

>> Ashley Garrett: Good afternoon and good morning, everyone, depending on where you are dialing in from. This is Ashley Garrett, and welcome to the Increasing Community Response to Human Trafficking by Leveraging Public-Private Partnerships webinars. We're really excited to welcome you all to this call today. It already sounds like we've got quite the coverage, from Alaska to southern California, all the way over to Washington, D.C., where at least I am sitting as part of the National Human Trafficking Training and Technical Assistance Center. We're going to go ahead and get started. As in all things technology-oriented, if you are having any technical glitches going on, please use the participant chat box to let us know, and one of our administrators will reach out to you directly to troubleshoot. I also want to encourage you all to use the chat box. It's a great way for us to listen and learn from each other while we're also learning from our esteemed speakers.

I wanted to go ahead and introduce our speakers. Before doing that, can everyone -- I have just changed the slide, so if you do not see a picture of -- the pictures of our speakers to come, please use the chat box to let us know so, we can troubleshoot that a little bit further. So, I wanted to highlight just a few things about the folks that we've got sharing with you today.

So, Shelia McClain is the director of education and outreach at Thistle Farms Magdalene Residential. She's also a board member of the Human Trafficking Advisory Council for the state of Tennessee and a survivor advocate for Cherished Hearts in Davidson County Trafficking Court. Shelia has had an opportunity, and you can learn from her in other ways, including where she's been featured in the New York Times, on NPR, and the PBS documentary of that, A Path Appears.

From Shelia, then we'll be learning more from Cheryl Pittluck. Cheryl runs the Anti-Human Trafficking Ministry at the Anaheim Vineyard, has worked with the Orange County Human Trafficking Task Force for the past four years, and is on the board for the Global Center for Women and Justice at Vanguard University in Costa Mesa. And then our final speaker today is Kyle Wright, and Kyle has managed Stardust Foundation's operations and strategic initiatives for over 10 years.

He's leading their multidisciplinary efforts to integrate philanthropy, art, advocacy, and investment capital to advance Stardust's mission. Kyle currently serves on the board of directors of Transparentem and is part of -- is a member of the Greater Houston Community Foundation's Philanthropic Community as well as the Houston Area Council on Human Trafficking. Very different perspectives that we are really excited to be sharing for you all today. I'm going to go ahead and get us digging in.

So, at the end of this webinar we hope that you are going to feel more situated in how to describe the successful structures of existing public-private partnerships; understand how to better leverage community resources to provide services to survivors, families, and individuals at risk of trafficking; and articulate best practices in establishing public-private partnerships. So, to get us able to get to know each other a little bit more so, we're going to go ahead and do a poll.

Stephanie, if you want to go ahead and launch that, and if you all can just pick from within the options, what types of entities does your organization partner with? Select everything that applies. And I think this is a really important insight for us in terms of our speakers sharing and then all of us using that chat box as well to share. So, overarchingly, so far it looks like the biggest weight is direct service providers, followed by government, followed by faith-based organizations, and last but not least are donor groups. So, Kyle, you've got your work cut out for you in helping us bring those folks back to the fold -- or into the fold, so to speak.

Stephanie, if you want to go ahead and load that, I will talk a little bit about why we were really excited to do this webinar in particular. You know, we all know in a human trafficking response, or when we're working with individuals at risk of human trafficking, that they have a complexity of needs that only partnerships can provide that response. So, partnership bridges gaps in services. We know no one organization can do anything. Partnership also opens the door to further funding and expansion of programming.

It provides different types of expertise to find innovative solutions, where one brings one perspective, and another brings another. You know, that always work better in responding. And it helps us scale solutions, so that we can truly transform our systems to better support and respond to the individual patients and clients and individuals in our communities and the families that we're working so hard to support.

So, amongst what we talked about, there -- these are kind of the traditional partnerships when we think about common partnerships in the trafficking field. You all highlighted where your -- the weight of your collaboration has been, with service providers, local government, nonprofits, and then certainly, law enforcement, and these are -- a slide that really shows some of the direct pair-to-pair on service provider to service provider, law enforcement to service with service providers.

And so, what we really want to spend today doing is talking a little bit about how to expand those partnerships beyond these more common ones and really learn from what people are doing. So, let's do one additional poll to get a better sense of what you all are currently collaborating on, if you want to go ahead and launch that one. So, where does your funding come from? Please select all of the ones that you are working with. And so, the options are federal, state, and local grants; private donors -- I'm assuming that means individual private donors as well as foundations; and then social enterprise.

I'm going to give you guys a few minutes to be able to respond to that. We've got a really good group of over 160 people participating, which is so exciting, and, again, it looks like you guys are coming from all over. All right, so not surprisingly for those of us that work in this world and have been doing this for a while, federal, state, and local grants are by far the highest -- most significant level of funding and support, followed by private donors, and then foundations, and a very tiny, little margin are looking at social enterprise.

So, I'm really excited to be able to share this opportunity for you all to get to learn from some folks that are breaking through those walls and bringing in a different approach. Stephanie, you want to go ahead and close that slide? And I'm going to turn it over to Shelia, who's going to talk about her experience and Thistle Farms' experiences with social enterprise. So, Shelia, over to you.

>> Shelia McClain: Okay, so, hello, everyone. And so, first, let me discuss who we are. So, Thistle Farms is a nonprofit social enterprise that has been around for 23 years who have dedicated themselves to helping women survivors recover and heal from trafficking, prostitution, and addiction. We provide a two-year residential program; we provide a meaningful job and then a lifelong relationship after completing the program.

And so, when we talk about social enterprises, some people might not really know what a social enterprise is, and so it's really an organization that addresses a basic unmet need or solves a social or environmental problem through a market-driven approach. We have five different departments in our social enterprise, and so we have Home and Body; the café; we have the Magdalene program, which is our residential program; we have our Global programs; and then we have our Thistle National Network.

And so, for Home and Body, that's where all of the residents that are living in the Magdalene residential program first start learning how to just learn the basic working skills of going back to work, creating resumes, and everything that goes along with that. When we first started off, we started off with one house with five women, and that was the biggest struggle that we found, is the women were emotionally healing, they were getting the therapy that they needed, they were getting all the psychoeducational components taken care of, but whenever they were going out to find employment, that's where we struggled.

So, in 2001 Reverend Becca Stevens created Thistle Farms, and it was pretty much -- we started off with a candle, a balm, a lip balm, and a bath salt, and that's -- as years have gone by, we've expanded from five women and one house to seven houses with 27 women. And so, we've had to continue to create different departments within the social enterprise in order to continue to be able to provide employment opportunities. And so, we have the café

here, which is a beautiful space where we -- actually that's probably where a lot of our revenue comes from, because we have an education outreach room where we rent that space out for weddings and different events.

And then for Magdalene, that is the two-year residential program where women get to come and live for free for two years and get all of their needs met, and then after completing that, we give them the opportunity to live in a transitional triplex where they can start paying a small amount of rent if they're not quite ready to transition out. And as far as our Global department goes, in the last six or seven years we've created an accelerator program, so we go around the world and help survivors from other countries create opportunities in their community.

And then Thistle National Network -- that's what I'm actually the director of. We have -- back in -- about six years ago we created opportunities where we invite people from all over the country to come and learn about our model, and we currently have a national network with 35 sister organizations who have beds available. So, right now we have over 200 beds for survivors to come and live for free for two years and have all of their needs met.

Okay, so our revenue sources. That's been a tricky kind of thing for us. Back in the beginning, we -- it's through trial and error that we have gotten to where we're at right now. We're currently at a place where Thistle Farms -- the social enterprise component is 66 percent sustainable. So, the 34 percent is through fundraising. We've been around for 23 years, and we've never received a federal grant, and so it's looked different throughout the 23 years. We used to go to a lot of different home parties, different churches that would create events for us to come and sell our products. Now we're more online sales, and then our storefront sales.

And so, the 34 percent we get through private foundations; we have an annual fundraiser; and the, through our national network, we create a little bit of revenue from our education workshops. And so, since 2016, we've been able to increase about -- approximately 50,000 hours more for the survivors, and so that we can have a living wage. And I think that really -- you know, I can use myself an example as far as this goes, because I am a graduate of the program -- a proud graduate of the program, actually -- and it's looked different throughout the 15 years that I've been here.

I've been in a lot of different departments, working primarily in the residential component of it. And as we continue to grow, we need to continue to create opportunities for the women to get into management positions, become directors. And if they choose to go outside of Thistle Farms and find really great job opportunities -- we have survivors who are working as paralegals at the federal courthouse, we have survivors who have left and created their own businesses, and so that's what we strive for.

I'd like to say that, you know, we are a mission -- we have a mission with the social enterprise; we're not a social enterprise with a mission. And so, our successful structure is education. Whenever I say education, it's more about all of the psychoeducational aspects that we provide for the women that come through the program, and we rely on our community resources in order to come into our program and facilitate the education component, and finding common ground and building relationships with the community, so that there is buy-in on the work that we do.

We definitely have memoranda of understanding with, like, the Sexual Assault Center, where we pay a small fee for dental and therapy and just different clinical components. I think that one of the reasons why we've been so successful throughout these 23 years is our volunteers. We would not be where we're at if it wasn't for the volunteers. Our successful partnership is definitely the community, so we definitely try to find discounts and even indigent services. So, like, at Meharry, that's where our women get their medical care taken care of.

The Next Door is another great organization here in Nashville that does IOP, which is individual -- intensive outpatient treatment for any kind of addictions. Interfaith Dental, of course, is for dental services; St. Thomas and Vandy are sometimes for medical, but they're also -- we utilize them for mental health components. Housing has always been probably one of our greatest barriers, because there's just not a lot of affordable housing.

And so, we formed relationships with Urban Housing Solutions, which is more of a recovery-based housing -- I apologize, I'm a little nervous -- solution, and then we work with New Level, who helps women get their credit together so that they can buy homes. And so, in the last year we've had seven women buy homes. Renewal House is another great organization here in Nashville that is doing work that helps with survivors and their children, and then they also have a separate apartment complex where they are -- we collaborate with one another to allow some of our women to live in their housing after completing the program.

As far as the mental health goes, Sexual Assault Center has been one of our greatest -- they're an asset to us. That's where our healing happens, and they give us our therapy for a really, really good rate, something that we can afford to continue. And then, of course, Mental Health Co-op. We can get indigent services there. So, we rely on our community to be sustainable. If it wasn't for the community, we wouldn't be where we're at right now.

And so, best practices for us has always been -- we leave our agendas at the table when we come together, and we pretty much -- it's almost like when we come together, we know our roles. We know -- it's almost like a strategic plan so that we work together, that we're all experts at what we're doing. We always have survivors, so that it's a survivor-informed best practice. I think that we know what we need better than anyone else does, and if we continue to just focus on our mission -- and that's us, the women -- then we're going to continue to grow and be self-sustainable. And I think that I might not have used my whole 20 minutes.

>> Ashley Garrett: That is okay. Use what you need, and then lots of really great conversation already starting, as well as some really good shout-outs for the incredible work that Thistle Farms is doing and, Shelia, you in particular are involved with. So, we're going to go ahead and keep moving forward and then have lots of room -- again, just a reminder to folks that we will be using the chat box to raise up different questions as you -- as we go forward. So, please do fill those in, and I am taking diligent notes to make sure I don't miss questions.

So, let's go ahead, and we're going to shift from a social enterprise approach to really talking about faith-based communities. And so, if folks can go ahead and respond, how would you describe your experience partnering with faith-based communities? And the options are -- and this one you have to pick one; you can't do all of them except no vote. So, "it's been really successful, and we've been making good connections;" "some success but hoping to improve;" "somewhat disappointing;" and "not really connected yet."

So, it looks like we've got some folks that are definitely having some great success, but a lot of folks that are saying either they've had some success or not quite there yet. And so, what are some strategies and ways that we can really explore expanding that and leveraging the strengths that our faith-based communities and organizations offer in our community and doing that effectively? So, Cheryl, why don't I turn it over to you? And let's close that poll and keep on moving.

>> Cheryl Pittluck:

Thank you. I've worked as a volunteer with the Orange County Human Trafficking Task Force in Orange County, California, for the last 11 years, so I'm actually going to use that as my primary example. When I began there, I was informally tasked with the job of connecting with other faith-based groups, being that I came from a faith-based group myself, and of simply finding out two things. One was what resources they had that we could use, and second, what their needs were in the way of education, training, outreach opportunities, and such.

Now, the meshing of the -- I'll call them the professionals at the task force, and by that, I mean the task force director, the volunteer coordinator, the case managers, law enforcement, the DA's office, the shelter operators, and so on. The meshing of these various professional public partners in the task force with the faith-based groups was not necessarily an easy task, mainly because of four obstacles.

First, there was a lack of understanding on the part of the task force professionals about how faith-based groups work, that churches and synagogues, et cetera, don't function the same way as your average business or secular

community group. For example, when an organization basically functions from weekend to weekend rather than Monday to Friday, timelines and expectations need to be adjusted.

Secondly, on the part of the faith-based groups, there was a lack of understanding of real community needs, and the task force professionals hadn't realized that it was going to take some effort to translate the real needs of the task force and its client community to the faith-based community volunteers who often came in with preconceived ideas of what they thought they should be doing.

Third, the task force didn't always trust faith-based groups, honestly, because of some past negative experiences. Faith-based groups can have a reputation of not only wanting to do just what they want to do instead of what's needed, but also sort of dipping in for a bit and then moving on to the next shiny thing and not really following through and staying committed. And fourth, our task force professionals didn't know how to connect with more of the faith-based community and to basically just get the word out.

Successful partnership strategies. Okay, the answer for us was to form a Faith-Based Advisory Council, which was made up of faith-based volunteers and designed to deal with our obstacles. First, we needed to encourage communication. Essentially, we were giving the faith-based community a voice so that they could actually advise the task force professionals about what they know, which is how to actually get things done within the faith-based community.

An example is that although to an outsider a particular faith-based group may appear to simply be that, a group, but it's actually usually made up of several smaller groups. So, the Faith-Based Advisory Council was able to suggest when a goal might be best achieved or a gap filled by targeting one of these smaller groups, and by that, I mean the men's group, the women's group, the youth group, the outreach group, whatever.

Secondly, it allowed the faith-based volunteers to develop a better understanding of community roles, such as the role that law enforcement plays and the role that the case manager plays and such, so that they could begin to better understand the gaps that existed in serving the human trafficking clients. And third, while the faith-based community was learning about the opportunities to serve, the rest of the task force professionals and community were often learning that the faith-based community could offer resources that they hadn't even thought of.

There also began to be a building of trust and respect, with an understanding of who each group was and really what they were best at. Stereotypes and false expectations began to break down, and faith-based groups became more willing to see how much they didn't know, and that their way might not be the best way, that their concepts of what human trafficking looks like might not be correct, and so on. They realized that they had a lot to learn.

And now, at the task force most of the recruiting of new faith-based groups actually comes through invitations from the other faith-based groups. They may not always play nicely together out in the world, but many times they will set aside their theological and cultural differences for the good of the cause of serving the clients and educating the community.

Filling the gaps. The pyramid that you see is based on Maslow's hierarchy of need, and these needs are obviously at the forefront of a case manager or caregiver's mind when serving a client. When the Faith-Based Advisory Council was first formed, its primary function was to help the task force professionals understand how to best work with the faith-based community, but after that it became about filling the gaps in services. The case managers were able to accomplish certain vital tasks -- shelter, food, medical care, et cetera -- but there are a whole lot of important needs that were just too much for any one person to have time or energy for.

And so, the Faith-Based Advisory Council was asked to help them with these unmet needs, such as basic needs like furnishings and housewares, clothing, toiletries, personal care items. As we move up the pyramid to safety and security issues, there's a constant need for safe, expedient transportation for the client as opposed to public transportation, which can be intimidating and time-consuming and, at least here in Orange County, pretty inefficient.

Several faith-based groups came together at the request of the DA's office to redecorate and create a soft interview room, so that it would be a comfortable, soothing, peaceful environment for the clients who were going to be interviewed there or were waiting to testify. Another service is having a faith-based volunteer that's willing to visit the clients and to offer prayer support when it is asked for.

A sense of belonging. Now, most of our foreign-born clients and some of our U.S.-born clients have no access to family and friends, so social events become really important. Birthday parties and baby showers; speaking of which, childcare has become a huge need. Being able to participate in familiar faith traditions is often comforting, and honestly, it's just so much more meaningful for the client when the volunteers can actually participate alongside them.

Of course, the goal is to see the client realize their true potential, and one way this can obviously be encouraged is through tutoring and mentoring, but internships are often the first step towards building a new life and a new sense of self-reliance, and the faith-based community has opened up a whole new arena of resources in all of these areas. So, what can faith-based groups actually contribute?

Because the faith-based organization is already an assembled, organized group who is prepared to work together, first off, they are great at organizing social events like -- I have a photo here of a bowling party -- and using their contacts that are part of their organizations to offer special days, like a hair-and-nail day at a salon. They are often already familiar with and understand the importance of outreach and education due to their own faith group practices, so they understand the need for community outreach and training opportunities.

They can address everyday needs like yearly school supplies with drives and fundraisers; they may have resources within their communities, so that they can offer workshops and training, like this yoga relaxation and fitness class. We've had self-defense classes, art classes, job interview training, all hosted by faith-based groups. They excel at holiday events, but please note that we always have an understanding with our faith groups that there will be clients of not only different faiths, but of no faith, and that we want them to always feel comfortable and welcome and not in any way threatened or coerced at any event.

This is about serving the client and not recruiting for the faith-based group. An interesting consideration to note is that larger faith-based institutions may very well have more resources, but they also generally have more layers of bureaucracy to work through. It -- honestly, it just takes longer to get things done, because they have to be okayed further up the chain, budgeted, put on the big calendar. So, sometimes you can actually get more done quicker by working through smaller groups. That's one reason why it's good to reach out to various sizes and types, and not to work primarily with just one faith-based group.

It's also very advisable to offer options of different levels of commitment to make maximum use of the faith-based volunteer community. A practical way to present the options is by the time commitment required. Now, some faith-based organizations will be interested in sponsoring or participating in just a once-a-year event. These groups are often happy to do a yearly fundraiser or drive, to host a special holiday event or celebration, to include your organization in their yearly conference, or to commit to a yearly outreach activity, like tabling at the local county fair, or presenting a community awareness gathering, for example, on internet safety.

If they're willing to take on a little more throughout the year, there are sporadic needs for baby showers and birthday parties, as I mentioned; workdays for cleaning storage spaces, organizing donations, printing and folding materials; tabling at various conferences and community events; and assisting at client training. Many of these things are the types of things that they're already used to doing within their own faith-based groups, so they're willing to just dive in.

Your most available week-in/week-out volunteers obviously have the potential to become mentors and tutors. They may -- also may be available to take on office responsibilities, such as newsletters and volunteer sign-ups for specific events. They can maintain resource closets; handle food donation deliveries; provide transportation for

clients, which is a huge need in our area; commit to regular weekly or monthly community outreaches -- for instance, we have an outreach at the local Mexican consulate -- and to attend regular meetings and volunteer training.

There's also the amount of training required to take into consideration when asking for a commitment. Again, people from faith-based communities are often used to serving and committing, but they're also often busy with these various other commitments. A reminder that it's good to offer volunteer opportunities that require little or no training, so that new volunteers can step right in as well as those opportunities that require background checks and additional training.

We want to make a way to attract a variety of people, different ages and ethnic backgrounds and faith backgrounds and job experience and life experience and hobbies and talents to provide more resources for our clients. Successful partnerships with faith-based groups. Okay, in the beginning, partnerships with faith-based groups, if you've done this at all, know that it can take some effort. In order for these partnerships to be successful and worth the time and effort, we've found that it is best to clearly lay out the expectations up front.

In the area of best practices, make sure that they understand that training is necessary and that they are willing to do what is actually helpful, not just what they want to do. We -- in the very beginning, we were so eager to get anyone involved that would be interested. We tried to make it super-simple and accommodate them, and we discovered that we weren't getting very far. We need to be clear about how it is they can really help.

They will also need to understand that they may need to protect their volunteers. Secondary trauma is a real possibility when working with clients, and there may be a need for mental health support measures to be put in place, either by the faith-based group or by your own organization. We have specific times when the volunteers can sort of download with the case managers.

It's best to have them sign a memorandum of understanding so that they understand such things as how to work in coordination with law enforcement; how to work with victim services policies; how to abide by confidentiality rules, regarding the use of photos, names, and stories; how to abide by safety rules, such as avoiding the conducting of their own civilian investigations or, like, activities, which you've probably heard of groups doing.

Also, you may want to lay out rules regarding the use of intellectual property. Faith groups can sometimes be a little loose with the copyrights and such because they just sort of assume it's all for the greater good. Very important to make those things clear. Demand reduction and addressing structural issues. Demand reduction and prevention strategies are obviously of major importance, but they are probably the least understood in the community as a whole, including the faith-based community, yet this is actually often the easiest way for a faith-based group to enter in and contribute with the issue of human trafficking.

One of the goals in working with faith-based groups is to recognize their strengths and their already-existing resources, because then rather than inventing a new program, we may be able to simply expand an existing one. For example, what are they already doing in the way of dealing with poverty in the community? Do they understand how poverty contributes to making poor or vulnerable populations at risk for both labor and sex trafficking?

More faith groups are now addressing issues of discrimination and of sexual violence and rape culture. Have they been shown how forms of discrimination can easily put an individual at risk for trafficking, and that members of the LGBTQ community are at high risk for being recruited and exploited by sex traffickers? Or maybe are they already presenting programs and ministries that deal with family and cultural values? Studies show that if a child is being abused in the home, he or she is more likely to be vulnerable to grooming and exploitation.

Lack of resources in general can cause people to take chances that others who have more options would not even consider. Faith-based groups are -- often already have ministries and programs designed to address issues of lack of housing, food, clothing, education, and training. Do they recognize how this can also be human trafficking

prevention? You can help them add a human trafficking prevention component to their already-existing programs, often while they are assisting you. Again, think about those smaller groups within the faith-based group.

An example would be with men's groups teaching on pornography and prostitution demands' relationship to human trafficking, or on sexual violence and rape culture. With women's groups, education on ethical consumerism and fair trade; in essence, [unintelligible]-free shopping. With youth groups and teen groups, they are often very open to discussions about discrimination. We can start by taking advantage of what is already there.

There is so much more I could say on the subject, but I'd like to conclude with two quotes from professionals at the Orange County Human Trafficking Task Force because they are, after all, the ones who are ultimately responsible for the success or failure of the task force and its clients. The first one is Task Force Sergeant Juan Reveles.

Quote, "When I speak to groups across the state in assisting them to develop a collaborative for their area, I highly recommend that they reach out to the faith-based communities. The success of the Orange County Human Trafficking Task Force has been in large part due to collaboration with people of faith and giving them an avenue for putting their calling into action." Most faith-based groups already have a mandate or a call, as Sergeant Reveles calls it, to serve the community. We can provide a way for them to act it out.

The sergeant is actually the one who came up with the idea of the Faith-Based Advisory Council when he saw that faith-based groups were doing most of the volunteering at the task force. He recognized the need to organize and make the most of what we already had to attract other faith-based groups, and it was one of our Salvation Army case managers who primarily deals with foreign-born clients who first expressed a desire to see a larger variety of faith-based groups represented as well.

The second quote is from the Orange County Human Trafficking Task Force Adviser Linh Tran. "In Orange County, the faith-based organizations and volunteers have served in such a way that most would never even notice. They have filled in the cracks in the road that we are trying to pave by helping fill gaps in victim services and then creating community and sense of belonging and providing unconditional love and mercy with no religious agenda."

If you're in a community with virtually no churches or temples or mosques or houses of worship, this may not be for you, but if not, ignoring the possible contributions of the faith-based community is ignoring the potential for valuable resources and community awareness, education, and training opportunities. I just highly recommend it, and I think that you will find that it is worth the effort. Thanks so much.

>> Ashley Garrett: All right, thank you so much, Cheryl. I think that, based on the chat, there's a lot of different interest and engagement on learning more about what you all have been able to accomplish in Orange County. So, we're going to go ahead and do an additional and I think our final poll for this webinar, so please take a minute to respond. Is there a person or group in your community responsible for community-wide trafficking gaps and resources? And let's see how that is coming out.

Looks like, so far, we're at about -- getting close to 50-50 in terms of a yes or no response on that. Okay, why don't we go ahead and end that poll? And I'm going to go ahead and turn it over to Kyle, our last speaker, to really talk about the ones that seem to be the least at the table so far, based on our polls, but I'm hoping that based on what he can share, and really share some great opportunities in engaging with donors in your local community -- so, Kyle, back to you.

>> Kyle Wright: Thanks, Ashley. And according to that poll, it looks like you can look at a glass half-full or a glass half-empty on that.

>> Ashley Garrett: Exactly.

>> Kyle Wright: Well, hello, everyone. First, I do want to say that, you know, my position on this issue, trafficking and the vulnerabilities that lead to trafficking, really comes from a place of humility and privilege. I'm not a trafficking survivor and -- nor do I speak for any. One of the privileges that I do have is overseeing the investment in philanthropic portfolio or Stardust fund, and our broad philanthropic interest at Stardust has been dedication to communities that are socially excluded, marginalized in our society, with a focus on increasing social participation of women and girls.

And, you know, we have really learned that survivors of trafficking are some of the most excluded around us. On our journey over the last several years, we've met migrant slaves walking off fishing boats in Thailand, children forced to work 16-hour days in quarry mines in India, domestic slaves stuck in debt bondage, and, yes, an amazing woman not far from my office that was trafficked for sex by her foster mother, a survivor.

In 2011, we were doing some work on sex trafficking in Asia when someone came up to us and said, "Aren't you from Houston, known as a trafficking hub?" We realized at that point that if we're going to work over there, we've got to be at home on this issue, and so many have been working on this issue at home before us. We stood on the shoulders of giants as we began to work on this issue.

Our style as a funder really is to ask the big questions. So, we -- when we start on a journey of funding, we try to find those most impacted and closest to the issue to understand the needs from their perspective. Then we connect the most active donors in the space and see what and how they fund. Then we put that information together from those two perspectives, which typically, in our experience, highlights the gaps between the need for funding and the structural, systemic needs that need to be addressed.

We typically focus on that structural, systemic area, and I appreciate Cheryl highlighting some of the structural areas that have to be addressed to address trafficking, but that's typically where we focus. We do talk, you know, as we -- on our journey, we do talk to nonprofits in the field working, and experts that have worked, but usually it's one of the later groups that we talk to. And, you know, I know we're talking about donor and funding here, but we also use our investment capital to support activities to address trafficking, as well as grants.

So, in Houston, in 2013, when we asked our partners at the Greater Houston Community Foundation, which is our philanthropic adviser and where Stardust Fund is administered -- we asked them about other local donors focused on trafficking, and we were surprised -- and maybe not surprised -- to find that only one or two with any size were discovered in that process, and most of the funding was adjacent to other issues that they were funding.

So, as we learned about the community in need -- the community need, we and the Community Foundation thought it was a great opportunity to invite other local donors that were not funding in trafficking to learn alongside us as we learned what the needs were in Houston. So, in 2014, we hosted a panel of local experts to speak to Houston donors. Seventy people showed up, representing all types of donors, so this was an only-donor focus group.

Major foundations attended, family foundations; faith-based donors; high net-worth individuals; corporate foundations; all attended to learn more about the issue in our community. And we really tried to create a safe space for donors to learn and ask questions and not feel like they were getting a pitch from a nonprofit on a specific program, but really to understand the issue itself and what survivors needed in our community.

And so, at the end of that, we shared some action items that, the next day, donors could take around this issue, but also passed around a card asking those that wanted to continue to learn to engage and share their information with us, and we had two dozen donors or so express interest in coming around afterwards. So, several months later we invited these interested donors to a roundtable, which ended up turning into a donor working group on trafficking in Houston.

So, we decided as a group that we would undertake a strategic systems approach to funding in our community focused on improving the lives of survivors, preventing this from happening in our community, and transitioning Houston kind of being known for a hub for trafficking to a solutions center, somewhere where we could share what we're learning with other communities in the United States and globally.

So, we wanted to learn together, share ideas, feel comfortable with leveraging financial, you know, donations, you know, and grantmaking, but also nonfinancial resources. We wanted to act beyond our financial support and offer any strategic support and community support that we might have as donors, and everybody came to the table at a different place. Some were interested in direct services, others in policy, and some in prevention.

And so, we decided that it was best to align our funding instead of pool our funding into one fund that funds trafficking in our community. And we thought that this way, you know, because of the diversity of approaches and the focus and interest of donors, we didn't want to turn anyone away from aligning the funding and sharing what they are funding, so we know where the gaps in our community.

And so, we were tracking who's doing what, and that way we could clearly understand where the gaps might be for new funders or for funders like us who typically fund gaps and let the community decide where that funding should go based on what's happening. As an aside on the collaborative funding, I would say that, you know, we do most of our funding in other issues -- this issue and others are this way because we try to stay very lean as a funder, very little staff, so that most of the grants -- the funds go out to the community.

So, we don't have capacity to review incoming grant proposals, so this type of model really allows the community to decide where those gaps are, and we don't think that we would know better than anyone else, especially those closest to the issue. And so, it's a really, you know, strong model for us, and I think it's an emerging model for a number of donors who want to engage but don't have the expertise or staffing.

We had our first donor working group, and a lot of questions were asked, and mainly nonfinancial -- you know, non-grantmaking questions. People were still learning about trafficking and how it affects our community, but also sort of asking strategic questions, big-picture questions, which we love to hear.

And one of the most strategic individual donors who's known in our community as being very strategic raised his hand and said, "You know, we've had great success on chronic homelessness in our community. Isn't that a model for us on trafficking? And isn't someone responsible for coordinating and owning homelessness at the mayor's office? What if we look at that and build something or pitch something to the mayor around that model?"

And so, that was a type of questioning that was going on, so the other questions that were asked were, you know, about the structural issues of, you know, what systems are creating the vulnerability in our community and that are impacting survivors right now, whether it be positively or negatively, and, you know, have the greatest potential for prevention, where some of these funders in the room know these systems very well, because they are funding the work in other program areas.

We looked at system-level resources and gaps in terms of allocation, how public dollars, federal dollars, state dollars, local dollars, are flowing, and where private philanthropy could play a role in filling those gaps. And as I mentioned, we really focused on, what other models and successful systems could we use to move this issue forward. So, we decided from that question around homelessness from that strategic donor to approach the mayor.

At the time, it was Mayor Parker in Houston, who already had a council working on trafficking, so we knew she had an interest in the area, but about six of us went that have, you know, political capital and social capital in the community beyond just grantmaking, went to the mayor, and proposed this idea for a special adviser to the mayor that reported directly to Mayor Parker. And ultimately, we wanted this role to be fully funded by the city, but we

offered to match the first few years of salary as private donors to at least, you know, kind of hold something out to incentivize the mayor to take this seriously.

She actually agreed to this position, was excited about it, and found a full budget for the role, which we came to find out later was the first fulltime municipal position in the U.S. And the mayor hired Minal Patel Davis, who is still in the position, and our current mayor, Sylvester Turner, has been very active. And she's, you know, really pulled the community together to form and draft a strategic plan and has been implementing since.

She has, along with staff and her council on human trafficking and other parts of the city of Houston, institutionalized the city's response, and almost every city department now has engaged on the issue and uses its resources and power in a more aligned way with trafficking survivors and, you know, on the prevention front. The mayor signed -- this is not just sex trafficking, also focused on labor trafficking.

So, the mayor signed an executive order declaring that the city will have a zero-tolerance policy for trafficking in slavery in its procurement contracts, also one of the first in the country to do that, modeled after the federal procurement laws. And so, that also has had an impact in our community. She's formed a municipal court diversion program, worked on massage establishment ordinances, really focused on outreach and coordinating some of the direct services where there were gaps in our community where the nonprofit community was not focused.

And then it's really been active on, because of Hurricane Harvey, understanding and implementing what a disaster response in a community might look like related to trafficking and was very active, hitting the ground the day after Harvey and also learning from the needs and sharing that with others. And then this role, lastly, chairs the Human Trafficking Advisory Council for the city.

And, you know, I would add one other in terms of the learnings that -- again, the ethos early on was making sure it wasn't just Houston-focused, although it was a city of Houston role, that we really shared what we learned. And earlier this year after -- I guess it's been three years or so -- Houston started hosting convenings to train other municipalities on lessons learned and -- which I think the topics included engaging procurement, like I mentioned, to mitigate risk; leveraging data to assess impact; best communication strategies.

And then, as I mentioned, post-disaster training, executing on kind of, what is a system community-based approach to services look like, and then how do you engage with your local community donor and consular community? And actually, the National Human Trafficking Training and Technical Assistance Center, who's hosting us today, facilitated both of those convenings for the other cities, and Ashley knows the number better than I do, but I think, you know, a couple dozen cities have attended and gone through that, which, again, has been really good to see this municipal response kind of taking hold.

So, the working group continues today, and we continue to partner with the city. Two members of the working group serve on the mayor's Human Trafficking Advisory Council. We have regular meetings with the mayor and special adviser, and then the mayor or special adviser presents to the working group at least once a year on, you know, progress or projects and programs or needs and opportunities for funders to engage.

So, there's really that dialogue, active dialogue, back and forth so that the funders can respond and be plugged in to what's going on as a group, and so that it's not the special adviser meeting with 12 donors, you know, every quarter, or, you know, trying to run around and -- it's all very coordinated and tight. And the funding group has supported projects of the city and the community that are more community-based, like, you know, ad campaigns around the Super Bowl or specific direct service needs where, you know, federal -- again, as I mentioned, federal or state funding was not covering.

So, the -- I think, you know, what I would share in terms of best practices -- and I think the working group still exists and is active, one, you know, the need is still there. The funding need is still there. There -- but, you know, we have increased funding, and the strategic nature -- we've added value from a nonfinancial as well. But I think there

are certain principles that have guided us along the way, and, you know, we've had our doors open to all types of funding.

Funding, as I mentioned, whether it be faith-based donors or corporate foundations, family foundations, large foundations, individuals, and I think that openness has really brought the diversity and the type of thinking to the room which has allowed us to be the difference. And then we meet -- we've met the participants where they are, so if a donor is coming to the table, and they are an education donor or focused on, you know, child welfare, we help them understand and guide them how their child welfare funding and work affects trafficking.

So, you know, how the foster care system and child welfare connected to the pipeline into trafficking, and so that they don't have to create a trafficking program at their foundation, they just need to look at how trafficking fits in and what they can do to support that work through the lens of what they're already doing. So, we really, you know -- also, I think we ask hard questions about status quo with this group, and so this makes nonprofits in our community a little bit uncomfortable, because just because you've been here a long time doesn't necessarily mean it's the best approach.

There are turf wars, there are things -- and really, for us, the interest in donors in this group is really about impact to survivors and prevention, and so we're asking the questions through that lens. And what ends up happening, I think, often is there are questions around power dynamics and control dynamics, and we really try to call those out and address them as donors. So, always having a survivor-informed focus and championing those that are on the front lines is a big -- has been a big principle for us, and then building off and coming alongside of others that -- like I've said, we've stood on the shoulders of so many.

And there's so much need, and no matter where you're coming from, and so we really make sure that we are there alongside and learning. So, that is about Houston and the working group, and I'm happy to answer any questions.

>> Ashley Garrett: Great. Thank you all so much. I'm just getting excited with all of the different possibilities as I've been listening in and learning from each of you. So, we're going to now shift into more of a discussion, and so I've been taking notes of things in the chat box that have been talking up. Please continue to type those in, and we'll spend the next 25 minutes responding to as many that have come up as possible.

So, Shelia, I wanted to start off with you. The ratio for your funding about earned income versus through fundraising is really incredibly impressive. And then given even the struggles that many organizations have in filling those funding gaps, when you talk about starting a social enterprise program, what would you say are the first steps to take in building one that is as successful as Thistle Farms?

>> Shelia McClain: Well, I mean, honestly, I mean, we started -- we were slow and steady, and we relied on Becca's church to carry us for a lot of years. And so, we've had -- we've learned through trial and error to get to where we're at, and so I don't really -- I really wouldn't know how to answer that question. I think that you have to start off and really have a business model and know what the who, the what, and the how is, you know, what the problem is going to be, how you're going to get the solution, and how you create customer value.

>> Ashley Garrett: So, really, what I'm hearing is, one, slow and steady, right? Start small and test the waters [inaudible].

>>Shelia McClain:

Yeah, we start small and test the water, but then make sure that you have a community who has buy-in on what you are doing, because they're going to carry you in the beginning.

>> Ashley Garrett: And continue [inaudible] --

>> Shelia McClain:

And we just happen to have our -- yeah, we just happen to have a founder who was a priest at a church, you know, and so her church carried us for a while. Although, we are not a faith-based organization, our founder is an Episcopal priest.

>> Ashley Garrett: Okay.

>> Shelia McClain: And so, her church carried us for a long time, actually, for probably the first five years.

>> Ashley Garrett: Okay, great. Well, and talk about bringing all of this together, right? That through social enterprise, getting that capital to start and explore and create that incubation space often means tapping into faith-based or donor organizations to get that started. Thank you for that.

>> Shelia McClain: Yeah, but then we also had to finally hire a CEO for the organization who was really business-minded, to get us to where we're at today, where we had the 66 percent sustainability. So, we had to change our branding and everything, because we used to struggle. We struggled for a lot of years. It's not -- it's been the last four or five years where we've been fairly comfortable, and we didn't have to worry about how we were going to pay salaries.

>> Ashley Garrett: Well, congratulations.

>> Shelia McClain: It's been a slow and steady process.

>> Ashley Garrett: Yeah. So, I think also a really important call-out, right, that people sometimes will look at social enterprise as, "Oh, this is the solution to fix all of our resource issues in that -- in the short term," and it's not an immediate solution. But some building [inaudible] --

>> Shelia McClain: No, it's not.

>> Ashley Garrett: -- and creating that cycle, you can get to the success that you all have experienced.

>> Shelia McClain: Exactly. Thank you.

>> Ashley Garrett: Okay, yeah. No, thank you. So, Cheryl, there have been some questions about -- how do you orient -- as organizations and faith communities want to come to the table, what is the kind of training that you all have developed, and how does that look at different faith perspectives coming to the table?

Because you definitely were very intentional about talking about referencing churches and synagogues and temples and mosques in your remarks. Can you talk a little bit how that came to be, and if you have any kind of onboarding training that you've either developed and have been, you know, finetuning over the years or might refer folks to that are interested in starting to pull those faith people together?

>> Cheryl Pittluck: We have developed a training. At one point, it was a sort of all-day nine hours, and we realized a few years ago -- what I mentioned about providing different onramps for volunteers, that what we needed to do was to break that down. So, we've now divided it into four tiers. A Tier I volunteer has little to no training. It can be as simple as when you arrive at the volunteer opportunity, you're going to get a 30-minute, you know, instruction, all the way to people who regularly volunteer in certain areas.

They just learn how to do it, and they know what to do. They represent us as malls and do tabling, and they just learned what they need to learn. But all the way to Tier IV training, which is actually the people that are background-checked and interviewed and trained to work with the clients one on one. So, we do our volunteer training one, two, and three, and four, at different times of the years.

As far as the different faith groups, the training is the training. It's the same training for everybody. What differs, we find, is that different faith groups have interest in different things. For instance, when we first connected with the Jewish community, the rabbi that we were meeting with was really mostly interested in our demand curriculum, which is the curriculum that was developed strictly for men's groups and addresses the issues of the link between pornography and prostitution and human trafficking.

So, it's a lot of sitting down and listening to, "Well, what is it exactly that you're looking for?" and then looking to see what we already have going that might fit their needs, and then offering them the different levels of training. Does that answer the question?

>> Ashley Garrett: Yeah, I think it gives people a starting point, so thank you. I think, again, it's not a one-size-fits-all, right? It's understanding that connection that you talked between what are faith community members interested and how do they work, and what is needed in that community, and creating a tiered approach for how to bring that on.

>> Cheryl Pittluck: Right.

>> Ashley Garrett: A follow-up. Norma [spelled phonetically] is just asking on the call, "Can you talk a little bit more about Tiers II and III specifically?"

>> Cheryl Pittluck: Tiers II and III. Okay, Tier II would be a training that would give the individual enough training and education to be allowed at group events where there are survivors present. They're not necessarily going to be working one-on-one with them, but they know enough to know, "Don't do this; don't do that." And then it's also -- some of the community outreach events that we do involve a couple hours of training before they go out and represent the task force.

Tier III is giving them access, one on one, to the clients. They're not going to be mentoring or coaching per se, but they might be driving them to events; they might be accompanying them to doctor's appointments; they might be working -- assisting during a client training event. So, there has been some screening; they have been background-checked; they have had the training. We trust them to be with the client, not necessarily assigning them to a client to mentor.

>> Ashley Garrett: Great, that's really helpful clarity. So, Kyle, question for you from the group. One question was, how do you engage with survivor leadership and individuals with lived experience through the working group, and how do they inform your work?

>> Kyle Wright: That's a great question. So, the way -- we have trusted partners on the ground that we work with that -- there are a few survivor leaders in Houston that feel very comfortable working and engaging with us directly. However, understand that's not for everyone. So, we partner with some very engaged direct service providers, and then also the city also has a few fellows that work directly with survivors.

And so, making sure they're -- that we understand through, you know -- in an aggregate way the surveys that survivors take and the needs that survivors have expressed, again, without any identification or naming information. That data is shared with the working group as well to understand, you know, what the needs of the survivors in our community are and where the gaps might be, based on what's being expressed by survivors.

>> Ashley Garrett: Okay, that's really helpful. Shelia, back over to you. So, you talked specifically about how Thistle Farms really has kind of from a client transition opportunity into leadership and employment at Thistle Farms, and I think one of the things a lot of service providers struggle with is, how do they walk that line when they are first a service provider and then bringing staff on that have that experience as clients and then move into employment.

Can you talk a little bit about some of maybe the lessons that you and Thistle Farms have learned about how to set up that type of transition in a way that's really survivor- and trauma-informed for the organization as a whole?

>> Shelia McClain: Okay. And this has been trial and error for us, because, like I said, early on we struggled with funding as far as continuing the work as far as the social enterprise. So, we told our story a lot in order for people to buy our products, and so we kind of shifted. We have a TIC [spelled phonetically] community that's a trauma-informed advisory that we have for our whole -- for the enterprise with clinicians that come together for best practices on how we bring individuals or survivors into the workforce.

And not everyone comes to Thistle Farms; it just really depends on what their goals and dreams are, you know. Some decide that they don't want to come here at all, and they want to just focus on their education. So, I really think it's individualized based on the client and what their goals are and what their needs are. But we do have a TIC advisory council that works with trauma-informed care in the social enterprise component.

>> Ashley Garrett:

I love that. I love the "meet your folks where they're at," let them choose the path that's right for them, but then also have a structural place for ensuring that folks that are interested in continuing on in employment -- that there is a real attention to trauma-informed care within the workforce --

>> Shelia McClain: Yeah, and then also --

>> Ashley Garrett: -- [inaudible].

>> Shelia McClain: Yeah, then also creating a safe space for them to work at. Because we are 23 years later, and people just love to come and see what -- see the work that we're doing, we've had to really be mindful of

protecting the women and creating a safe space for them to be at, but still work with the community and share the work that we're doing. And so, it's kind of finding a good balance of --

>> Ashley Garrett: That's challenging.

>> Shelia McClain: -- making sure the work -- yeah, it is challenging, but I think that we're doing a really, really good job now at it. But it's been through trial and error to get here.

>> Ashley Garrett: Yeah. Wow. I mean, that's a testament to Thistle Farms that it's been around for so long. You've had that opportunity and are continuing to evolve and learn from that. So, Cheryl, question for you. So, you've alluded to in your presentation some of the structure about the faith-based groups. Can you talk just about some of the -- like, the structure of that? Is that -- is there a group of leaders that come from different faith communities that come together on a regular basis? Or how does that -- how do they work in coordination with the task force if they're not in the task force? If that makes sense.

>> Cheryl Pittluck: Well, our task force -- the Orange County Human Trafficking Task Force is made up of everyone that works with it. So, it's the community, it's the faith-based community, it's the law enforcement, it's the case managers, everybody that shows up at the monthly general meeting. So, the way that the Faith-Based Advisory Council works is that individuals who are volunteers, who attend the general meeting, who attend the volunteer meetings, which are also once a month, will apply to serve for a year on the Faith-Based Advisory Council.

The criteria is that they have to be actually attending general meetings and also representing a faith-based group. So, they're not just individuals who are from the faith-based community; they actually somehow represent a specific group. They don't have to be on staff, paid, whatever, but they do have to have access to a group of people. That was trial and error. The first two years, it wasn't like that, but we realized it was frustrating when we would have a meeting, and we would say, "Okay, we need to do this," and some of the people didn't have anyone to go back to to recruit from. So, it's just more efficient.

>> Ashley Garrett: Okay.

>> Cheryl Pittluck: So, that's kind of how it works. This is the first year that we actively reached out to -- before, we just had basic, traditional Christian representation, just because that's who showed up. This is the first year that we actively reached out to the Jewish community, the Muslim community, and the Latter-Day Saints, who would be -- in some circles they're considered part of the Christian community, but they actually are such a huge organization that you need to be able to connect with them sometimes kind of separately.

>> Ashley Garrett: Right. Wonderful, thank you for that. Kyle, you talked specifically about how the Greater Houston Community Foundation was a convener for you. Tell folks that are really interested in connecting to the local donor community, where would you recommend them getting started to find that convener or to get those people identified, so that that kind of convening can start to happen?

>> Kyle Wright: Sure, that's another really good question. So, most midsize to larger communities have a community foundation, which is what the Greater Houston Community Foundation is. So, it's made up of a number of donors that -- sometimes the community foundation has discretion over dollars, but many times it doesn't, and it's essentially like -- you can think of it like a bank for your philanthropic dollars.

And so, it's made up -- you know, the Community Foundation of Houston is made up of hundreds of donors; the Community Foundation is essentially just administering grants and cutting checks and providing the compliance aspect in addition to helping with due diligence and programming. And so, they -- community foundations often will do programming around issues to educate donors, and so I would seek to find out, you know, if your community has a community foundation, the other -- you know, the other grantmaking organizations in your community as well.

So, maybe United Way or faith-based [unintelligible] faith-based groups that are together, like has been discussed, that also have a grantmaking and donation piece. And then, you know, major companies or corporations in your community; approaching an organization that is known in your community, that has a name, and seeing if they have an interest in trafficking and not only funding, you know, a program, but bringing other community, you know, members and funders and companies together.

And often, they feel like that's, you know, a marketing opportunity for them to sponsor something like that, and they, you know, will have the competing power to bring others around the table as well.

>> Ashley Garrett: Okay, great. A follow-up for you, Kyle, would be -- so, you talked about how this particular group of donors in Houston really asked the hard questions about what the status quo is, so that that can directly tie with how they award funds. Can you talk a little bit more about what those kinds of questions would be or the kind of data that the questions that you're looking for as a donor to help our listeners understand more about the donor lens?

>> Kyle Wright: Yeah, I think the key point here is just because we're asking these questions doesn't mean we're getting the answer, and often the questions, I think, are more important than some of the answers. But it's -- it can be frustrating in that a lot of these questions are, again, rooted in, you know, years and systems, but there are cracks where we might see that there are opportunities to accelerate change that might be due to lack of funding or, you know, that -- where we have leverage as a community member.

One of the frustrating things has been lack of data, and so I think that absolutely we see that as a gap and have -- certain donors have been interested in funding robust data systems, recognizing that there are flaws with that, but having something, you know, more to go on at that level. So, a lot of talk about the systems that already exist, and asking questions about the homelessness system or, like I mentioned earlier, the child welfare system and what, you know, leverage we might have to move this in a more, you know, trauma-informed or survivor-informed way.

And so, I think, again, trying to make connection between survivors, using our leverage to those in influence of power to make decisions and influence the systems that are affecting and using donors in that way.

>> Ashley Garrett: Perfect, thank you. A hard question. Cheryl, do you want to -- as we finish this off, would you love to -- I think you might have an encouraging story to share with folks about some of the ways that these kinds of partnerships can really be successful.

>> Cheryl Pittluck: Well, we had a local church that had a very small group of people that were participating in the task force, just basically four people that had been attending meetings who wanted to do a fundraiser for the task force and also wanted to have an opportunity to raise awareness within their church and in the community.

So, what we did is we helped them put on a big parking lot yard sale, and the way they did was if an individual in the church or the community wanted to, quote unquote, "rent" a space, they paid a nominal fee -- I think it was

\$25 -- they sold their stuff; they kept their money; or you could come and do it for free, sell your stuff, and donate the money to the task force.

But we also had people from the task force, volunteers that were out manning a table with information about human trafficking and the task force; we had a case manager from the Salvation Army there. We actually had a survivor; people didn't know she was a survivor, but she was there handing out information.

And afterwards I was pleased with the amount of money they raised, I was pleased with the amount of awareness they were able to raise, but what was most encouraging to me was I had two people come up to me and say, "Thank you for giving me an opportunity to do something about human trafficking, because I never felt like I had any way to get involved or make a difference."

>> Ashley Garrett: Great. That's such a great endnote to say there are so many folks in our communities that are wanting to. I know for me, working in this area for so many years, I routinely get questions from friends and family about "what can I do individually?" because we all feel -- we all want to be a part of the solution. So, I wanted to thank each of our speakers for all the time that they put in and the insight that they've been able to share. Thank you to all of the participants who engaged and hopefully found this to be a learning and eye-opening session.

Just to recap, too, that we are -- that NHTTAC is funded through the Administration for Children and Families Office of Trafficking and Persons, and we're collectively involved in really delivering training and technical assistance that informs and enhances a public health response to human trafficking. This is one of a series that we offer on a regular basis, so if you are not signed up for our listserv, certainly do so.

And if you heard something today about an area that you might be interested in receiving technical assistance so that you can go further in expanding your public-private partnerships or any of the other ways that we work in delivering individual and customized training and technical assistance, please reach out to us. We are -- we continue to be -- work as allies and partners across the United States with communities and survivors and professionals working in our call center, and for our support center, information is here.

And again, thank you so very much to everyone that participated and contributed, and I believe at the end of this, as you come out of this webinar, there will be a pop-up box that will ask you to take just a couple of minutes to give us an evaluation. We really use your feedback to better inform and plan for what NHTTAC is doing in the future, so please take a few minutes to respond, and have a great day. Thank you so much.