice officials (judges, police, etc.). Project will also use the resources to create

products. Products include training/resource materials and marketing brochures. Training Curriculum and Evaluations will focus on building, structuring and securing Leadership for Coordinated Community Response and Trafficking Response Teams; Engaging Underserved Communities in Preventing and Responding to trafficking victims; Raising Community Awareness and Engagement about Human Trafficking; Toolkit for Hosting a Community Forum About Human Trafficking; Community Attitudes, Norms and Beliefs About Human Trafficking Assessment Tool; and Local Inter-Agency Referral and Service Protocols.

E) Capabilities

1) Key personnel in this project:

The ORPE Advocacy **Legal Chief Legal Staff** (CLS) is Edward- T Moises. Mr. Moises was graduated from Beasley School of Law at Temple University in 2005, Philadelphia, PA. He has more than 10 years of legal practice experience. At Temple University, he concentrated is legal training in trial advocacy and international law. He also holds a post-graduate degree in European and International Law from the French School of Law of the University Paris South at Sceaux. He worked for more than 10 years with the Law Firm Fremaux. He also worked at the Office of Public Defender Melissa Douglas, Alexandria District Court, Virginia. He has a PhD in International Relations and Diplomacy from the School of International Relations of Paris.

Dr. Robert Fletcher is the Chair of the organization. Robert Fletcher has a PhD in Theology. He is a Senior Pastor for more than 30 years. He is the Senior Pastor of Summer Ministry Center. He has

been working with victims of crimes, individuals with substance abuse disorders (SUD) for more than 20 years. The ORPE Advocacy Chief Operational Officer (COO) is Miss. Debra Suzanne Grace. The COO has extensively worked as Executive Director at the Summit for over 20 years. As a Senior Pastor and Advocate, Debra has been working in the violence against women programs designated to end SA and DV for the past 13 years. She serves on various boards and committees and was recently one of the leader of Project Mom administered within the auspice of the Governor of Maryland.. The **ORPE Financial Coordinator** is Miss Zora Emilio. Zora Emilio holds an Executive master's in finance from the United States Institute of Leadership. She has over 4 years of experience with nonprofits in the finance and administrative arenas. Under this project the Financial Coordinator will ensure that all cost reports are completed and submitted in a timely manner; that all partners submit accurate and complete requests from ORPE Advocacy and that all appropriate financial reports and accounting practices are observed. Primary duties with ORPE include accounts payable and receivable, financial grant reporting to government agencies and other funders, implementation and oversight of administrative policies and procedures and human resource management, including payroll and related benefits. **The Shelter** is managed by **Pastor Suzy Fletcher**. Pastor Suzy ensures the Shelter is on track in completing its mission and informs the ORPE Advocate board of directors on the condition of the shelter. Pastor Suzy is in charge of official records and documents and ensures the shelter complies with federal, state and local laws. She keeps updated on new trends and industry information and oversees the recruitment of other employees and volunteers. Miss Lindsey Kyles, is the **Victim Witness Coordinator**. She is a well-trained advocate who holds a master's degree in human services and communication. As Victim Witness Coordinator, she reports to the Chief Legal Staff and offers

support services and liaise with prosecutor, court systems, victim preparation and responding to the needs of victims.

2) Capacity Building

a) Hire 3 Cases Managers

Hire Case Managers to deliver case management services to perform multiple roles as point person, victim advocate, and facilitator of communication to help the victim navigate complex justice and social service systems.

Activities	Time Frame	Outcome
Hire 3 full-time case managers who have the abilities to establish rapport and a trusting relationship with the foreign national adult trafficking victims, and to identify and access local, state, and federal resources to address victims' needs comprehensively	Ongoing	Protection of victims' rights and informed consent.
Goal setting and individualized service planning	Ongoing	Successfully establish quality survivor-driven plan that take in consideration of survivor own words.
Initial and ongoing assessments.	Ongoing	Victim's accomplishments and strengths and current or new service priorities in need of support identified
Locating appropriate resources and services. Make sure that any referrals offered to victims espouse a similar commitment to client-centered, trauma-informed support services	ongoing	Victim's needs and goals addressed
Monitor circumstances that may impact the victim's safety	Ongoing	Safety planning conducted at every meeting with a victim.
Advocate on behalf of the victims as needed to help reduce barriers and monitor and evaluate the effectiveness of the intervention in meeting the victim's needs and achieving the client's goals.	Ongoing	victim's needs are met, and client's goals achieved
Monitor Case Management Software	Ongoing	Efficiency in service delivery

to secure the system delivery and promote efficiency		
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b) Hire Legal Advocate

This position will focus on intake, case management, and case placement for clients applying for services through OHRA program, and assistance with community outreach, training, volunteer recruitment, and communications.

Activities	Time Frame	Outcome	Evaluation
Provide trauma-informed services and support to survivors of human trafficking and other individuals placed at increased risk of future exploitation	Ongoing	Increased independency and self-sufficiency	
Conduct intake for potential HTPP clients, which may include phone intake and/or on-site intake at community partner organizations	Ongoing		
Promote programs that empower victims acquire professional skills and facilitate victim be employed	Ongoing	Increased independency and self-sufficiency	
Review and respond to service requests and referrals from HTPP website	Ongoing		
Screen applicants for program and income eligibility	Ongoing		
Provide guidance and support to clients needing fingerprints, court records, and other documents	Ongoing		
Manage documents and paperwork associated with cases	Ongoing		
Assist with placement of clients with volunteer attorneys	Ongoing		
Help with scheduling and set up of trainings	Ongoing		
Prepare flyers and factsheets, and assist with drafting social media and newsletter content	Ongoing		
Participate in outreach activities that may include occasional weekend and evening work	Ongoing		

·Prepare flyers and factsheets, and assist with drafting social media and newsletter content	Ongoing		
Attend local and state-level task force meetings and other HTPP related events	Ongoing		
Engage in training opportunities related to human trafficking, trauma-informed services, and client empowerment models, among other related topics	Ongoing	Increased independency and self-sufficiency	

b) Hire 5 Regional Coordinators

The table below outlines the core responsibilities of OHRA Regional Systems Coordinators, OHRA Regional Data Coordinator, OHRA Regional Leads, and OHRA Matcher:

Role	Core Responsibilities
OHRA Regional System Director (One per 2 ACF Regions)	<ul style="list-style-type: none"> • Support coordination, communication, and integration of all OHRA sub-systems within ACF for foreign national survivors of human trafficking, • Coordination of regional leadership meetings • Represent OHRA in community meetings • Expand number of OHRA participating agencies and increase collaboration throughout the network • Oversee work of OHRA sub-system Regional Leads
Regional Data Coordinator	<ul style="list-style-type: none"> • Work with participating agencies to track foreign national adult clients' placements and other system outcomes within the network • Work with the Program Director to analyze system data and track performance • Provide ongoing support and technical assistance to users of OHRA's database(s)
Regional Lead	<ul style="list-style-type: none"> • Support coordination, communication, and integration of specific OHRA sub-system components • Organization and facilitation of sub-system case conferencing/care coordination meetings • Represent sub-system OHRA in regional meetings • Expand number of OHRA participating agencies and increase collaboration throughout network • Provide access to training throughout OHRA on, sub-system access and operations, triage tools, and other OHRA-related

	topics <ul style="list-style-type: none"> • Participate in required meetings and collaborate with LAHSA to continuously improve sub-system performance • Oversee OHRA Matcher and OHRA Regional Data Coordinator Coordinate efforts of Regional Coordinators.
OHRA Matcher <i>(One per sub-system in each per capita provider with exceptions pending approval by OHRA)</i>	<ul style="list-style-type: none"> • Matching of participants in sub-system with available resources, in accordance with OHRA policies • Communication with participating agencies about resources, program availability, and status of matches Participate in OHRA matcher meetings, sub-system case conferencing/care coordination meetings, and other meetings as required

F) Data Collection and Evaluation

Program evaluation will consist of data collected by the project specialist as they provide services to victims and work with the community. We will collect data using our current case management software, regarding the number cases held, cases staffed, service plans created, service plans completed, victimization rates and the actual services accessed by victims. We will also collect data on foreign national trafficking victims, including age, type of crime and disability status to evaluate if our targeted outreach services were effective. The data will be collected using our case management software and other case management tools such as file reviews. A successful project is defined by an increase in service knowledge and acquisition for victims, completed service plans, low victimization rates and identifying whether children, young, or international victims were most of our clients.

G) Collaborative Activities / Leverage Resources

OHRA a multidimensional community-based organization. Services have number of collaborative partnerships, both internal and external that will be capitalized to leverage resources to continue

this project after the end of the grant period. Internally, we will collaborate with our newly housing program, our program, our existing supportive programs, and our Restoring Human Dignity program. We've also put in place a cutting-edged online fundraising platform and working on bringing into this project engaged and recurring donors. Externally, we have strong partnerships with University of Maryland Baltimore Washington Medical Center; DHHS and DHS, the main providers of services to victims of trafficking in our local area. OHRA has just started implementing a multidisciplinary crime victims' program. In three years, our program will be fully implemented, and a successful grant will help completed the planning and its implementation. With the framework in place and Maryland Community already taking place, the OHRA along with our local social service partners can continue the work that started by the grant project.

H) Plan to Renew the Program

Our project creates a multi-disciplinary team that while present in Maryland, it does not cross the jurisdictional boundaries of the borders, nor does it serve all counties. The multidisciplinary dimension of the project, along with trafficking victim advocates, will increase access to specialized victims' services. Our project will utilize services and collaborations that are already in place, such as the connection between social services and county/state social services. We already jointly respond and staff child abuse dependent adult abuse referrals. Law enforcement and the district attorney's office have a process for communicating regarding crime investigation and prosecution. What we lack is a process that creates lines of communication between the silos of existing services. Social Services and law enforcement struggle to share information, victims' service agencies are often not in the loop with the district attorney's office, the district attorney's office is not in communication with social services. The data from the Bureau of

Justice Statistics, the Dept. of Health and Human Services and Maryland Dept. of Social Services supports
our Legal Assistance Services program