



NATIONAL HUMAN TRAFFICKING
TRAINING AND TECHNICAL
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ADMINISTRATION FOR
CHILDREN & FAMILIES
Office on Trafficking in Persons



Human Trafficking Community Readiness Guide

September 2021

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CHAPTER 1



Executive Summary

Chapter 1: Executive Summary

The Human Trafficking Community Readiness Guide was created by a diverse group of subject matter experts, including those with lived experience, with the intention to strengthen community readiness in anti-trafficking work. This guide provides step-by-step instructions on how communities can assess their current efforts and develop sustainable strategies based on their level of readiness. This guide will help community providers and organizations create an effective, coordinated, multidisciplinary, and tailored approach to identify and respond to trafficking in your unique community.

“What we do is more important than what we say or what we say we believe.”

— bell hooks, American Scholar and Activist

Guide Development Process

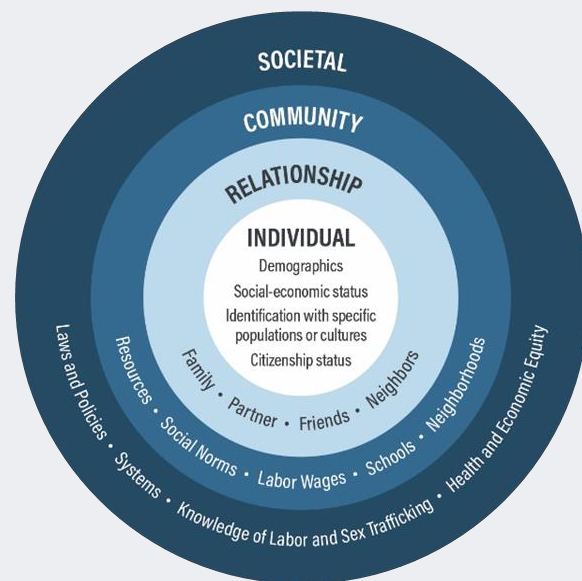
Human trafficking is a complex issue that requires a coordinated communitywide response to effectively identify and respond to the unique needs of individuals at risk of trafficking or individuals who have experienced trafficking. Communities are also complex with varying levels of risk and protective factors related to trafficking as well as varying levels of knowledge and skills on how to respond to trafficking. Recognizing this, OTIP funded the development of this guide and, in 2020, the workgroup began reviewing existing community readiness tools, discussing related trends and research, and developing this guide.

Community Readiness Defined

Community readiness is the degree to which a community is prepared to take action on a public health issue, including trafficking. It is essential for developing appropriate strategies and interventions that will foster and sustain community change. This guide outlines how to measure community readiness to address trafficking and offers stage-appropriate strategies based on the community's level of readiness. The recommended interventions are designed to meet communities “where they are” and challenge them to increase their level of readiness. By implementing the recommended strategies in this guide, communities will be better equipped to create multiple levels of impact based on the social-ecological model on the right.

Appendix A includes a list of terms and definitions used throughout this guide.

Social-ecological Model

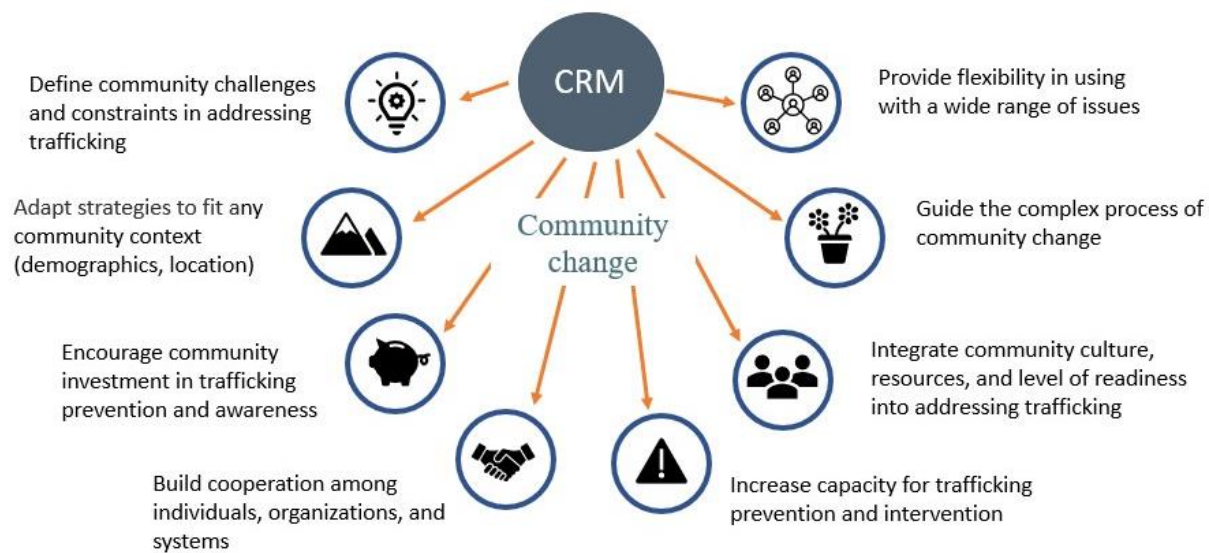


Examples

- Societal: public policies based on the public health approach framework
- Community: comprehensive multidisciplinary response; trauma-informed, person-centered organizational protocols
- Relationship: knowledge of force, fraud, coercion tactics within relationships
- Individual: awareness of trafficking and available resources

About the Community Readiness Model

The Community Readiness Model (CRM) outlined in this guide was adapted from the Community Readiness: Advancing Suicide Prevention in Native communities developed by the Substance Abuse and Mental Health Services Administration. This model was chosen for anti-trafficking efforts because it outlines a manageable process for change about a public health issue that promotes community ownership in the development of reasonable and sustainable strategies. The CRM was augmented to include a community readiness dimension on equity. The equity dimension was included in this guide to (1) bring awareness to the significant role inequity and injustice play in an individual's risk of exploitation and (2) provide recommendations for addressing such inequities in your community. This guide leverages the CRM to help communities:



Guiding Principles

The guiding principles throughout this guide create an overarching framework to help communities foster a culture designed to effectively explore and address disparities and inequities in the community. Research shows that disparities and inequities in a community increase the risk of exploitation for community members. These principles are essential in successfully collaborating with individuals who have been affected by trafficking and are relevant for community partners, government agencies, and organizations who will support a multidisciplinary response to prevent and address trafficking. Even organizations that may not typically consider themselves engaged in anti-trafficking work can find a role in reducing risk factors of exploitation (e.g., child abuse and neglect, intimate partner violence, elder abuse, gang violence) and increasing protective factors (e.g., stable housing, livable wage, supportive caring adults, high quality affordable child care).

Research in the trafficking field and other related fields demonstrates the importance of the guiding principles on the next page.



Inclusive of All Types of Human Trafficking

Your response must be inclusive of all forms of human trafficking: The overall understanding of human trafficking in the United States and around the world is dominated by a focus on sex trafficking. As professionals, we have to ensure that we are recognizing and responding fully to both labor and sex trafficking. To learn more about types of trafficking, read [The Typology of Modern Slavery](#).

Trauma-Informed and Person-Centered

A trauma-informed organization fosters strengths, respects autonomy, builds leadership and skills, and increases inclusive and solutions-focused practices. (Substance Abuse and Mental Health Services Administration, 2014). It also seeks to avoid re-traumatization by prioritizing safety, autonomy, respect, and collaboration. Learn more about trauma-informed care in the SOAR Online module, [Trauma-informed Care](#). Person-centered care also includes the application of legal and ethical standards.

Survivor-Informed

As a primary stakeholder in the anti-trafficking field, survivor leaders provide invaluable insight and expertise. They can support organizations and communities by informing anti-trafficking policies and practices to strengthen identification and response to trafficking. All SOAR programming is informed by subject matter experts, including those with lived experience in trafficking.

Culturally and Linguistically Appropriate

Human trafficking is a crime that affects people from all races and cultures who speak a variety of languages. As a result, it's important that your community is prepared to offer services that are culturally and linguistically appropriate. To learn more about delivering culturally and linguistically appropriate services, take our SOAR Online module [Culturally and Linguistically Appropriate Services](#).

Multidisciplinary

Individuals at risk of trafficking or individuals who have experienced trafficking will need the help of a multidisciplinary team of professionals for prevention and intervention services and resources. Examples include health care, public health, behavioral health, law enforcement, community-based organizations, survivors, social services, schools, and legal aid.

Data-Driven

These guiding principles are based on research and evidence-based practices. Similarly, effective anti-trafficking programs need to develop and implement policies and practices driven by data from the field and reflective of local trafficking issues, incorporate lessons learned from anti-trafficking efforts, and reflect the needs of individuals at risk of trafficking or individuals who have experienced trafficking.

In addition to the guiding principles above, a meaningful and comprehensive anti-trafficking response is survivor informed. Organizational policies and procedures should be developed and reviewed by individuals with lived experience. To strengthen the organization's response to trafficking, organizations are strongly encouraged to employ individuals with lived experience and/or provide ongoing opportunities for them to participate as key decision makers in the organization. Learn more in the [Toolkit for Building Survivor-Informed Organizations](#).

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CHAPTER 2



Understanding Readiness



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Chapter 2: Understanding Readiness

In this guide, we break down readiness into two essential components:

- **Dimensions of readiness:** key factors that influence a community's readiness to take action on a specific public health issue
- **Levels of readiness:** benchmarks based on a community's existing efforts on the public health issue

Dimensions of Readiness

The table below lists each dimension of readiness and questions that assess that dimension.

Community equity	What are examples of a systemic understanding of equity and/or inequity in the community? What is the prevalence of individuals who understand that inequity increases risk of exploitation, including trafficking? What is the capacity of the community to address inequities and injustices? What is the extent of multi-sector collaboration and community capacity to advocate and drive change? What is the level of trauma-informed care practices implemented across community organizations?
Existing community efforts	What efforts, programs, and policies in your community currently address trafficking prevention, identification, and care? Do they include all forms of trafficking and all populations in the community?
Community knowledge of the efforts	To what extent do community members know about local anti-trafficking efforts and their effectiveness? How is the community informed about existing efforts? Are efforts accessible to everyone in the community? Do efforts include all forms of trafficking?
Leadership	How do appointed leaders and influential community members support and engage with anti-trafficking efforts? How do leaders support trauma-informed and survivor-informed policies and practices?
Community climate	What is the prevailing attitude of the community toward trafficking? Are there beliefs about specific populations in the community that may affect an anti-trafficking response? Are individuals and organizations interested in supporting anti-trafficking efforts along the continuum from prevention to intervention?
Community knowledge about the issue	To what extent do community members know about or have access to information on trafficking, including types, risks, indicators, trauma-informed approaches, and care coordination?
Resources related to the issue	What local resources (people, time, money, space) are available to support anti-trafficking efforts such as prevention, community awareness, training, identification, organizational protocols, and services (e.g., health, housing, legal, behavioral health)? What trainings and supports are available to develop and maintain trauma-informed and survivor-informed programming within organizations that support anti-trafficking efforts?

Levels of Readiness

Within each dimension, a community's level of readiness indicates the community's ability to sustain their anti-trafficking efforts and effectively expand with new initiatives. The image below shows each level of readiness.



Appendix B lists specific characteristics for each level of readiness that are based on the dimensions of readiness. To reach a certain level, all previous levels must have been met. In other words, a community cannot be at level 7 and not have achieved levels 1 through 6. Conversely, if a community is unable to sustain anti-trafficking in a level of readiness, they may regress to a previous level. Hence, it is important to reassess your community's efforts and level of readiness at least annually.



CHAPTER 3



Assessing Your Community



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Chapter 3: Assessing Your Community

Now that you are ready to get started, let's discuss the key steps to assessing your community's level of readiness in each dimension to effectively respond to trafficking in your community.



Step 1. Define Your Community



Define your community. Community may be defined as a geographical area (e.g., city, county, region) as well as a set of organizations in a geographical area that serve a common population (e.g., youth, Indigenous, foreign nationals). Ideally, your community includes a variety of organizations from different sectors that can support identifying and responding to trafficking.



Step 2. Identify Interviewers and Key Respondents

Identify who will conduct the interviews. We recommend that communities partner with interviewers with expertise in trafficking or other forms of exploitation (e.g., intimate partner violence, sexual assault). Interviewers need to have a thorough understanding of:

- Social determinants of health and connection to increased risk of exploitation
- All types of human trafficking and other related forms of exploitation
- Common misperceptions related to trafficking and victims of violence
- Implicit biases, systemic inequity, and racism in the community
- Person-centered, trauma-informed approaches
- Provider-related and individual-related barriers that prohibit identifying and responding to exploitation, especially in marginalized and underrepresented populations
- Diverse community stakeholders necessary to build a multidisciplinary response that meets the unique needs of patients or clients in the community (e.g., health care, behavioral health, social services, public health, legal aid, law enforcement, community-based organizations)

Consider identifying at least two people who have the capacity to conduct all the interviews. For example, you are in an urban community and determine that you will interview eight stakeholders. Each interviewer will need to have the time available and established rapport to conduct all eight interviews. Each interview should average 60 to 90 minutes per respondent.

Identify the number of stakeholders to be interviewed based on the size of your community and the sectors. In rural areas or smaller population zones, the interviews should target six to eight key respondents. In urban or suburban areas there are likely more formal and informal leaders, so 9 to 12 respondent interviews may be a better range.

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Create a list of key respondents to interview from different sectors in your community.

The purpose of the interviews is to collect information from a wide range of people who have first-hand knowledge about the community and how the community views human trafficking and related issues. Consider individuals and entities that together can provide a comprehensive multidisciplinary treatment and referral system to prevent and respond to trafficking. Examples include state government, local government, schools, community health centers, hospitals, clinics, churches, law enforcement, legal resources, homeless shelters, treatment providers, certified addiction counselors, food banks, housing authorities, task forces, child protective services, and other social services.

**Step 3. Conduct a Preassessment**

Conduct a preassessment to determine a baseline level of readiness. The preassessment is designed to gather baseline information about your community's current level of readiness within the seven dimensions of readiness to help inform your next steps. Questions are designed to solicit information on the levels of readiness described above. The preassessment will take approximately 20 minutes per respondent, whereas the full community readiness assessment will take approximately 1.5 hours per respondent.

We recommend conducting the preassessment with each of the key respondents identified in step 2 via an online survey or live interviews. Live interviews (i.e., calls, in-person) need to be conducted one-to-one between the identified stakeholder and the interviewer to better build rapport with the respondent, foster a sense of safety for answering potentially difficult questions, and encourage honest responses. Appendix C includes the list of preassessment questions and instructions on how to analyze the responses.

**Step 4. Conduct and Score the Community Readiness Assessment**

Conduct the community readiness assessment. Based on the results of the preassessment, you may decide to keep your existing list of key respondents or modify them to gain a more diverse and broader picture of your community's readiness for each of the seven dimensions. In preparation for these, interviews will review the responses from the preassessment and integrate into the interview questions. Instructions for conducting the full community readiness assessment interviews, including sample scripts and recommended interview questions, are provided in Appendix D.

Score the community readiness assessment. Interviewers score each interview. Scores across the interviews are combined to establish the level of readiness for each of the seven dimensions as well as the overall level of community readiness score outlined in Appendix E.

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Step 5. Determine Strategies

Convene a multidisciplinary team. We recommend completing this step with leaders from a variety of organizations across key sectors (e.g., health care, public health, behavioral health, social services) that can commit funding and/or other resources to implement strategies.

Consider how the scores distribute across the dimensions. When reviewing the distribution of scores across the seven dimensions, consider:

- Are the scores all about the same across the dimensions?
- Are some scores lower in some dimensions than in others?

Determine the recommended strategies for the applicable level of readiness. Prioritize lower scoring dimensions in planning your approach. Review Appendix F for potential strategies based on your community's level of readiness.

“As human beings, it is time to take responsibility for the power of our intelligence and use the power of our intelligence to think coherently. This isn't about whether we can or we can't. This is about whether we will or we won't.”

— John Trudell

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Step 6. Implement Strategies

Implement strategies. To be successful, ensure the strategies chosen for each dimension are consistent with or lower than the level of readiness for that dimension. **The** goal for progression through the levels is to move progressively through each level. For example, a community should not be working on level 7 strategies if they have not achieved the previous levels first. Skipping or merging levels reduces the effectiveness of intended change.

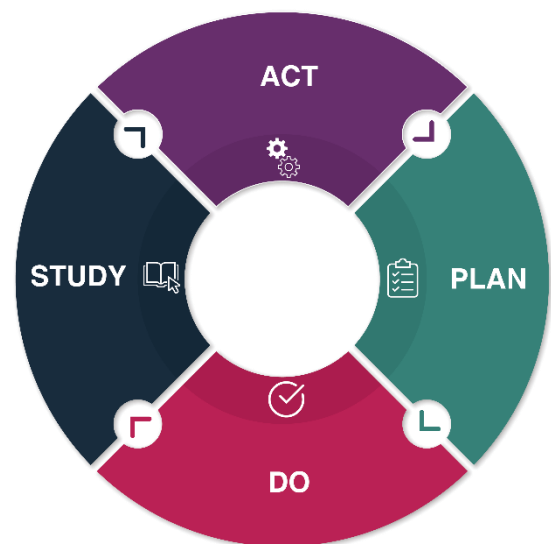


Step 7. Revisit, Adapt, and Improve

For anti-trafficking efforts to be effective and sustainable, the efforts must be regularly monitored, evaluated, and reassessed. This process should be informed by your [multidisciplinary treatment and referral team](#).

- **Step 1: Plan**—Plan the test or observation, including a plan for collecting data.
- **Step 2: Do**—Try out the test on a small scale.
- **Step 3: Study**—Set aside time to analyze the data and study the results.
- **Step 4: Act**—Refine the change, based on what was learned from the test.

After your community implements a variety of strategies to strengthen your level of readiness, we recommend reassessing your efforts at least every 6 months.





CHAPTER 4



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Conclusion



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Chapter 4: Conclusion

Human trafficking is a multifaceted, complex public health issue. As such, our anti-trafficking efforts must be equally multifaceted to ensure a comprehensive response that will meet the diverse, unique needs of individuals throughout the community. Although this guide provides a framework to assess your anti-trafficking efforts and recommendations for improving your readiness, each community will need to determine appropriate strategies based on their unique demographics, culture, needs, and goals. Use the results from this guide and the example strategies to boost your community's capacity for sustainable anti-trafficking efforts.

Regardless of how your community chooses to proceed, ensure the guiding principles in this guide underpin all of your efforts. Communities can increase the effectiveness of their approaches if they are committed to addressing racial equity, inclusivity, and bias within internal and external efforts. In addition, individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at higher risk of trafficking must be present and represented. Our collective efforts to reduce and prevent human trafficking will grow stronger when diverse communities can build their capacity for more inclusive response efforts.

“There is no power for change greater than a community discovering what it cares about.”

— Margaret J. Wheatley

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Email info@nhtac.org to request training and technical assistance for conducting a community readiness assessment and/or implementing recommended strategies to increase your community's level of readiness.

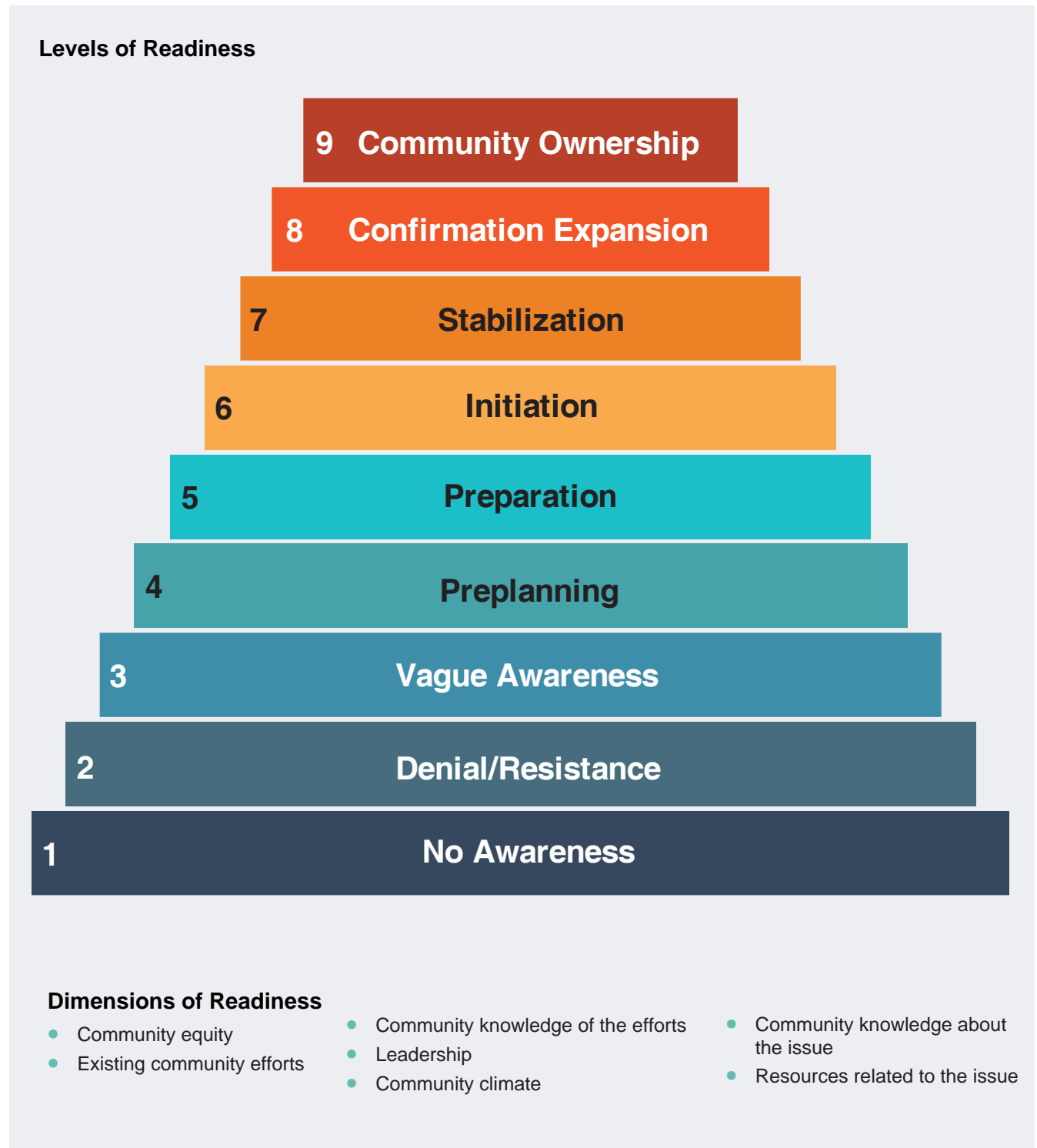
Appendix A: Terminology

Administrators	An individual who is a manager or director of an organization or business residing in a community
Coercion	Threats of serious harm or psychological manipulation such as holding someone at gunpoint, threatening the life and safety of a person or their family and friends, withholding legal documents, and debt bondage
Community	A united group of people
Community Leader	An individual who represents a community or township through their elected paid or voluntary leadership; may include program administrators, decision makers, elected officials, influential individuals, champions, community advocates, and survivor leaders
Community Stakeholders	Individuals or businesses that have firm interest in the well-being of the community; stakeholders generally have a vested interest in the overall thriving of the community and can shape or be influenced by the community's actions
Cultural Competence	The ability of an individual or organization to interact effectively with people of different cultures, including drawing on knowledge of culturally based values, traditions, customs, language, and behavior to plan, implement, and evaluate service activities; some organizations use the terms "cultural accountability" or "cultural responsiveness" (https://ovc.ojp.gov/sites/g/files/xyckuh226/files/model-standards/glossary.html)
Diversity	Recognition of the vast array of different groups, including those of different races, ethnicities, genders, and cultures, that may have varying behaviors, attitudes, values, beliefs, rituals, traditions, languages, or histories (https://ovc.ojp.gov/sites/g/files/xyckuh226/files/model-standards/glossary.html)
Elected Leaders	Individuals who hold public office or are appointed to another position by method of vote
Equity	Being fair and impartial; freedom from bias or favoritism
Evidence-Based Programs and Practices	A program, practice, or intervention whose effectiveness has been demonstrated by causal evidence (generally obtained through one or more impact evaluations); causal evidence documents a relationship between and depends on the use of scientific methods to rule out, to the extent possible, alternative explanations for the documented change (for more information about evidence-based programs and practices and ratings of many justice system interventions, visit www.crimesolutions.gov or www.nrepp.samhsa.gov) (https://ovc.ojp.gov/sites/g/files/xyckuh226/files/model-standards/glossary.html)
Force	Physical assault, sexual assault, physical confinement, isolation
Fraud	False promises about work and living conditions, false pretenses for interpersonal relationships, use of fraudulent travel documents, fraudulent employment offers, withholding wages
Human Trafficking	A crime that involves exploiting a person for labor, services, or commercial sex; the Trafficking Victims Protection Act of 2000 and its subsequent reauthorizations define human trafficking as: (a) sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age or (b) the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery (22 U.S.C. § 7102(9))

Inclusive	Having a broad orientation/scope of practice that involves the expertise of multiple perspectives such as diverse gender orientations, cultural backgrounds, ethnicities, and professions
Informal and Influential Leaders	Individuals who are considered leaders in the community (unofficially or without a formal title); influential leaders have noteworthy influence on communities' choices and compass of thought and can be elected or informal
Labor trafficking	The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery
LGBTQ2IA+	Lesbian, gay, bisexual, transgender, queer and questioning, Two-Spirited, intersex, and asexual; plus represents inclusion beyond that
Non-binary	A term used to describe individuals who may experience a gender identity that is neither exclusively male or female or is in between or beyond both genders; non-binary individuals may identify as gender fluid, agender (without gender), third gender, or something else entirely
Organization	An organized group of individuals moving toward the same goal underneath a business and/or nonprofit initiative
Sex trafficking	The recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purpose of a commercial sex act in which the commercial sex act is induced by force, fraud, or coercion or in which the person induced to perform such act has not attained 18 years of age
Social Determinants of Health	Conditions in which people are born, live, learn, work, play, worship, and age that impact health, functioning, and quality of life outcomes and risks (CDC https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health)
Survivor-informed	Program, policy, intervention, or product that is designed, implemented, and evaluated with intentional leadership and input from individuals with lived experience to ensure that the program or product accurately represents the needs, interests, and perceptions of the target victim population (https://ovc.ojp.gov/sites/g/files/xyckuh226/files/model-standards/glossary.html)
Trauma-Informed	Care that seeks to: Realize the widespread impact of trauma and understand paths for recovery Recognize the signs and symptoms of trauma in patients, families, and staff Integrate knowledge about trauma into policies, procedures, and practices Actively avoid re-traumatization
Underrepresented populations	Populations with less than adequate or insufficient representation in the human trafficking movement

Appendix B: Characteristics for Each Level of Readiness

The table below includes characteristics for each level of readiness that are based on the dimensions of readiness. The characteristics listed directly correlate to the dimensions of readiness.



1. No Awareness

- **Community equity.** Inequities exist, structural racism and institutionalized bias aren't identified, and marginalized communities have minimal power.
- **Existing community efforts.** There aren't any existing efforts in the community to address trafficking.
- **Community knowledge of the efforts.** The community doesn't have any knowledge of local, state, and/or federal efforts.
- **Leadership.** Leadership doesn't believe human trafficking is an issue in the community.
- **Community climate.** The community doesn't believe human trafficking is an issue in their community.
- **Community knowledge about the issue.** Community members have no knowledge about the issue.
- **Resources related to the issue.** There are no resources available for dealing with the issue.

2. Denial/Resistance

- **Community equity.** Inequities in the community are apparent but are rationalized or ignored.
- **Existing community efforts.** There aren't any efforts specific to addressing trafficking. There may be initial efforts to respond to other forms of violence (e.g., intimate partner violence, sexual assault).
- **Community knowledge of the efforts.** Community members have misconceptions or incorrect knowledge about current efforts.
- **Leadership.** Leaders do not support using available resources to address human trafficking or parallel social justice movements and do not support trauma-informed and survivor-informed efforts.
- **Community climate.** Some community members believe human trafficking is a victimless crime and/or people choose to be exploited.
- **Community knowledge about the issue.** Some community members acknowledge human trafficking is occurring in the United States but struggle to believe their community is affected.
- **Resource related to the issue.** The community does not have resources dedicated to trafficking. There may be resources related to other forms of violence (e.g., intimate partner violence, sexual assault).

3. Vague Awareness

- **Community equity.** As it relates to human trafficking, inclusivity, bias, and racial equity are not considered. There is a lack of representation of individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking in community discussions.
- **Existing community efforts.** There aren't any efforts specific to addressing trafficking. There are established efforts to respond to other forms of violence (e.g., intimate partner violence, sexual assault).
- **Community knowledge of the efforts.** Many do not consider it a priority in comparison to other issues that are fully recognized (e.g., opioid crisis versus human trafficking).
- **Leadership.** Elected, informal, survivor, and influential leaders, organizations, and community members recognize each other's place in the community but are operating in silos in addressing human trafficking.
- **Community climate.** Victim blaming exists while minimizing the role of the employers, sellers, and/or buyers of labor and/or sex trafficking. Trauma is identified as impacting many people and issues in the community but not seen as affecting agency organization and service delivery methods.
- **Community knowledge of the issue.** Many acknowledge human trafficking is occurring locally while feeling overwhelmed to address it in their community. Many acknowledge or have limited knowledge of one type of trafficking that involves negative stereotypes (e.g., awareness of sex trafficking that limits the understanding of victims to one race, gender, or age).
- **Resources related to the issue.** The community does not have resources dedicated to trafficking. There are resources related to other forms of violence (e.g., intimate partner violence, sexual assault).

4. Preplanning

- **Community equity.** Inclusivity, bias, and racial equity are now part of the discussion on human trafficking. Individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking are represented and engaged in community preparation.
- **Existing community efforts.** Newly developed efforts may be duplicative, resulting in similar resources in the same catchment areas and little to no resources in other areas. New collaborations and partnerships are unorganized and without clear direction. Educational opportunities may vary for target audiences, definitions, data interpretation, and direction, resulting in more confusion, frustration, and eventual disengagement.
- **Community knowledge of the efforts.** Community members are aware of existing efforts to address other forms of violence (e.g., intimate partner violence, sexual assault). Some community members are aware of interest in developing anti-trafficking programming.
- **Leadership.** Some leaders are interested in supporting anti-trafficking efforts and dedicated resources to the issue.
- **Community climate.** Some community members and organizations may be resistant to partnering. Survivor voices are sought to inform the conversations in a trauma-informed manner.
- **Community knowledge of the issue.** The community fully recognizes that human trafficking is occurring in their community and agrees the issue needs to be prioritized.
- **Resources related to the issue.** The community is beginning to research potential funding of anti-trafficking efforts. Some organizations are training staff on trafficking, including trauma-informed care.

5. Preparation

- **Community equity.** Planning includes strategies to address inclusivity, bias, and racial equity in the plans to address human trafficking, ensuring equity and equality is at the forefront.
- **Existing community efforts.** Efforts begin to take shape to address prevention, intervention, and treatment. Community organizations are learning how to implement trauma-informed policies throughout their organizations.
- **Community knowledge of the efforts.** Outreach is occurring to those not engaged, and consistent messaging is a priority to ensure all community members can support the effort and/or share their questions and concerns in safe places. New policies, Memoranda of Understanding, and anti-trafficking efforts are planned by community members from a broad representation, including individuals with lived experience, non-binary/LGBTQ2IA+, culturally diverse members, and other populations at high risk of trafficking.
- **Leadership.** Community leadership begins to strategize and build relationships as they plan to address human trafficking in their community with support from various disciplines, professions, survivor leaders, and other community members.
- **Community climate.** Community members support efforts to address trafficking.
- **Community knowledge of the issue.** Organizations are increasing community awareness of the issue through informational brochures and connection to training about trafficking. Several members are aware of trafficking indicators.
- **Resources related to the issue.** Research and localized data are used to determine prevalence and existing resources. The community has begun identifying which organizations can support a multidisciplinary response to trafficking.

6. Initiation

- **Community equity.** Community leaders and members are tracking the impact of various efforts internally and externally, examining the perceived benefits and unexpected burdens for individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking.
- **Existing community efforts.** The community is beginning to implement survivor-informed, trauma-informed anti-trafficking efforts. Organizations from different sectors are collaborating to facilitate referrals and care between organizations.
- **Community knowledge of the efforts.** Formal outreach plans are implemented communitywide to share information about anti-trafficking efforts. Members are aware of existing efforts and resources.
- **Leadership.** Community leaders are documenting unresolved issues and making plans to address them.

- **Community climate.** There is acknowledgment that partnerships between elected, informal, survivor, and influential leaders, organizations and community members need to be formalized to effectively address human trafficking in the community.
- **Community knowledge of the issue.** Formal outreach plans are being implemented communitywide to share information about trafficking.
- **Resources related to the issue.** There is funding dedicated to resources related to trafficking. Several resources exist to support prevention and intervention anti-trafficking efforts.

7. Stabilization

- **Community equity.** There are descriptive long-term plans in place to address bias, lack of access and barriers for individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking. Community leaders engaging in anti-trafficking efforts reflect the cultural diversity of the community. Equity is supported by most anti-trafficking efforts.
- **Existing community efforts.** The community provides anti-trafficking programming to all populations, including underrepresented populations. Survivor-informed programs and services are in place and are used to serve all individuals with lived experience. Trauma-informed policies and programs are in use in community organizations.
- **Community knowledge of the efforts.** Formal outreach plans are implemented throughout the community to share information about anti-trafficking efforts. Members are aware of existing efforts and resources and some have used the available resources for themselves or others affected by trafficking.
- **Leadership.** Anti-trafficking efforts are now equally supported by administrators; community stakeholders; and elected, informal, survivor, and influential leaders.
- **Community climate.** Planned community groups such as specialized teams, coalitions, and task forces are formed strategically with clear missions, means of consistent communication, and documented tasks and outcomes.
- **Community knowledge of the issue.** Community members are trained on trafficking indicators, groups at high risk of trafficking, common myths about trafficking, and resources available to respond to trafficking by those with lived experience and advocates.
- **Resources related to the issue.** A multidisciplinary network of organizations across different sectors is established to identify and respond to trafficking. MOUs, MOAs, policies, and procedures are in process.

8. Confirmation Expansion

- **Community equity.** Community continues to track and address efforts by examining benefits and burdens for individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking. There is decreased racial and gender disparity in both access to services and individuals with lived experience. Equity is a shared vision and value across all efforts.
- **Existing community efforts.** An organized community group (e.g., task force, coalition) is in place with multidisciplinary organizations to ensure anti-trafficking initiatives continue and evolve to meet the needs of the community. All community initiatives and service expansions are rooted in trauma-informed principles. Local data is regularly obtained and used in community planning and response.
- **Community knowledge of the efforts.** The community is comfortable using existing services and supports necessary expansions. The community actively promotes capacity building in underresourced populations to develop advocacy and leadership skills and provide a voice for individuals with lived experience.
- **Leadership.** The leadership and community are committed to continued learning about human trafficking in their community, individuals with lived experience initiatives, programs, and services.
- **Community climate.** The community provides services to all populations affected by human trafficking, including underrepresented populations.
- **Community knowledge of the issue.** Community members fully acknowledge all types of human trafficking and its impact on everyone in the community and support anti-trafficking efforts.
- **Resources related to the issue.** The community actively seeks additional funding to sustain existing resources and create new resources. Efforts are supported by broad, multisector collaborations.

9. Community Ownership

- **Community equity.** Culturally responsive and inclusive services are provided for individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking, ensuring continued commitment to racial and gender equity. The community has a clear plan of how to continue to educate and promote inclusion and racial equity. Active leadership, advocacy, and engagement are maintained in historically underrepresented populations.
- **Existing community efforts.** Data and evaluation guide the community focus and direction. Evidence-based and research-informed models are applied to anti-trafficking programming. Ongoing evaluations and accountability measures are used to ensure community response to human trafficking is maintained. Prevention efforts exist and are provided throughout the community. All programs and services are survivor informed, trauma informed, inclusive, and designed using promising practices in the field.
- **Community knowledge of the efforts.** The community consistently uses existing services and promotes efforts in the community. Community members advocate for underresourced populations and actively identify opportunities for expansion.
- **Leadership.** The organized community group (e.g., task force, coalition) is survivor informed, inclusive, and a welcomed part of the community.
- **Community climate.** The community has in place or is focused on ensuring state laws exist and are maintained that protect individuals with lived experience and ensure appropriate consequences for the perpetrators, including sellers and buyers.
- **Community knowledge of the issue.** Detailed and sophisticated knowledge exists about prevalence of and types of human trafficking in the community.
- **Resources related to the issue.** The community is actively working with individuals with lived experiences to continually plan for additional resources based on community and nationwide data. Existing resources are readily available to and used by everyone in the community.

Appendix C: Conducting the Preassessment

Purpose

The preassessment is designed to gather baseline information about your community's current level of readiness and to help inform your next steps. The preassessment will take less time than the full community readiness assessment, which takes 60–90 minutes per key respondent. It does not replace the comprehensive community readiness assessment.

Recommendations

We recommend conducting the preassessment via an online survey or live interview. Live interviews (i.e., calls, in-person) need to be completed one-to-one between the interviewer and the key respondent. This approach makes it easier to build rapport with the key respondent and fosters a safe space for key respondents to answer potentially difficult questions more honestly.

Script and Questions

Live Interview

Hello, my name is _____, and I am a community readiness assessment assistant from _____ (optional: description of organization). Thank you for agreeing to speak with me about your community. We will talk a lot about your perception and others' perceptions about trafficking in your community as well as current efforts. However, before we get started, I want to share the definition of human trafficking. It is a crime that involves exploiting a person for labor, services, or commercial sex. The Trafficking Victims Protection Act of 2000 and its subsequent reauthorizations define human trafficking as:

- Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion or in which the person induced to perform such act has not attained 18 years of age; or
- The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Do you have any questions about the definition of human trafficking?

This survey will take approximately 30 minutes to complete, and your responses will help inform next steps. Your responses will remain confidential, and your responses will not be tied to you or your organization. Before we begin, tell me a little bit about how you define your community. For example, who do you include in your definition of your community?

As I ask you each question please reflect on the community you just defined and its current response to human trafficking from your own perspective.

Community Equity

- How would you describe the diversity of community members? (Probe: Diversity includes racial and ethnic identification, geography, and sexual and gender identification, among other characteristics.)
- How have community members reached/served diverse groups or traditionally underserved communities? (Probes: For example, are there particular agencies that serve underresourced community members? Are there community health workers, promotoras, and other peer outreach efforts in your community?)

Existing Community Efforts

- What efforts in the community address human trafficking? Describe how long they have been going on and who they serve.
- Please describe any multidisciplinary efforts to eliminate community inequities that contribute to the risk of human trafficking. For example, what is an example of a multisector effort to address an identified community inequity such as housing, health, income, employment, or public safety?

Community Knowledge About Efforts

- Are you aware of any forthcoming efforts or plans to address human trafficking in the community? If yes, please describe them.
- How are community members informed of existing efforts?

Leadership

- On a scale from 1 to 10 (where 1 = “not at all” and 10 = “a great concern”), how concerned are your elected and community leaders with providing human trafficking prevention for community members and services for individuals with lived experience? Please explain your rating.

Community Climate

- What is your perception of the community’s beliefs about human trafficking? (Probe: Think about possible myths, supported stereotypes, and victim blaming, for example).

Community Knowledge About the Issue

- On a scale from 1 to 10 (where 1 = “not at all” and 10 = “a great concern”), how much of a concern is human trafficking to members of this community?
- In your community, what types of information are available about trafficking? Is local data available? If so, where?

Resources Related to the Issue

- What do you consider the primary obstacles for individuals with lived experience to access services?
- What do you consider the primary obstacles to adding more services for individuals with lived experience?
- What are the primary obstacles in your community for preventing trafficking?
- Who/where would a person turn to first for help if they were experiencing trafficking?

Online Survey

For an online preassessment, we recommend using an online survey tool (e.g., SurveyMonkey) that allows you to collect responses using text boxes with large word or character counts.

Survey Landing Page

Thank you for agreeing to share information about your perceptions and others' perceptions of human trafficking in your community. Human trafficking is a crime that involves exploiting a person for labor, services, or commercial sex. The Trafficking Victims Protection Act of 2000 and its subsequent reauthorizations define human trafficking as:

- Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion or in which the person induced to perform such act has not attained 18 years of age; or
- The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

This survey will take approximately 30 minutes to complete, and your responses will help inform next steps. Your responses will remain confidential, and your responses will not be tied to you or your organization.

As you reflect and respond to each question in this survey, please consider the definition of trafficking and reflect on your community (add community name/description here), including its current response to human trafficking from your perspective.

Survey Questions

Same as above.

Analyzing Responses

Responses should be analyzed to determine whether resources should be allocated to proceed with the full comprehensive community readiness assessment. In analyzing the preassessment responses:

- Determine where the responses fall within the levels of readiness.
 - If responses from all preassessment response indicate a low level of readiness (levels 1–3), wait to conduct the full community readiness assessment until after you implement recommended strategies for levels 1–3 outlined in Appendix F. After the strategies are implemented across the community, conduct the preassessment again.
 - If the preassessment indicates a level of readiness 4 or above, proceed with the full community readiness assessment.
- Gauge the interest and ability of those who completed the preassessment to contribute to the comprehensive community readiness assessment.
- Decide if the interviewers need to reach out to a broader group of key respondents to ensure that individuals interviewed have a familiarity with not only the larger community but also underresourced groups in the community and existing efforts and services.

- For example, if one representative from an agency completes the preassessment and can easily and adequately describe the current services available to individuals with lived experience but is unable to identify efforts for underserved populations, then you may want to add individuals and/or agencies to the list of key respondents who are knowledgeable of or involved in work with underrepresented and underresourced groups.
- Research community efforts that may be outside of the scope and service area of the key respondents who completed the preassessment.

Appendix D: Conducting the Community Readiness Assessment

Purpose

The community readiness assessment is designed to gather comprehensive information about your community's current level of readiness and help inform next steps for strengthening your anti-trafficking efforts. The community readiness assessment will take approximately 60 to 90 minutes per key respondent interview, plus time to score and analyze the responses.

Instructions

The community readiness assessment needs to be completed as a live interview (i.e., call, in-person) and one-to-one between the interviewer and the key respondent. This approach makes it easier to build rapport with the key respondent and fosters a safe space for key respondents to answer potentially difficult questions more honestly.

The interviewer should probe the key respondent, when appropriate, to encourage the key respondent to respond to questions by thinking across the broad continuum of services (e.g., prevention, community awareness, training, screening and identification, law enforcement, and supportive services).

Script

Hello, my name is _____, and I am conducting a human trafficking community readiness assessment for [community name]. Thank you for agreeing to speak with me about your community. We are speaking with key people and organizations in the community that represent a wide range of stakeholders to ask about efforts to address human trafficking in [community name].

Before we get started, I want to share the definition of human trafficking. It is a crime that involves exploiting a person for labor, services, or commercial sex. The Trafficking Victims Protection Act of 2000 and its subsequent reauthorizations define human trafficking as:

- Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion or in which the person induced to perform such act has not attained 18 years of age; or
- The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Do you have any questions about the definition of trafficking?

This survey will take approximately 60 to 90 minutes to complete, and your responses will help inform next steps. Your responses will remain confidential, and your responses will not be tied to you or your organization.

The goal is to assess the community's overall stage of readiness for engaging in effective anti-trafficking efforts and to inform strategies based on the stage of readiness. These questions will cover seven dimensions: community equity, existing community efforts, community knowledge about efforts, leadership, community climate, community knowledge about the problem, and resources. These questions relate to community efforts to engage with and serve marginalized, high-risk, underrepresented, and underserved communities.

We believe it is important to ask these questions because of the direct nexus between community inequities, such as systemic racial inequity, and risk for human trafficking. As I ask you each question, please reflect on your community (add community name/description here) and its current response to human trafficking from your own perspective.

Interview Questions

Dimension A: Community Equity

Demographic

- How would you describe the demographic makeup of your community (e.g., age, gender, race, income, jobs)?

Awareness, Knowledge, and Reach

- Historically and/or currently, how have community members reached/served diverse groups or traditionally underserved communities?
- When interacting with nondiverse environments or individuals with little experience with those from the previously discussed underserved populations, how do members of the community approach making diversity relevant or valued?
- What specialized services are available for populations at an increased risk of trafficking? Which organizations lead these efforts?
- What types of prevention, intervention, and advocacy efforts exist for the general community?
- Are there different prevention, intervention, and advocacy efforts for underserved populations?
- Are there any new strategies that you think might be more effective for prevention, intervention, and/or advocacy efforts?

High-Level Policies That Address Structural Inequities

- Based on the composition of the community as you just described it, what policies or practices negatively impact those who represent marginalized, oppressed, unseen, or unwelcomed populations? (Prompt: Please consider employment, education, public service, and enfranchisement.)
- What top one or two communitywide policies, legislation, and initiatives have driven racial inequalities? (How have they been successful and what are the outcomes?)
 - **How is inequity measured?**
 - **How is equity measured?**

- Please describe language access for people with limited English proficiency in your community. (Prompt: What are the strengths of services in your community? What language access challenges exist in your community?)

Multisector Collaboration

- Please describe any multisector (multidisciplinary) efforts to eliminate community inequities that contribute to the risk of human trafficking. (Prompt: What is an example of a multisector effort to address an identified community inequity i.e. housing, health, income, employment, public safety, etc.)

Health Equity as a Shared Vision and Value

- On a scale from 1 to 10 (where 1 = “not at all” and 10 = “a great concern”), how concerned are your
 - elected leaders about community racial/ethnic equity?
 - community leaders about community racial/ethnic equity?

Community Capacity to Shape Outcomes

- Please describe your agency’s community impact and who you primarily serve (e.g., adults, youth, gender, race, populations at increased risk of trafficking).
- Please describe your outreach materials and the languages and communities that they are tailored for.
- What does it look like when diverse community perspectives are meaningfully included/represented?
- Please describe your successes and challenges working with:
 - Non-binary/LGBTQ2IA+ individuals (i.e., gender-neutral bathrooms, intake forms to encompass all genders (i.e., fill-in blank), including transgender clients in service delivery – shelter, volunteers)
 - Culturally diverse members (e.g., Black, Indigenous, Asian, Muslims, Jews, foreign nationals)
- How does the community advocate on behalf of traditionally underserved populations with individuals who don’t see its value?
- How have individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking been empowered to represent and lead efforts themselves?
- Please define equity and equality and how they impact diverse populations differently.
 - How have individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking been empowered (trained, invited) to represent and lead efforts themselves?

Dimension B: Existing Community Efforts

[For the questions in this dimension, ask the respondent to answer based on what they believe is the community's perception and not their own.]

- On a scale from 1 to 10 (where 1 = “not at all” and 10 = “a great concern”), how much of a concern is human trafficking to members of [this community]? Please explain your rating.
- What efforts in [this community] address human trafficking? Probe: Can you briefly describe each of these?
- How long have each of these efforts been going on?
- Who do each of these efforts serve (e.g., age group, gender, ethnicity)?
- Are the efforts to address human trafficking unified (e.g., unified screening efforts across sectors)?
- Generally, are these services used by people in the community? Probe: What factors (e.g., demographics) increase or create obstacles to utilization?
- What policies related to human trafficking are in place in the community (e.g., state/local policy, law enforcement protocols, hospital protocols)?
- What human trafficking efforts are planned for [this community]?
- Can you describe efforts to involve a diverse representation of community members, including those with lived experience, in the development of human trafficking-related efforts? Probe: Describe how those with lived experience have leadership, agency, and autonomy over this process.
- How are data and evaluations results used to make changes in current efforts or in the planning of new efforts?
- Can you describe the awareness of and adherence to trauma-informed care principles of practice and organizational policy development?

Dimension C: Community Knowledge of the Efforts

[For the questions in this dimension, ask the respondent to answer based on what they believe is the community's perception and not their own.]

- About how many community members are aware of each of the following aspects of the efforts: none, a few, some, many, or most?
 - Have heard of efforts?
 - Know the purpose of the efforts?
 - Know who the efforts are for?
 - Know how the efforts work (e.g., activities or how they are implemented)?
 - Know the effectiveness of the efforts?
- What do community members think about the effectiveness of current efforts? Probe: What do they like about these efforts? What do they perceive as gaps?
- What do community members see as strengths of existing efforts?
- What do community members see as limitations of existing efforts?

Dimension D: Leadership

- On a scale from 1 to 10 (where 1 = “not at all” and 10 = “a great concern”), how concerned are your elected and community leaders with providing human trafficking prevention for community members and services for individuals with lived experience? Please explain your rating.
- What formal or informal policies, practices, and laws related to this issue are in place in your community? (Prompt: An example of formal would be established policies for educating schools, community health care centers, hospitals, etc. about human trafficking. An example of informal practice would be failure of all community health care providers not screening for at-risk populations.)
- How are these leaders (elected or informal) involved in efforts related to human trafficking in your community? In other words, what are they doing? What about survivor leaders in your community?
- Would the leadership (elected or informal) support existing or additional efforts to address human trafficking planning in your community? Please explain.
- What is the level of awareness and endorsement by leadership of trauma-informed and survivor-informed principles?

Dimension E: Community Climate

- How does the community support agencies that work with individuals with lived experience of human trafficking? What does this look like (e.g., donations, volunteerism, zoning for shelter or housing, grant priorities)?
- What are the primary obstacles to obtaining or adding more services for individuals with lived experience or more programming geared toward prevention of human trafficking in your community? Are there ever any circumstances in which members of your community might think this issue should be tolerated? Please explain.

Dimension F: Community Knowledge About the Issue

- From your professional perspective, how knowledgeable are community members about the issue of human trafficking? (Prompt, as needed, with “no knowledge, a little, some, or a lot.”)
 - Signs
 - Causes
 - Consequences
 - Frequency of occurrences both known and unknown
 - What can be done to prevent human trafficking or support individuals with lived experience
 - Effects on family and friends
 - Understanding of the TVPA and/or state human trafficking laws
- In your community, what types of information are available about human trafficking?
- Is local data on human trafficking available in your community? If so, from where?
- What is the level of awareness of community members of how being trauma-informed and survivor-informed changes service development?

Dimension G: Resources Related to the Issue

- Who or where would a person turn to for help if they experienced human trafficking?
- What are the community's feelings about getting involved in human trafficking efforts (e.g., talking to a person at risk of exploitation, volunteering time, giving money, donating space)?
- Would community members and leadership support using local resources such as these to address human trafficking?
- Please describe any plans or grants to address the issue in your community.
- Do you know if any of these prevention, intervention, or treatment activities are evaluated?

Closing Script

Thank you for taking the time to do this interview. Are there any questions I should have asked?

As a reminder, your responses will remain confidential, and your responses will not be tied to you or your organization. Your information will be used to help your community strengthen its anti-trafficking efforts. Your time and your commitment to your community is greatly appreciated.

Appendix E: Scoring the Community Readiness Assessment

Scoring is a step-by-step process that gives you a readiness level for each dimension of readiness (A–G). Each interviewer will independently review all of the key respondent interview responses.

Instructions

1. Read all the responses in each assessment entirely before scoring any dimension in that assessment. This allows you to gain a wholistic impression of the interview.
2. Observe how responses to questions in one dimension may have applicability across multiple dimensions.
3. Assign a level of readiness score (i.e., 1–9) for each dimension in an assessment using Appendix B as guidance. Use .5 intervals to better reflect situations where, based on the assessment responses, the community partially meets a level of readiness.
 - a. For example, per the assessment from key respondent 1, the level of readiness for community equity is between level 1 and 2, so the interviewer scores the community equity level of readiness for key respondent #1 as 1.5).
 - b. Remember, responses must indicate that the community has successfully achieved the first level of readiness—no awareness—before they can be scored at subsequent levels of readiness. In other words, to receive a score for any level of readiness, all previous levels must have been met.
4. Review responses from each of the remaining assessment following steps 1–3 above. Enter the level of readiness score (e.g., 1–9) for each dimension in the table below.

Independent Scorecard								
Interviewer Name:				Date:				
Dimensions	Key Respondents							
	#1	#2	#3	#4	#5	#6	#7	#8
A. Community equity								
B. Existing community efforts								
C. Community knowledge of the efforts								
D. Leadership								
E. Community climate								
F. Community knowledge about the issue								
G. Resources related to the issue								

5. Meet with the other interviewers to discuss your scores. The goal of the meeting is to reach consensus on scoring the level of readiness for each dimension of every key respondent.
 - a. Remember, different people may have different perspectives that influence how they assessed responses to interview questions. Throughout the discussion, discuss the differing perspectives and offer explanations for the proposed scores.

6. Assign a level of readiness score (i.e., 1–9) for each dimension in an assessment using Appendix B as guidance. Use .5 intervals to better reflect situations where the community may partially meet a level of readiness. Add across each row to yield a total for each dimension.

Combined Scorecard									
Interviewer Name:					Date:				
Dimensions	Key Respondents								Total
	#1	#2	#3	#4	#5	#6	#7	#8	
A. Community equity									
B. Existing community efforts									
C. Community knowledge of the efforts									
D. Leadership									
E. Community climate									
F. Community knowledge about the issue									
G. Resources related to the issue									

7. Solicit input from a third party with expertise in human trafficking to review the assessment responses and provide feedback on the proposed combined level of readiness scores above before finalizing the scores.
8. Find the calculated scores for each dimension by dividing the combined scores total for that dimension by the number of interviews. For example: total for dimension A = $32 \div 8$ interviews = 4.0 calculated level of readiness for that dimension. Repeat for all dimensions and enter the calculated scores in the table on the next page. Round each calculated score to the lowest whole number (e.g., 4.1–4.9 would be rounded to the level of readiness 4).
- a. Remember, responses must indicate that the community has successfully achieved all of one level of readiness before they can advance to subsequent levels.

Calculated Scorecard				
Dimensions	Key Respondents			
	Total (from the combined scorecard)	÷	# of Key Respondents	= Level of Readiness (rounded to lowest whole number)
A. Community equity		÷		=
B. Existing community efforts		÷		=
C. Community knowledge of the efforts		÷		=
D. Leadership		÷		=
E. Community climate		÷		=
F. Community knowledge about the issue		÷		=
G. Resources related to the issue		÷		=

9. Take the 'Total for all dimensions' in the table above and divide it by 7 to get the **Overall Community Level of Readiness**. For example, if we look at the calculated totals below for each dimension:

- a. Dimension A: 4.5
- b. Dimension B: 4.0
- c. Dimension C: 5.0
- d. Dimension D: 2.5
- e. Dimension E: 3.0
- f. Dimension F: 6.0
- g. Dimension G: 4.5

Score	Stage of Readiness
1	No Awareness
2	Denial/Resistance
3	Vague Awareness
4	Preplanning
5	Preparation
6	Initiation
7	Stabilization
8	Confirmation Expansion
9	Community Ownership

The Overall Community Level of Readiness would be 29.5 (total of all dimensions) \div 7 dimensions = 4.21 . This sample community would have an Overall Community Level of Readiness of 4 (preplanning).

10. Be sure to capture in writing any impressions about the community, unique outcomes, and/or qualifying statements that may relate to the score of your community. In the comments section, consider specifying whether the community's efforts are centered around a criminal justice response or a public health response to human trafficking. If the community is focusing primarily on criminal justice responses, then the strategies should also include specific points that will build capacity toward a public health response to human trafficking.
11. Meet with key stakeholders to discuss the **Overall Community Level of Readiness** score and brainstorm ideas for increasing your level of readiness for each dimension. See Appendix G for recommendations.

Appendix F: Strategies to Increase Level of Readiness

Levels of Readiness	Recommended Strategies to Strengthen Readiness Within Each Dimension
1. No Awareness	<p>GOAL: Raise awareness about human trafficking</p> <p>Community equity. Access or create data collection methods to assess equity across sectors (e.g., education, housing, job opportunities, health). Identify equity issues that contribute to increased risk for human trafficking.</p> <p>Existing community efforts. Conduct a community needs assessments as an initial step in determining needed actions in enhancing community efforts. Assess related efforts in the community and identify opportunities to leverage those efforts to support individuals with lived experience initiatives. Assess trauma-informed principles in all efforts.</p> <p>Community knowledge of efforts. Determine the points at which you will try to raise awareness of the efforts to address human trafficking and strategies for determining which efforts to prioritize, if necessary.</p> <p>Leadership. Make one-on-one visits with community leaders and community members to introduce them to the topic.</p> <p>Community climate. Initiate broad community outreach efforts to raise awareness and encourage engagement on the issue of human trafficking.</p> <p>Community knowledge of the issue. Share diverse/inclusive case examples from other communities with similar community dynamics.</p> <p>Resources related to the issue. Reach out to existing and established groups to share information on human trafficking.</p>
2. Denial/ Resistance	<p>GOAL: Educate the community on how systemic issues increase the risk for exploitation. Develop a shared and consistent definition of human trafficking.</p> <p>Community equity. Organize a town hall meeting or leadership meeting with an independent facilitator to generate discussions on inequality, vulnerable populations, and so on in the community.</p> <p>Existing community efforts. Share examples in which a victim was overlooked due to a lack of understanding of the issue. Examples could include victims arrested for a crime associated with their victimization and processed through the criminal system and cases in which the assumption is drug addiction, domestic violence, delinquency, truancy, and so on. Introduce trauma-informed and survivor-informed lenses in examples.</p> <p>Community knowledge of efforts. Discuss effective strategies for disseminating information to community members on efforts to address human trafficking.</p> <p>Leadership. Continue ongoing communications and engagement with the leaders and community members in which you have connected.</p> <p>Community climate. Continue to increase community outreach. Ensure schools, churches, health providers, NGOs, legislators, and so on are included in the outreach. Use survivor leadership in a trauma-informed manner to inform all efforts.</p> <p>Community knowledge of the issue. Educate community on federal definition of human trafficking/Trafficking Victims Protection Act (TVPA) as well as definitions in their state's statutes. Use case examples (local preferred or similar communities) that align with the identified definition (i.e., TVPA).</p> <p>Resources related to the issue. Share human trafficking informational flyers, posters, key cards, bracelets, etc. Discuss the need for all printed materials to be non-sensationalized and rooted in trauma-informed tenets.</p>

Levels of Readiness	Recommended Strategies to Strengthen Readiness Within Each Dimension
<p>3. Vague Awareness</p>	<p>GOAL: Raise awareness that the community can intervene and prevent human trafficking. Raise awareness on the buyers and sellers that drive human trafficking.</p> <p>Community equity. Provide training, resources, reports and data to educate the community/ organization on areas of disparity within the high-risk populations. When such materials are unavailable, utilize information from other communities with similar dynamics and challenges.</p> <p>Existing community efforts. Develop campaigns (e.g., social media campaigns) that encourage increased engagement from key stakeholders on the issue; engage with colleges, schools, churches, and other community groups that have the reach to have a large impact. Discuss the need for all printed materials to be non-sensationalized and rooted in trauma-informed tenets.</p> <p>Community knowledge of efforts. Publicize cases of human trafficking (e.g., local arrests and/or similar community arrests). Reach out to local media outlets for coverage of any events addressing human trafficking.</p> <p>Leadership. Get on the meeting agendas and present information on human trafficking (e.g., city council, other local community meetings). Pass out flyers/ informational materials during the state legislative session before and after hearings and meetings.</p> <p>Community climate. Organize a walk or other related activity to bring attention to human trafficking, encouraging others to join the movement.</p> <p>Community knowledge of the issue. Facilitate conversations around pathways to victimization, vulnerable populations, and the effects of force, fraud, and coercion. Reach out to local media outlets for interviews and public service announcements.</p> <p>Resources related to the issue. Elicit community members and businesses to post flyers, posters, billboards, and so on.</p>
<p>4. Preplanning</p>	<p>GOAL: Develop concrete initial plans for building capacity in the community to address human trafficking.</p> <p>Create an inclusive list of community stakeholders, leaders, survivor leaders, and organizations necessary to developing a comprehensive community response to human trafficking.</p> <p>Community equity. Assess current issues and initiatives related to community equity to consider how these issues will need to be incorporated in a comprehensive human trafficking response. Examples include incarceration rates, unsafe neighborhoods, academic failure/school data, and medical costs.</p> <p>Existing community efforts. Review existing efforts in community (policy, programs, awareness raising, collaborative responses) to determine the focused populations, if duplication of efforts exist, and the degree of success of these efforts.</p> <p>Community knowledge of efforts. Conduct community surveys about understanding and prioritization of the issue.</p> <p>Leadership. Invest community stakeholders and leaders (elected and informal) in the cause, emphasizing the need for collaborative approaches. Invest in trauma-informed training and planning for organizations.</p> <p>Community climate. Conduct local focus groups to discuss human trafficking, including community equity issues, and use the input to develop some concrete initial plans. These groups should be inclusive of individuals with lived experience and members of marginalized communities.</p> <p>Community knowledge of the issue. Disseminate information about human trafficking through presentations to community stakeholders, leaders, and organizations. Focus on reducing victim blaming, understanding the many typologies of trafficking, and raising general awareness. Ensure accuracy and consistency of the information shared through these efforts. Continue to conduct community awareness-raising activities such as radio and television public service announcements. These campaigns must accurately represent the issue as it occurs in the community and ensure the representation of underrepresented populations.</p> <p>Resources related to the issue. Assess current community resources (e.g., people, time, money, space, services) that can be leveraged to support efforts to address human trafficking.</p>

Levels of Readiness	Recommended Strategies to Strengthen Readiness Within Each Dimension
5. Preparation	<p>GOAL: Gather and use all existing information in the development of specific strategies to comprehensively address human trafficking in the community. Facilitate relationship building among community stakeholders, leaders, survivor leaders, and organizations, including developing an understanding of the roles different people play in these efforts and the importance of collaboration.</p> <p>Community equity. Strengthen outreach and public engagement to the communities, organizations, key stakeholders, and service providers. Develop strategies to remove barriers and create opportunities for participation of communities and populations facing disparities in all levels of individuals with lived experience efforts. Plan for community capacity building for active engagement of members of underserved populations. Identify opportunities for multisector collaborations.</p> <p>Existing community efforts. Create collaborative, multidisciplinary workgroups that will help develop specific strategies to comprehensively address all forms of human trafficking in the community. All strategies should be guided by knowledge of existing human trafficking efforts, information gathered through focus groups, localized data and research, promising practices in trauma-informed and survivor-informed approaches, and community equity issues. All workgroups should include individuals with lived experience and members of marginalized communities. Develop an understanding of the following key concepts to ensure they inform all strategies and efforts: survivor centered, survivor informed, trauma informed, culturally and linguistically appropriate services (CLAS), and evidence-based practices.</p> <p>Community knowledge of efforts. Conduct public forums to inform strategies from the grassroots level. Include information about the importance of being trauma informed and survivor informed.</p> <p>Leadership. Use key leaders and influential people to speak to groups and participate in local radio and television shows to gain support.</p> <p>Community climate. Continue outreach to those who are not engaged, sharing accurate and consistent information on the issue of human trafficking in the community.</p> <p>Community knowledge of the issue. Identify local data sources about human trafficking and incorporate this information in awareness and training efforts. Leverage state and federal data to inform efforts (e.g., National Human Trafficking Hotline, State and Territory Profiles).</p> <p>Resources related to the issue. Develop a list of possible sources of funding for human trafficking initiatives as well as other existing resources that can be leveraged for the efforts in the community. Plan how to evaluate the success of the strategies and connect with potential evaluation partners (e.g., universities).</p>
6. Initiation	<p>GOAL: Formalize a strategic plan for addressing human trafficking in the community. Begin implementing efforts as well as the evaluation of efforts.</p> <p>Community equity. Create multisector efforts to address inequities that increase risk for human trafficking. Promote equity in vision and mission statements of stakeholders and organizations. Initiate community capacity building related to equity and human trafficking to increase advocacy and representation of community members.</p> <p>Existing community efforts. Formalize multidisciplinary workgroups, including adopting the strategies they developed as a formal strategic plan for the community. The strategic plan should include both policy and practice initiatives and all areas of human trafficking response (e.g., prevention, community awareness, training, screening and identification, law enforcement protocols, and victim/survivor services).</p> <p>Community knowledge of efforts. Conduct public forums to discuss the plan of action and incorporate feedback from these forums before finalizing the strategic plan.</p> <p>Leadership. Ensure key leaders and influential community members understand all current and planned efforts and strategies. Equip them with messaging they can use when speaking to the public on these issues. Ensure key leaders have a thorough understanding of the trauma-informed and survivor-informed principles that guide all efforts. Engage policymakers on community policy aspects of the strategic plan.</p>

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	<p>Community climate. Conduct consumer interviews to identify service gaps, assess community equity, improve existing services, and identify key places to post information. Consumer interviews should include a broad representation of individuals with lived experience, non-binary/LGBTQ2IA+ individuals, culturally diverse members, and other populations at high risk of trafficking.</p> <p>Community knowledge of the issue. Equip community stakeholders, leaders, survivor leaders, organizations, representatives from applicable sectors, and consumers with the necessary training and resources to initiate, access, and support human trafficking efforts.</p> <p>Resources related to the issue. Initiate evaluation of human trafficking efforts and create plans for making adjustments as needed. Begin leveraging previously identified resources and continue to identify new possible sources of funding and other resources.</p>
<p>7. Stabilization</p>	<p>GOAL: Connecting human trafficking to additional systemic issues in the community. Stabilize efforts and programs.</p> <p>Community equity. Begin additional networking among service providers and community systems in areas related to health and wellness, equity, bias, and other systemic issues that affect health and wellness. Identify where to create/and or increase capacity for inclusion and equity. Systematically develop and retain a more racially diverse and culturally responsive service provision across the human trafficking continuum: leadership, management, and staff. Develop strategies to actively include diverse members of the community in decision-making processes related to individuals with lived experience efforts.</p> <p>Existing community efforts. Conduct quarterly workgroup meetings to provide progress updates and continuously address unresolved or emerging issues. Make adjustments as needed to address these issues. Continually assess all efforts to ensure they are survivor centered, survivor informed, trauma informed, culturally and linguistically appropriate, and evidence based. Maintain training efforts to ensure an understanding of these underpinnings.</p> <p>Community knowledge of efforts. Prepare and submit media articles or newsletters detailing progress and future plans.</p> <p>Leadership. Ensure key leaders and influential community members understand all current and planned efforts and strategies. Equip them with messaging they can use when speaking to the public on these issues. Continue to engage policymakers on policy issues, gaps, or identified needs.</p> <p>Community climate. Plan community events to maintain support for efforts. Hold recognition events for local supporters or volunteers.</p> <p>Community knowledge of the issue. Continue to conduct training for community professionals and community members. Be intentional about incorporating new information from the field. Add a training evaluation, survey, and/or tracking system to monitor who received training and where training occurred. A tracking system will also allow agencies to target trainings for different disciplines such as law enforcement, hospitals, and schools. Provide enhanced training opportunities to increase the community's capacity. For example, If general training has been provided, then begin to offer training on typologies of human trafficking, specific populations, and so on.</p> <p>Resources related to the issue. Introduce any evaluation results through training and media articles, community newsletters, interviews, and so on.</p>
<p>8. Confirmation/ expansion</p>	<p>GOAL: Enhance and expand services.</p> <p>Community equity. Strengthen equity access for communities of color, people with disabilities, and gender or sexual minorities at risk of or involved in exploitation for education and prevention efforts. Develop protocols, policies, and/or minimal standards ensuring those with lived experiences have access to professionals in key positions within the communities. Provide programs and services in nontraditional settings such as libraries and community centers that increase access to those services and participation from those at risk of and/or affected by human trafficking.</p> <p>Existing community efforts. Formalize new partnerships with Memoranda of Agreement. Ensure all partners adhere to trauma-informed and survivor-informed principles. In addition to the multidisciplinary community workgroups, establish multidisciplinary response teams to provide comprehensive responses at the individual case level.</p>

Levels of Readiness	Recommended Strategies to Strengthen Readiness Within Each Dimension
	<p>Community knowledge of efforts. Publish or make available a localized human trafficking resource directory.</p> <p>Leadership. Initiate policy change through support of local city or county officials. Continuously review legislation/legislative efforts related to human trafficking and violence. Develop a legislative agenda.</p> <p>Community climate. Continuously empower community members, businesses, and other local entities to engage in efforts to address human trafficking, using their skills and resources to support efforts. Encourage collaboration with existing initiatives. Continue efforts to recognize new and innovative strategies as well as community providers, leaders, and volunteers engaged in community efforts to address human trafficking.</p> <p>Community knowledge of the issue. Maintain a comprehensive database and make nonconfidential reports public. Develop a local speakers bureau to include representation for larger community system issues. Conduct a media outreach campaign on specific trends or reports from any data generated.</p> <p>Resources related to the issue. Use evaluation data to modify efforts. Continue to identify new possible sources of funding and other resources that can be leveraged in efforts to address human trafficking. Submit proposals for funding comprehensive service systems that are trauma informed and survivor informed. Prepare a community risk assessment profile.</p>
<p>9. Community Ownership</p>	<p>GOAL: Maintain momentum and continue growth.</p> <p>Community equity. New programs take into account the unique need of diverse populations affected by human trafficking, acknowledging a one-size-fits-all model does not ensure equal and safe access. Equity is a documented shared value across stakeholders. Multisector efforts are established and continuously plan and address prominent community inequities. Community capacity building (advocacy and leadership training) is integrated into individuals with lived experience efforts and enjoys wide support.</p> <p>Existing community efforts. Efforts are continuously reassessed to identify opportunities for improvement and expansion.</p> <p>Community knowledge of efforts. At this level, the community has ownership of the efforts and invests in maintaining the efforts. Formal systems are in place to ensure all members are aware of community efforts.</p> <p>Leadership. Community leaders and local sponsors participate in a formal multidisciplinary task force to inform policy changes. Leadership actively engages with policymakers to assess the implementation of previous policy changes and encourages adjustments in policy or implementation as needed. Community leaders have strong partnerships with local businesses who support efforts, including via financial contributions.</p> <p>Community climate. Community members participate in regular communitywide meetings to celebrate goals met and progress made, provide updates on efforts, and strategize ways to improve or expand efforts.</p> <p>Community knowledge of the issue. Community members participate in and promote ongoing training to stay current on the issue.</p> <p>Resources related to the issue. Efforts are supported through diverse funding sources. External evaluation of efforts is implemented to inform quality improvements and support future funding opportunities.</p>

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