



— THE —
AVERY
— CENTER —

TRAINING SERIES 1

INTRODUCTION & OVERVIEW

Training Series 1 covers all the introductory information you'll need about The Avery Center, including our background and important organization policies. The following pages include a full transcript of Training Series 1. You can also access video recordings, audio files, and worksheets for this training on our website:

<https://theaverycenter.org/training-series-1>

TABLE OF CONTENTS

SECTION 1 – Who We Are

PAGE 3

Here you can see a historical timeline that captures historical milestones in the domestic anti-trafficking field and how The Avery Center's growth to present day fits within the larger context.

SECTION 2 – Foundational Concepts

PAGE 6

In this section, we explore The Avery Center's foundational concepts. These concepts are the basis upon which all company practices, research efforts, and service provision are built upon.

SECTION 3 – Scope of Work

PAGE 19

All of our engagement for both Research & Service begins with intentional outreach. This outreach starts with training service providers, connecting with marginalized and vulnerable groups, and social media.

SECTION 4 – Employees and Contractors

PAGE 22

This section covers the information specific to paid employees and contractors at The Avery Center. We'll look at job funding, different classifications of workers at The Avery Center, and more.

SECTION 5 – New Team Member Onboarding Overview

PAGE 27

This section provides a brief overview of the basic components of onboarding a new team member. The topics discussed in this training apply broadly to board members, W4 and I9 workers, interns and volunteers.

SECTION 6 – Additional Conduct Policies

PAGE 29

The Avery Center has a four-page attendance policy for the organization that outlines the types of absences, the number of days in a given year workers can have, and the procedures for time off requests.



SECTION 1 – Who We Are

[Access the training video, audio file, and note sheet online.](#)

Here you can see a historical timeline that captures historical milestones in the domestic anti-trafficking field and how The Avery Center’s growth to present day fits within the larger context.

In 2000, the Trafficking Victims Protection Act, or TVPA, was first passed in the United States, in response to the international Palermo Protocol. The TVPA declared that committing an act of “recruiting, harboring, transporting, providing or obtaining” a person through “force, fraud or coercion” for the purpose of “labor, services or sexual acts” was the crime of human trafficking.

For the first ten years – from 2000 until 2010, the United States focused exclusively on trafficking happening in other countries, and the occurrences of individuals being smuggled into the United States for the purpose of trafficking. It was not until the 2010 reauthorization of the TVPA did the US start to look at the trafficking that was occurring within its borders. Over the past decade, work in this field domestically has increased significantly, however it is important to remember that ten years into a social justice and human rights issue this massively intertwined with every aspect of our lives is a relatively short amount of time. There is much work left to be done on this issue in order to eradicate it.

In late 2014, The Avery Center – which at the time was known as Free Our Girls – was founded in response to the overwhelming need for community awareness in northern Colorado, the organization’s birthplace. The first two years in existence, the organization was dedicated exclusively to providing awareness and response trainings to agencies and community groups who were likely already coming into contact with trafficked persons, yet lacked the education tools to identify and intervene effectively.

In 2016, The Avery Center began offering direct services in response to the service gaps that became apparent after two years of awareness and prevention trainings. The first two services offered were the national care package outreach program and the job training program. Both of these programs as well as the additional services that have been added since that time will be discussed in depth in the videos following this introductory one.

In 2017, The Avery Center began partnering with the University of Northern Colorado’s Sociology department to develop and conduct peer-directed, trauma-

informed academic research to gain a better understanding of the needs of victims and survivors of commercial sexual exploitation and sex trafficking. The significant research contributions The Avery Center has achieved since that time will be discussed in depth in the videos following this introductory one.

In 2018, the notorious website Backpage was seized, and the legislation most commonly known as FOSTA/SESTA was passed, triggering a massive disruption and reorganization of the online commercial sex trade. This has been a significant marker in history not just broadly in the anti-trafficking field, but for The Avery Center's research and service developments.

In 2019, the organization underwent an intensive, two-day strategic planning process called a StratOp. It was at this point in time that the board of directors and the organization's executive staff collectively agreed that "Free Our Girls" was not age or gender inclusive, nor did the name adequately communicate the organization's outstanding reputation in the field. It was decided at that time that Free Our Girls should be renamed The Avery Center for Research & Services.

It is currently, at the time this video was filmed, 2020, which has been a globally historic year due to the COVID-19 pandemic and increased awareness and advocacy around racial justice. As The Avery Center continues to move forward with its work combatting exploitation and trafficking of persons, you will also hear how these current day events and the lessons being learned are already being integrated into our organizational practices, service delivery and research efforts.

The Avery Center's mission statement is "We exist because lived experience must inform change." We believe deeply in the critical importance of centering those with lived experience in conversations on diversity, equity, inclusion, service development, best practices, and more. You will learn more about why survivor-led and -centered work is the most impactful method for change in the following video about our core values and the frameworks and theories they come from.

Our vision is that "we are leading the changemakers to end exploitation by reducing demand, convicting traffickers, and decreasing barriers for marginalized populations". You will learn more about the foundational concepts and theories as well as how our research drives our program offerings through this lens in the following videos.

The Avery Center is an equal opportunity employer. We will not discriminate, and more importantly, we will take affirmative action measures to ensure against

discrimination and marginalization in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions and other conditions of employment against any employee or job applicant on the bases of race, creed, color, national origin, or sex.

The Avery Center is committed in all areas to providing a work environment that is free from harassment. Harassment based upon an individual's sex, race, ethnicity, national origin, age, religion, or any other legally protected characteristics will not be tolerated. All employees, including supervisors and other management personnel, interns and volunteers, are expected, and required to abide by this policy. No person will be adversely affected in employment with the employer because of bringing complaints of unlawful harassment.

If an employee feels that he or she has been harassed based on their sex, race, national origin, ethnic background, or any other legally protected characteristic they should immediately report the matter to their supervisor. If that person is not available or if the employee feels it would be unproductive to inform that person, the employee should immediately contact that supervisor's superior. Once the matter has been reported it will be promptly investigated and any necessary corrective action will be taken where appropriate. All complaints of unlawful harassment will be handled in as discreet and confidential a manner as is possible under the circumstances.

Any employee engaging in improper harassing or exclusionary behavior will be subject to disciplinary action, including termination of employment.

In a society that still maintains systems of oppression, marginalization and racism, it is not enough to simply "not be" oppressive. The Avery Center is actively working to dismantle these systems and effect lasting change.

A print copy of The Avery Center's anti-discrimination and anti-harassment policy statement can be found in the organization's staff manual.

SECTION 2 – Foundational Concepts

[Access the training video, audio file, and note sheet online.](#)

In this video, we are going to explore The Avery Center's foundational concepts. These concepts are the basis upon which all company practices, research efforts, and service provision are built upon. They can be broken down into four main categories: how we define organizational success, understanding how a feminist structure and culture promotes equity and inclusion, how survivor leadership is critical to enacting change, and recognizing that our team members are our most valuable assets. As we move through these four categories and discuss the theoretical frameworks and applied practices, you will begin to see how together these form our organization's culture.

First, let's explore how The Avery Center defines and measures success.

In the eight-page founding document titled *Defining Organizational Success for The Avery Center*, I explore in-depth how we evaluate and measure success. This training video will only summarize the three main components of this document which include clarifying the difference between programmatic success and organizational success, implementing theoretical frameworks for consistent benchmarking over time, and the importance of robust stakeholder inclusion practices. The full document is included in the organization's staff manual.

The first important component is in clarifying what is programmatic success as opposed to mission and vision success. The nonprofit sector is wide and diverse in terms of products and services offered, which makes measuring success across the sector unrealistic. As a result, each organization is left to develop standards and methods of measurement on their own. The easiest data to gather and measure is from individual programs.

An example of this would be our care package program, which you will learn more about in the following video, however, works well to demonstrate this concept.

In 2016, The Avery Center sent monthly care packages to 34 actively exploited women across the US. Currently, we send out monthly care packages to 94 individuals of all genders who identify as victims and survivors of all forms of exploitation and trafficking. A common error in measuring success as an organization is to make the claim that because our numbers in this program have increased from 34 to 94 in four years, our organization is therefore successful in its work. While it is certainly an achievement that not only do more individuals trust us

and find interest in this program and that we are able to financially sustain this growth, it doesn't necessarily mean that the program is contributing to our Mission and Vision.

In order to determine if our care package outreach program is successful in contributing to our Mission and Vision, we must first assess how it aligns with those big picture statements. Remember, our Mission Statement is that "we exist because lived experience must inform change," and our vision statement specifically as it relates to victims and survivors is "to decrease barriers for marginalized populations." So how does our care package outreach program align with this? Well, every year recipients complete a sign-up form at the beginning of the year and is asked to complete a feedback survey at the end of the year. In addition to relevant demographic information that we need in order to develop relevant and helpful care package content and to ship them to each recipient, we also ask a series of questions to measure the program's effectiveness.

What we know about the care package program after collecting data for almost five years is this:

1. Recipients are more likely to reach out for help when they are able to because we have established and maintained a trusting, transparent, open line of communication with each recipient. In this way, our care package program is directly related to decreasing barriers to accessing resources and support because we are both literally and relationally meeting people right where they are at. Our care package program solidly connects with our vision statement.
2. We also know that while each care package contains an assortment of self-care items that recipients enjoy using, when we ask every December what the most impactful or favorite part of the package was, the resounding feedback year after year is the hand-written affirmation cards included in each package. Because this is such a priority to recipients, we have shifted from having these cards be something sporadic and optional to a core component and worked to engage our community supporters in ensuring we have enough for each package to have one every month. Using this feedback to continue to improve this program is a demonstration of how it ties to our mission statement of centering the voices of those with lived experience. Rather than asking our community to make assumptions of what could be most helpful, we are equipping our community to recognize the power of

this simple and relational component. As a result, recipients consistently receive this desired encouragement and community supporters know they are directly connected with our work.

This is just one example of how we at The Avery Center seek to define success for ourselves as an organization.

As mentioned previously, there is no one measurement across the nonprofit sector that can be used to examine success of all organizations. Even within a specific field, such as anti-trafficking, many organizations working for or against the exact same large issue may have radically different perspectives of it, and therefore different strategies to accomplish what changes they seek.

For this reason, it is important that organizations utilize some type of theoretical framework to measure the long-term efficacy of their work. This framework is not just a piece of what all programs should be developed upon, but it should also be the means with which the organization evaluates long-term mission and vision success.

At The Avery Center, we use economist Siddarth Kara's mathematical model to track changes in the commercial sex market, both at the local and national levels. Because there are many organizations working at the national level, we of course cannot take sole credit or responsibility for national trends, however this data helps us better understand how to direct our resources and prioritize how we collaborate with other agencies and communities. With The Avery Center being the only anti-exploitation organization north of Denver, Colorado, and one of very few in the state, it is relatively easy to measure the direct impact we are having on our local communities.

We collect data ongoing, both internally with regards to our programs and activities, as well as macro level data at the national level. This allows us to evaluate our work in both the immediate as well as the long term. For example, we can measure the immediate effective of a law enforcement undercover operation where sex buyers are arrested within the days and weeks following the operation. Another example is that we can measure the total volume of potential victims in the commercial sex trade on a monthly or annual basis, and to track specific geographic regions and historical events to know how this work needs to change over time.

While Kara's full economic model is complex and we have varying adaptations of it depending on the variables we are evaluating for any specific project, the main goal

is to decrease instances of exploitation and trafficking. This is done through three main components:

1. Increasing risk for traffickers.
2. Increasing risk for sex buyers.
3. Decreasing harm for prostituted persons.

The last component to defining organizational success is to ensure that all stakeholder voices are included, and to acknowledge the similarities and differences each group has as policies are developed and measurements are developed.

The Avery Center has identified seven stakeholder groups that we include in ongoing conversation with: our Board of Directors, our staff, our funders, our volunteers, our clients, our customers, and the community-at-large.

For each of these stakeholder groups, we ask four questions of ourselves and the group:

1. What does success look like to your group?
2. How do we create value for our stakeholders?
3. How can our organization continue to learn and improve?
4. Which processes must we excel at for each stakeholder to feel satisfied?

The answers to these questions are gathered in regular, ongoing intervals, and The Avery Center continues to actively identify any areas in which we can improve the experience for our stakeholders.

Now, we are going to examine how The Avery Center's feminist structure and values promote internal equity and inclusion.

In another eight-page founding document titled *The Radical Feminist Manifesto*, I explore in-depth how The Avery Center situates itself within the feminist movement, not just in what we talk about and advocate for externally, but how we practice and demonstrate those changes internally. This training video will only summarize the three main components of this document which include unpacking how western religion, a patriarchal society, and capitalism combine to create inherently oppressive systems; where radical feminism is situated within the

context of the larger feminist movement, and the critical power dynamic differences that The Avery Center seeks to actively challenge both internally and externally. The full document is included in the organization's staff manual.

Please note that this training video is not intended to unpack all the centuries-long occurrences of concepts and practices. It also is not a means to shame or downplay the importance of spirituality and religious practices of anyone. It is, rather, a very brief snapshot of the history of these concepts and a statement of why The Avery Center takes a specific stance with regards to the social justice and human rights issues of commercial sexual exploitation and human trafficking.

The initial colonists who came into the Americas came from European countries that already were patriarchal and Christian-based. While these colonists were seeking, among other things, religious and governmental freedoms when they left their countries of origin, they ultimately hoped to recreate a Christian-based, patriarchal society in America. When the domination of existing people groups was successfully underway and colonist populations stabilized and began to increase in count and geographic spread, a formalized economy began to take shape. A capitalist economy very naturally aligns with a patriarchal society as power and resources are concentrated at the top amongst very few. And this form of economy is one that those initial colonists could engage in under a Christian religion because they were able to abide by the tenants of the Bible while dominating the globe with their religious beliefs and financial control.

In present day, we are deeply enmeshed within this cycle, and it is nearly impossible to sort out where one ends and the next begins. For that reasons, The Avery Center recognizes that is the combination of these three frameworks that guided the foundation of our country and are often the root issues that cause commercial sexual exploitation and trafficking.

Just like the history of Western religion, capitalism and patriarchal societies are much more complex than was is summarized in this training, the history of feminism and its various movements and sub-groups is a study that we will only be touching on briefly here.

Liberal feminism, which is still to this day the most identified and utilized type, peaked in the 1960s through the 1980s, and was focused on a push for women to have equality with men. For example, the push to close the pay wage gap between men and women holding the same positions is advocacy work that continues to this

day as a result of this type of feminism. At its core, liberal feminism acknowledges the existing macro systems and seeks to find equality and empowerment within them.

Radical feminism seeks to challenge the root causes of women's oppression and men's privilege. For example, radical feminism supports the push to not just close the pay wage gap between men and women but to introduce paid maternity leave for women who do paid work outside their home, and one step further to build in parental leave support to allow both parents to more equally share the responsibilities of birthing and caring for infants and young children. In doing so, this does not just create a superficial sense of equality in wages, but restructures the concept of who cares for an infant, thereby increasing equity between the genders and restructuring societal norms. At its core, radical feminism advocates for fundamental system overhauls and restructuring of society to become a more equitable space for all genders.

When it comes to the commercial sex trade, perspectives and understanding have also changed over time as social justice and human rights issues have intersected in varying ways. Currently, there are two main opinions on prostitution. The liberal feminist perspective, driven primarily by cis-gendered, straight, white women, is seeking to legalize or fully decriminalize the commercial sex trade to allow marginalized and economically vulnerable people to sell sex in order to survive within the existing macro systems. The liberal feminist perspective on the sex trade is exclusionary and overwhelmingly does not include the voices of people of color.

The radical feminist perspective is increasingly growing in representation of individuals of all races and ethnicities, ages, classes, and orientations to challenge the systems of Western religion, patriarchy and capitalism in order to eradicate the need for vulnerable people to be prosecuted in order to survive. Because women of color are disproportionately represented in the sex trade, it is imperative to center these voices in policy and advocacy work. For this reason, the radical feminist type of feminism is far more inclusive and diverse as is needed to fully address the issue of commercial sexual exploitation.

The Avery Center is a radical feminist organization and we are actively working to decrease barriers for individuals and groups who cannot align with hegemonic ideals. This is not possible if we continue to replicate oppressive and marginalizing structures and practices as an organization, and so we must be the change internally that we want to see in society.

So, how does The Avery Center enact and model these changes? It ultimately comes down to a distribution of power and resources, accessibility and empowerment, and healthy communication.

Within a patriarchal organization, the decision-making processes and resource allocation are kept amongst the top few executives. Those working within the organization typically have little to no input when influencing decisions, and even if employees can provide feedback, it is ultimately the top leadership's final decision.

The Avery Center is a very young organization, meaning we have limited labor and financial resources. In addition to that, we are a radical feminist organization fighting our society's core principles and when stability or the status quo is threatened by those in power, resistance occurs.

Most grassroots organizations, whether intentionally feminist or not, typically start out as a more collaborative effort amongst a group of people working together to address an issue. Decisions are collectively agreed upon, and work across all areas is more evenly distributed and shared. There is very little research available on feminist organizations that have stood the test of time and grown to a significant size and leadership space within their field. For that reason, it is difficult to assess how these organizations survive and maintain their core values of collaboration and equity. The Avery Center engages in ongoing conversations with its board, staff, and clients on how to most effectively continue to implement feminist practices in the organization as it continues to grow, and practices and policies are formalized.

Over time, The Avery Center's organizational chart will change and likely take on characteristics of a more patriarchal organization. However, the culture within the organization and stakeholders' ability to actively participate and communicate as our research and services develop over time will remain feminist. At this current time, we are working on implementing several policies to maintain this feminist culture:

First, we place value in the skills, talents, and passions of the individual, as opposed to enforcing rigid criteria around formal education. Except for licensure requirements for positions such as mental health service providers, while we encourage and support formal education pursuits, they are not a requirement for any position within the organization. Position requirements include years of work

in the field, and other less formalized means of obtaining education and experience.

Second, The Avery Center is actively restructuring and defining authority and resource distribution. The organization does not have one director, but rather two – a Director of Research and a Director of Services. Together these two individuals lead the organization as a whole and report together to the board of directors. An updated version of our organizational chart is available in the staff manual.

Third, we have radically shifted the leadership structure in and around our job training program. Originally, the program was led by the Director, and then it was led by a Program Supervisor, who reported to the Director. Problems in communication, consistency, access to resources, and much more began to emerge with this model. It was suggested from within the program that participants take a significantly more involved role in the leadership of the program itself, eliminating the need for a Program Supervisor to carry out those activities. This allows for more organic collaboration and leadership development within the program to occur and aligns with our values of survivor-led practices, which we will talk about next in this training video.

Lastly, The Avery Center is actively investing in leadership development from external experts. As the organization continues to grow, both in staff and those we walk with, it is imperative that we equip and empower our team to lead, communicate effectively, resolve conflicts, and seek out solutions.

Next, let's take a look at the importance of survivor-leadership.

An important question that needs to be asked in all nonprofit, direct service, community and policy work is if those who hold lived experience are not just “at the table” but if they are centered in the work and able to lead the conversation.

Robert Hart's Ladder of Participation was first created in the 1990s to illustrate how children should lead the development and implementation of programs focused on serving juveniles. It has since been adapted to depict levels of participation for other populations, including this image by The Avery Center for those who are victims and survivors of commercial sexual exploitation and trafficking.

The bottom three rungs of the ladder – manipulation, decoration, and tokenism – are total non-participatory involvement. This can be seen in communities and within organizations that only include survivor's voices when demonstrating the

organization's successes or in attempts to "humanize" the issue. This can be observed when the only time the voices of survivors are heard is through photographs and success quotes on social media, in newsletters, and at fundraisers and awareness events. While all organization will choose, or often be required due to funder mandates, to share client photos and quotes, if survivors have not been a part of forming the organization's content sharing procedures and this is the only time survivors are represented, this is re-exploitation. The Avery Center actively speaks out against these harmful practices and advocates to implement education around re-exploitation and tools for well-intentioned allies to improve their practices.

The three middle rungs of the ladder – assigned, but informed; consulted and informed; and ally-initiated partnership are degrees of participation in which the ally invites in those with lived experience to inform the development and implementation of an event, program, or project. A fantastic example to date of these practices is Polaris, who among other advocacy work, runs the National Human Trafficking Hotline. Founded and heavily-staffed by allies, Polaris regularly invites in survivors to inform every program and project to inform the process from the beginning of the planning stages through the implementation and review phases. Polaris keeps an open line of communication with the survivor community, and not only ensures survivor voices are centered in their work, but they compensate survivors for their time and expertise in the field. The Avery Center as an organization as well as individual staff are regularly asked to participate in survivor-informed projects with partner organizations, and we recognize the value of these allies and our relationships with them as we work to combat exploitation.

The top two rungs of the ladder – survivor-initiated delegated and collaborations – are where true survivor leadership exists. This is where survivors develop the idea and then invite in allies as needed to complete the event, program or project. This can be difficult to obtain for two primary reasons. First, because survivors historically come from marginalized populations and tend to lack the capital (relationships, formal education, and economic assets), survivor-founded organizations are grossly under-funded and struggle to access adequate resources to do the overwhelming amount of work they typically engage in. Secondly, in thinking through the impact of Westernized religion, patriarchal norms, and capitalist demands – we often see well-intentioned allies operating with a misguided savior complex. This paradigm shift in power dynamics can make it

difficult for allies to grasp how critical survivor-led efforts are, and to use their relative privilege and access to resources to empower a survivor-led org. The Avery Center was founded by a survivor and currently has survivors in every stakeholder group. Survivors lead the idea creation and decision-making processes for all events, programs and projects. And survivors actively invite in allies as partners, setting the parameters of their participation.

This model is the foundational framework for our Mission statement that “lived experience must inform change.”

Lastly, we will be looking at a series of theoretical frameworks that drive our person-centered practices.

Our person-centered practices can be summarized into three categories: understanding trauma and how it impacts the brain and body; acknowledging that healing is a process not an event; and the ongoing process of learning about ourselves and others, and how we work best together.

The Adverse Childhood Experience score, or ACE score for short, was developed in the 1990s in a research project conducted in partnership with the CDC and Kaiser Permanente on over 17,000 middle class, insured Americans. Participants were asked a series of 10 questions about traumatic events they may have experienced before the age of 18. This ACE score was then compared to the participant’s medical records and an analysis for correlations was conducted. The results were undeniable: the higher the ACE score – the more traumatic experiences a person has before the age of 18 – the more likely they are to have a substance use disorder, battle mental health disorders, have social and relational struggles, and be diagnosed with severe chronic health issues later in life. Trauma can have a lasting impact on the brain and body and drastically alter life and health outcomes.

The one major shift in treatment and care following the ACE study was the shift in language by providers. Instead of asking sick and hurting folks “what’s wrong with you?” the conversation has begun to shift to “what has happened and how can we increase resiliency?”

The other major shift in treatment and care has been centering the person in their treatment plan. This means rather than ordering and prescribing what professionals deem to be most important in a patient or client’s care plan, the individual is asked questions such as what we ask at The Avery Center: “What are

your top three needs right now?" From there, the service provider can work to equip and empower the individual to meet those needs.

So what does this look like at The Avery Center in the day-today? First, we take our physical environment very seriously. Our service office is in a house rather than a sterile office setting. There is a self-care room on site for use by any staff or clients as they need the quiet space to re-center and seek peer or therapy supports. We use essential oil diffusers, plants and lots of natural light. We also have food, showers, laundry, clothing and hygiene products onsite and available for use as needed.

All of our salaried staff have vicarious trauma and burnout prevention hours built into their salaries. This is just one small way The Avery Center seeks to acknowledge the incredibly difficult work our team engages in on a daily basis and ensures team members have the time and space to take care of themselves first so they can then take care of others. Additionally, we have therapists available for staff for individual and group sessions to process the difficult situations they encounter as they walk alongside clients.

And lastly, we have a robust sick and absentee work policy that considers the need for mental health, sick days, and time off to attend to family and personal matters. These staff prevention and absence policies will be explained in greater detail in the following videos.

The language we use at The Avery Center communicates our priority of person-centered services and our role in that. While the nonprofit and care management sectors typically use language such as rescue, save, and help, we primarily use the phrase "to walk alongside". This language may seem insignificant, but it is crucial. When our staff use the phrase, it is an immediate reminder that they are supporting the survivor's journey as they allow us to – it is not our journey and the decisions are not ours to make, we are merely there to support, call in resources, assist with navigating systems, and advocating for the reduction of barriers. When clients hear this phrase, it is intended as a reminder that THEY are the hero in their journey and they have the power to make decisions for themselves as they determine what they need.

This language stems from three theoretical frameworks. First, the cultic theory of sex trafficking I developed to understand how organized sex trafficking operations occur. Pimp-controlled trafficking specifically meets all 15 characteristics of a cultic

group; gang, familial and survival forms of trafficking also exhibit a majority of these characteristics. For this reason, we recognize that because the grooming and indoctrination are systematic and prolonged, so too is the intervention, exit, and healing processes.

The second framework is the Stages of Change Model, or SCM. This model was originally developed to understand substance use disorders, how relapse happens, and how skill-building for long-term sobriety are a learning process as new coping skills are built. The SCM is used by The Avery Center to determine what services and supports would be most appropriate for a client depending on where they are in their journey. It is also used to help clients understand the journey to freedom is a process of getting stronger, and that “mess ups” are a part of that learning process. Whereas a linear model to behavior change suggests that the person should grasp the new skills perfectly on the first try, the SCM acknowledges that the process is cyclical and occurs over time.

The third framework The Avery Center uses is life course theory. This theory suggests that people identify their experiences from their past and current experiences and education/awareness. What this means is that an individual will identify their experiences differently based on where they are in their journey, and how they identify will change over time as they are presented with new information and encounter new experiences. A very tangible example of this is that most individuals currently in the sex trade, whether trafficked or operating independently, identify at that point in time as willing and consenting. However, a vast majority of individuals who have successfully exited the commercial sex trade, through the course of entering other work sectors, connecting with family, accessing mental health and substance abuse services and continuing formal education plans often begin to understand the exploitation and abuse they endured from a new perspective. The Avery Center recognizes that in our services, we must recognize that a person-centered approach means meeting the individual where they are at and mirroring language and offering resources that apply to how they currently identify. And in our research arm, having a variety of individuals contributing their experiences to a project is the only way to capture the broad experiences and perspectives, and continuing conversations over time can help capture the more nuanced understanding of a person’s own journey.

Together these theoretical frameworks show why one-and-done emergency and rescue services are inadequate, and why long-term, healthy relationships with clients are crucial to sustainable empowerment.

The last piece of this training video is a culmination of all of the topics we have covered thus far. The process of life is a journey of getting to know ourselves better, and through that we also learn about others. To quote survivor leader Aubrey Lloyd: "Because our trauma occurred within the context of relationships, so must our healing." Modeling and engaging in healthy relationships in the work and service space allows us all to continue on our journeys.

Here at The Avery Center, we encourage taking a variety of personality tests, and often we do this within our peer group programming and during staff meetings. One test we have found to be immensely helpful in the workplace is the Wavelength test. This test was designed to be used in the workplace to help coworkers understand how they relate to other team members and their unique needs around consistency vs variety, safety vs risk, and how much ambiguity and projects they are best at taking on.

SECTION 3 – Scope of Work

[Access the training video, audio file, and note sheet online.](#)

While our organization has a Service arm and a Research arm, all of our engagement begins with intentional outreach. This outreach starts with training service providers, connecting with marginalized and vulnerable groups in our community, and social media. This training will walk you through both the Service and Research arms and the main components of our work.

First, we are going to look at the Research arm of The Avery Center and learn more about how we are leading the way in evidence-based best practices.

All our research starts with a survivor-initiated question or idea. The parameters of the project are then developed, and additional ally researchers are brought in depending on the size of the study.

In alignment with our use of Kara’s economic model to assess impact, our research projects can be broken down into three main categories of work: understanding the tactics of traffickers and increasing risk of arrest, understanding the motivators of sex buyers and increasing the risk of arrest and exposure, and understanding the vulnerabilities and barriers for victims and survivors of commercial sexual exploitation and trafficking. These findings are then published and distributed through trainings, specialized consulting services, and print materials.

Trainings are one of the primary means we have to inform community partners, who come into contact with high-risk and actively exploited persons daily. Many of our trainings focus on providing awareness and identification education to service providers. Additionally, we are receiving an increased number of requests for trainings beyond what is commonly referred to as the “101”. Service providers are now actively working to develop agency-specific intervention strategies and improve their own service delivery practices. And additionally, law enforcement and the criminal justice systems are beginning to understand the critical nature of demand reduction as a means to prevent exploitation from occurring to begin with.

From our trainings, we see service providers who recognize the need for a more specialized collaboration, often in the form of bringing in the experts at The Avery Center to review their existing data and systems, and make recommendations on how to improve their current practices, or communicate effectiveness to their stakeholders.

The final component of our Research arm is our publications. We are excited to share our findings and projects with agencies and advocates around the world, including the academic research community as we collectively continue to improve the work in this field.

Next, we are going to look at our Services arm and our offerings for victims and survivors of commercial sexual exploitation and trafficking, all of which are informed from our ongoing research. All of our services are available to clients to opt into as they see being a good fit for them at any given point in time. They are offered in an “a la cart” model meaning clients can opt into any combination of services, and no service is a requirement or pre-requisite for any other. In addition to these programs, The Avery Center offers drop-in day center resources including food, showers, hygiene products, laundry and clean clothing, as well as intensive care management support to assist clients on their individual journey to accessing other community supports. While we do partner with the courts and some clients may be mandated to a specific service as a part of their diversion, probation, parole, or treatment plan, clients can also engage voluntarily in our programs with or without a referral from a partner agency.

While our main website, theaverycenter.org, has information about our services and how to connect with our Service arm, The Avery Center also has an entirely separate website, AskAvery.How, which is a culturally relevant website that was developed to provide information and support for individuals in the commercial sex trade. This website is the online headquarters for services and contains information, harm reduction resources, and peer support space.

The care package program is designed to provide self-care items, resource information and words of encouragement to those currently in the commercial sex trade as well as for those who have successfully exited their situation of exploitation.

The Avery Center provides the juvenile prevention curriculum peer support group My Life My Choice to individuals who have been identified by service providers at extremely high-risk for exploitation in the future, based on the existing body of research to identify highly vulnerable populations. We also provide the psychoeducation intervention curriculum Ending the Game, which is particularly helpful for survivors of pimp and survival exploitation in the action and maintenance stages. And finally, Roundtables are a curriculum focused on

strengths-based critical thinking around increasing positive behaviors and thought patterns through peer-led conversations.

In addition to the relatively more structured peer support groups, The Avery Center offers weekly personal and professional development activities. These range from self-care such as learning about essential oils to crafts like jewelry making, to computer classes and breathwork. These weekly activities are available on a drop-in basis and available to any survivors connected with The Avery Center.

The Avery Center has developed the curriculum: *The Survivors Guide to Money: How to Use Money as a Tool When It was Used Against You as a Weapon*. This is currently the only financial wellness program specifically for survivors of commercial sexual exploitation and trafficking. While the program does start the process of financial remediation and general literacy concepts, the core goals of the program are focused on identifying and processing the traumas endured specifically around money and economic stability.

Finally, the Job Training Program is the organization's most comprehensive program. This program provides 12-18 months of living wage employment while building work history, developing personal and professional skills, and working towards an individualized education and employment plan that they continue upon completion of their time in the program. The Job Training Program is internally-sustained due to the ongoing maintenance of The Avery Center's Amazon and eBay online storefronts and Sparrow's Landing Boutique in Greeley.

SECTION 4 – Employees and Contractors

[Access the training video, audio file, and note sheet online.](#)

This training video is going to go over the information specific to paid employees and contractors at The Avery Center.

This training is going to look at how funding for jobs is allocated and reported, the different classifications of workers at The Avery Center, what an employment agreement looks like, the benefits of salaried employees, and the key components of an employee annual review.

First, we are going to look at our funding sources for jobs are allocated and reported.

The Avery Center has five sources of funding available to cover the organization's expenses that include wages, facilities, equipment and tools, and program-related expenses. This training will be focused just on exploring how these funding sources cover the wages of our staff and job program participants.

Government grants are a very competitive and highly-structured form of funding. Government grants typically are awarded in 1, 2 and 3 year cycles. They are available at the county, state, and federal levels and with regards to The Avery Center are usually awarded for victim service programs provision. The benefit of government grants is that they can be awarded consistently year after year. The downside is they have a significant amount of reporting and compliance that is required for the same amount of funding that other sources provide with far less oversight.

Private foundations can also be very competitive however they are relatively less structured than government funding. These funds are typically awarded for specific events or programs or distributed in one-year cycles. Private foundations range is awards from one time to annual awards, with some requiring organizations to take a year off between awards.

Individual donors come to relate to our organization due to our presence in the community and personal relationships that develop with community members who see the value and impact of our work and want to continue making it possible. While some individual donors may only give once, many become long-term supporters. Individual donors giving ranges from \$5 to six figures. Some donors

may specify where they want their donation to go, most prefer that their gifts are used where the organization most needs.

The Avery Center sells products through Amazon, eBay, and Sparrow's Landing Boutique as well as print publication sales, and services such as training and consulting. These funds are entirely unrestricted and can be used how the organization most needs them.

Finally, as a 501c3 nonprofit, The Avery Center must do some level of fundraising efforts. This is typically done by hosting events ranging from game nights and specific activities to formal galas. These funds are also entirely unrestricted and can be used however the organization determines they could best be used. Sometimes fundraising events focus on raising enough funds for a capital project, such as the purchase of a house or the expansion or launch of a program.

Each category of team members at The Avery Center receives a different allocation of funds.

The Board of Directors receives no compensation for their time – in fact, they are some of our most involved volunteers and donors! One of their primary roles is to ensure financial sustainability of the organization, and it is considered unethical for board members to receive compensation.

The Avery Center's staff and contractors all have a slightly different allocation of funds that cover their wages. These positions are covered through government grants, foundation grants, individual donors, fees from services, and fundraising events.

Finally, the job program participants' wages are currently supported through a combination of individual donors and product sales with the sustainable goal of being entirely internally-funded through product sales.

Each form of funding requires a different level of reporting and is specific to the category of funding and not the amount awarded.

As mentioned, government grants require the most intensive reporting. Receipts, timecards, paystubs and banking transactions are all required and must exactly total the awarded amount in each category of the grant. These grants require quarterly and annual reporting that is both qualitative and quantitative in nature.

Private foundations typically require an annual report that summarizes the achievements made possible through the funding. Private foundations sometimes require both quantitative and qualitative data to demonstrate success, however they love hearing individual client success stories.

Individual donors do not typically require any formal report; however they enjoy periodic letters sharing the successes and struggles of the organization and knowing that their donation has directly impacted clients. Individual donors, like private foundations, love hearing individual client success stories, as well as photos (as possible) and on-site visits (as appropriate).

Income generated internally does not require any reporting beyond standard internal accounting practices, and some of these sales are subject to local sales taxes.

Lastly, fundraising events are typically made possible by individual donors and local companies, and so similarly enjoy hearing updates and success stories of what is being made possible.

All of these reporting and engagement efforts are carried out collectively across staff members which each team member playing an important role in capturing data, documenting stories and photos in informed and confidential ways, tracking expenses, communicating with existing funders per their requirements, and re-applying for funds and coordinating events as necessary.

Next, we are going to discuss the different categories of workers at The Avery Center and how their payment and job duties are similar and differ.

The Avery Center has two different types of workers: W4 employees and I9 contractors.

W4 employees at The Avery Center are, at this time, all full-time and salaried staff. These individuals have taxes withheld from their weekly paychecks and have access to benefits such as vacation time and vicarious trauma prevention hours. W4 employees have relatively more structure and control by the organization in that uniforms, standard work hours, and more specific work duty expectations can be enforced.

I9 contractors at The Avery Center are, at this time, all part-time and hourly/gig compensated workers. These individuals do not have taxes withheld from their weekly or monthly paychecks, and they do not have access to benefits such as

vacation time and vicarious trauma prevention hours because from a labor laws perspective, they are independent workers that choose their own schedules. I9 employees have relatively less structure and control by the organization in that the organization cannot mandate uniforms, standard work hours, etc.

There are pros and cons to both types of wages, however from a long-term economic stability perspective, W4 employment is highly desired when it comes to empowering marginalized populations as it tends to be longer term, more stable, and creditors view it as less risky for access to capital for wealth-building activities like owning a home.

Now, we are going to look at a template of an employment agreement at The Avery Center.

While I9 contractors sign a general agreement on the terms of the work being completed, the employment agreement for a W4 staff members have a more comprehensive agreement. In the spirit of transparency, this agreement outlines the expectations of the position as well as the allocation of funding and estimated time for the position's duties.

The Summary section of the agreement notes the effective start date, position title, where the position fits in within the organization, and who the position reports to and oversees.

The Funding Sources and Structure section outlines in great detail the amount of funding from each funding source and what specifically that funding source awarded funds for in terms of service provision.

The Key Roles & Responsibilities section outlines the primary duties of the position and the estimate portion of monthly hours as it pertains to the total of funding from each source.

Next, the Scheduling section outlines the total number of average hours expected in the position, and any details on how that time should be structured in terms of being most effectively available to fulfill the duties.

Lastly, the Reporting section outlines any necessary summary reports of service provision and team supervision activities.

A copy of the agreement is kept in the personnel file and another copy is provided to the employee prior to their official hire date.

Next, we are going to review the list of employee benefits currently available for The Avery Center's staff.

As The Avery Center continues to grow, additional employee benefits will become available including health insurance, retirement plans, parental leave, and education support. With our small staff and growing but limited resources, The Avery Center seeks to provide benefits and employee supports in creative ways.

First, paid and unpaid time off is available for salaried, full-time staff. The amount of paid and unpaid time off has to do with number of years in the organization.

Next, vicarious trauma prevention hours are built into all salaried, full-time positions and are designed to provide a cushion of paid time for staff members to schedule doctors' appointments, attend therapy sessions, go to the gym, or spend time as staff seeking peer support efforts together.

With vicarious trauma prevention hours, The Avery Center seeks to provide as flexible and independent of work hour scheduling as possible. If the employee is able to meet the needs of clients and staff and submit required documents and reporting in a timely manner, keeping a flexible schedule is a benefit of working for the organization. This allows staff members to meet the needs of their homes and families as they arise without fear of jeopardizing their employment status.

Lastly, all employees have access to Wants and Needs Request forms. These allow staff to ensure basic needs are met in the event of personal economic instability, as well as to enjoy discounted products from the organization's storefronts.

Finally, we are going to go over what the annual review process looks like for employees at The Avery Center.

At an employee's annual review, the employee agreement document will be used as the framework for the discussion. A review of total hours worked, tasks completed, absences, and vacation usage will all be assessed. Additionally a Quality of Life assessment is conducted at this time to measure indicators of vicarious trauma and burnout.

Following a successful employee review and providing funds availability, the position will be continued. Should the review reveal concerns around conduct or behavior, the employee would have additional accountability measures put in place with quarterly periodic reviews mandated until the conduct or behavior issue is documented to be fully resolved.

SECTION 5 – New Team Member Onboarding Overview

[Access the training video, audio file, and note sheet online.](#)

This training video provides a brief overview of the basic components of onboarding a new team member.

The topics discussed in this training apply broadly to board members, W4 and I9 workers, interns and volunteers, however there may be some variation between who the new team member reports to and the specific documents required to officially onboard with the organization. The steps to onboarding include: the application, initial interview, background check, orientation/onboarding, team member manual, and submitting the important first documents.

The application process will vary by position, but generally includes a standard application that captures personal information, education and work experience as well as references. For interns and volunteers, the application is available online and contact will initially be with the volunteer or communications coordinator. For board members, the application is available online and contact will start with the executive administrative assistant. For staff, the application process will require the submission of a cover letter and resume to the Directors of Services or Research depending on position opening. And for job program participants, the application is online and facilitated by the Service Coordinator.

Once potential candidates are selected from the application process, an initial interview will be scheduled. Please note – for volunteers, the interview is the final component of the process after all documents and orientation has been completed. For all other team members, the step happens after the application. For board, volunteers and interns, and workers this interview will focus on questions to determine personality and perspective best-fit with the organization. For job program participants, this interview will focus on questions to assess readiness for the program and establish a baseline for entry.

All team members at The Avery Center are required to have a background check on file. Please note: having a conviction is not an automatic disqualifier for engagement. Background checks allow the organization to mitigate risk and support team members with economic empowerment that may otherwise be limited. The background check process is done online – board and volunteers are asked to pay for their background check, while workers and program participants' background checks are paid for by the organization. The check process can take

anywhere from 20 minutes to 8 weeks depending on the number of names, aliases, previous addresses, and convictions the person has had. This length of time is the result of databases communicating with one another and is not under the control of The Avery Center whatsoever.

Upon official hire, a start date is set. On the first day, a series of paperwork will be completed and the initial training process will begin. The duration of the training process will depend on the position duties specifics and may range from a few hours to a process taking place over several weeks.

All team members will be provided with an organization manual that corresponds with these training videos and includes more in-depth information on program specifics, expected conduct, and formal policies. Each team member will be provided with a link to the digital copy of the manual.

Finally, all team members have a specific set of first documents that are required to be completed. For example, board members must submit a Planned Engagement form, interns must provide documentation from their university, paid workers must provide identification documents and direct deposit information, and program participants have a participation agreement form. All of these documents are kept in secure personnel and client files.

SECTION 6 – Additional Conduct Policies

[Access the training video, audio file, and note sheet online.](#)

The Avery Center has a four-page attendance policy for the organization that outlines the types of absences, the number of days in a given year workers can have, and the procedures for requesting time off, notifying supervisors of absences, and limits of excessive absences. Please note that while the attendance policy is the same for full time staff as it is for part time job program participants, it is intentionally this way to allow for grace while program participants navigate the workforce.

The Avery Center will continue to abide well within whatever the present limitations and guidelines are for COVID-19 precautionary procedures out of an abundance of caution for slowing the spread amongst the marginalized and vulnerable populations we walk alongside, as well as to accommodate staff members whose unpaid work in the home may be significantly impacted due to children being home from school and childcare. For this reason, COVID-19 policies will remain fluid now and will be updated as necessary.

Anyone that displays symptoms of COVID-19 will work from home (or take a medical leave of absence) until 14 days pass from the last symptoms OR until two negative tests have been conducted. In order to return to on-site and in-person activities, the test results OR a doctor's note must be provided. Provided health needs to not become the urgent priority during a quarantine, the employee can continue to work from home during this time.

In the event of a medically-necessary quarantine, a state mandated shelter order, or ongoing physical distancing measures, remote work adaptations will be assessed and implemented. The Avery Center currently has limited funds available to assist with decreasing barriers to accessing technology and equipment in order to work safely and efficiently from home.

Lastly, physical distancing and sanitation precautions will be taken on-site until further notice.

These measures will be updated as data from reputable health organizations and orders from local and state governments change.

The Avery Center has a formal policy statement on theft. This policy acknowledges that stealing is often a trauma response and outlines the ways in which the

organization works to provide a safe space to practice self-advocacy skills, offer basic needs tangibles, and an employee discount to decrease the need to engage in this hurtful behavior. Additionally the policy outlines the disclosure and/or discovery process, and remediation options depending on the incident. A copy of this policy is in the organization manual.

More commonly known as “write-ups” in other organizations, The Avery Center calls these conversations Expectations Meetings. This is the formal documentation process for any violations of duties and expectations of the team member. Depending on the incident, and previous history of the employee, appropriate next steps are assessed on a case-by-case basis. The completed form is signed by the employee and their supervisor and kept in their personnel file.

The Avery Center acknowledges that there is a distinct difference between a want and a need, and seeks to support staff and clients in identifying wants and needs, and providing economic support in a variety of ways. A want is typically an item that is spotted during donation processing or in one of the storefronts that the individual would like to purchase. All paid workers at The Avery Center receive a 50% discount on items identified as wants. Staff, including program participants, can pay cash for the item(s), or they can have the amount deducted (post taxes) from their paycheck. Program participants have the additional option of volunteering additional hours (they cannot be the same activities that they are paid for) in order to pay for the item(s). Additionally, a payment plan can be arranged between the staff member and the Director of Services. The form on the left side of the screen is completed for want request items.

A need is an item that decreases barriers to accessing basic needs consistently. These items include supplies to assist with preparing meals, wearing seasonally appropriate clothing, getting adequate sleep, securing transportation, etc. Sometimes these items are identified during the donation processing or in the organization’s storefronts, and other times needs requests are identified independently or with the assistance of the Service Coordinator. If item or resource is not immediately available, the form is submitted to the Director of Services to secure through individual donors or existing funds when available.

These forms must be signed off by the Director of Services prior to the team member taking items off-site, and they must be kept in the team member’s personnel file.

The Avery Center values healthy conflict resolution practices, and encourages individuals experiencing conflict to work together to resolve the issues between themselves, whenever possible. In the event that conflict has not been resolved after one-on-one attempts, the parties should ask a supervisor to assist with mediating the dispute to seek a resolution. Should the conflict still not be resolved after attempting supervisor mediation, the Director (depending on which arm the individuals work under) will intervene with a final decision. The organization recognizes the complex dynamics between survivors on staff and survivors receiving services as clients and navigating the varying roles and relationships will be taken into consideration when mediation and intervention occur.