



# Developing a National Action Plan to End Demand

*Proposal*

March 19, 2010

*Prepared for:*

*Demand Abolition, the Hunt Alternatives Fund*

*Prepared by:*

**Michael Shively, Ph.D.**

**Caroline Nobo**

Abt Associates Inc.

55 Wheeler St.

Cambridge, MA 02138

[www.abtassoc.com](http://www.abtassoc.com)

**Stephanie Davis**

Georgia Women for a Change

# Contents

---

|   |           |
|---|-----------|
| <b>1. Introduction.....</b>                             | <b>1</b>  |
| <b>2. Understanding of the Project Purpose .....</b>    | <b>2</b>  |
| Background and History .....                            | 2         |
| Scope of Work Sought.....                               | 3         |
| <b>3. Technical Approach to Tasks.....</b>              | <b>4</b>  |
| Assumptions and Priorities .....                        | 4         |
| Task 1: Design and Instrumentation .....                | 6         |
| Task 2: Landscape Assessment .....                      | 7         |
| Task 3: Analysis and Reporting.....                     | 11        |
| Communication .....                                     | 11        |
| <b>4. Personnel and Management Plan .....</b>           | <b>12</b> |
| Abt Associates Staff .....                              | 13        |
| Consultants .....                                       | 15        |
| Project Quality Assurance .....                         | 16        |
| Managing and Coordinating Consultants .....             | 16        |
| Internal Project Timeline Management .....              | 17        |
| Project Time Schedule.....                              | 18        |
| Project Budget .....                                    | 19        |
| <b>5. Organizational Experience and Expertise .....</b> | <b>20</b> |
| Mission and Purpose of Abt Associates .....             | 20        |
| General Background of Abt Associates.....               | 20        |

# 1. Introduction

---

The Hunt Alternatives Fund’s Demand Abolition program (hereafter, HAF/DA) is launching a comprehensive initiative designed to eradicate commercial sexual exploitation and sex trafficking in the United States. This 10-year campaign (which we’ll refer to as the National Campaign to End Demand, or NCED) is unprecedented in scope, and consequently presents an unprecedented opportunity to establish a social movement against commercial sex and trafficking. Given the anticipated scale of investment and the urgent need to succeed in combating demand, the initiative also bears tremendous responsibility to produce immediate results and lasting change. The initiative must not only begin a national dialogue and inspire people to act, but must focus this energy and commitment on pragmatic, demonstrably effective, and sustainable interventions. Thus, it is crucial that the campaign begin with clear goals and objectives, and a practical and transparent plan for their pursuit. Through the proposed project, Abt Associates and its partners will provide the foundation for that plan.

The National Action Plan (NAP) will focus, calibrate, and prepare to mobilize resources in pursuit of the HAF/DA’s goals. The NAP will serve two major functions: (1) providing the initiative with a clearly articulated set of goals, objectives, and strategic frameworks that will successfully launch and guide the NCED; and (2) serving as a tool to attract investment and mobilize action. HAF/DA and its partners will ask private donors, corporations, and governments to commit resources to this initiative, and sponsors will rightly base their decision to invest on their assessment of the strength of the plan. The plan must be clearly articulated, logically consistent, grounded in evidence, and most importantly, clearly focused on producing tangible results. It must also mobilize action on two levels: *policy* (including laws and organization support), and (2) *practice* (programs and activities and of agencies, organizations, and individuals).

For the past five years, Abt Associates has been committed to research and technical assistance devoted to combating demand for prostitution and sex trafficking. For the proposed development of the NAP, we have assembled a project team with unparalleled, directly applicable experience and skills. Our proposed Project Director, Michael Shively, is currently leading the National Assessment of Sex Trafficking Demand Reduction Efforts, and in this and previous studies has assembled a state-of-the-art database on anti-demand efforts that will provide the foundation for a program-and practice-level landscape assessment sought by HAF/DA. One of our partners, Georgia Women for a Change, is led by Stephanie Davis, who for the city of Atlanta spearheaded the development and implementation of the only large-scale social marketing campaign directly attacking demand in the United States. The foundation laid by her “Dear John” campaign helped mobilize support for planning the city’s john school program and other anti-demand initiatives. In addition, our team includes three survivor-led organizations that have developed demand reduction initiatives and led efforts to establish and strengthen laws and policies at the national level: Breaking Free (Vednita Carter), and Veronica’s Voice (Kristy Childs), and Standing Against Global Exploitation (SAGE). Collectively, the proposed team has an extensive network of people and organizations deeply involved in the movement to combat sexual exploitation and human trafficking, and this network will be drawn upon to gather evidence and ideas for ending demand. Our team is uniquely qualified and positioned to assess the current state of policy and practice, and to propose strategies for establishing a sustainable and effective national campaign.

## **2. Understanding of the Project Purpose**

---

### **Background and History**

The negative consequences of prostitution and sex trafficking for all parties directly and indirectly involved are well documented. Those working in the illicit sex trade, their “customers,” and residents and businesses in areas in which prostitution occurs all suffer tangible harm (Campbell et al., 2003; Newman, 2006; Nixon et al., 2002; Walker, 2002). Sexually exploited persons typically enter the illicit sex trade as minors (Estes and Weiner, 2002; Farley et al., 2003), are frequently coerced or forced to engage in prostitution by pimps or traffickers (e.g., Chapkis, 2003; Farley et al., 2003), and are frequent victims of violent crime committed by customers, pimps, and traffickers (e.g., Baldwin, 2003; Miller & Schwartz, 1995; Potterat et al., 2004; Urban Justice Center, 2003; Zimmerman et al., 2008). Although they are often the perpetrators of violence, the customers of commercial sex (“johns”) are also vulnerable to being victimized (e.g., Flowers, 1987; Miller, 1993; Sterk & Elifson, 1990) and are at elevated risk of contracting sexually transmitted diseases (e.g., Fernandez et al., 2005; Gil, 1996; Remple et al., 2007; Simonsen, 1988). Businesses are harmed when prostitution is visible nearby, and residents suffer from the vast array of felonies and community blight that invariably co-occur with prostitution. The market forces of prostitution also drive demand for victims of human trafficking (e.g., Hughes, 2001; Mameli, 2002).

Like the market for any commodity or service, the illicit commercial sex market is driven by demand (Lederer, 2006; Malarek, 2009; Sanders, 2008), but until recently interventions have focused largely on interrupting “supply” by sanctioning providers. While arresting prostituted persons may temporarily clear an area of visible activity, this strategy alone produces no lasting benefits: arrestees cycle through the criminal justice system often and rapidly, typically returning to the streets within hours of arrest (e.g., Demuth & Steffensmeier, 2004; San Bernardino County Sheriff’s Department, 1993), and the punishment without treatment is itself traumatic for already traumatized individuals, increasing the need to generate income quickly and further limiting employment options apart from selling sex.

Given the need to address commercial sex and sex trafficking, the demonstrated ineffectiveness of sanctioning providers, and the difficulty of prosecuting pimps and traffickers without further traumatizing and risking their victims, many communities have attempted to curb prostitution and trafficking by combating demand (Shively et al., 2008). The most common intervention involves police operations targeting male customers (or “johns”) that feature female officers posing as prostitutes (e.g., Allard & Herbon, 2003; Nolan, 2001; Scott & Dedel, 2006). Other demand reduction strategies implemented include public education campaigns, auto seizures, geographic restraining orders, community service, “shaming” offenders by publicizing their identities or sending letters to their homes, and programs that educate men arrested for soliciting sex (Shively et al., 2008; Shively et al., 2010).

Abt Associates’ research on demand reduction programs has found an acute need for information, resources, and political support among people operating, planning, or considering anti-trafficking and prostitution programs. There are moderate levels of awareness of the need to address these problems, but in most communities and at state and federal levels, the political will is lacking to prioritize the issue, and to mobilize action and commit resources. For example, the 2005 reauthorization of the trafficking victims protection act contains provisions to establish national efforts to combat demand and for commercial sex, but federal agencies such as the Department of Justice have not established programs, and Congress has not appropriated funds - rendering the End Demand Act provisions of the 2005 TVPA and the Wilberforce Act meaningless on a pragmatic level. While there are over 630 U.S. communities that have mobilized police to arrest buyers of commercial sex, the vast majority conducts these operations only rarely, and instead continue to disproportionately arrest and punish the victims of sexual exploitation rather than the offenders. Similarly, while there are over 40 john schools in the U.S., the vast majority are underutilized and some are

essentially dormant. While the capacity and desire to educate offenders is there, john schools are dependent upon police to feed them participants, and when faced with budget cuts many police departments have de-emphasized or discontinued the operations necessary for arresting johns.

The lack of mobilization against demand can be attributed in large part to ignorance or misguided belief systems. The belief that prostitution is a victimless crime or stems from an immutable male sexual imperative continues to be widespread. Even among people who believe that commercial sex should remain illegal, there are many who choose to ignore or do not see the causal role of demand, and instead focus on clearing the streets of visible persons engaged in street prostitution. Such beliefs can be found embedded organizationally from the community level up to the highest levels of federal government, and this partially explains why there has been so little support for anti-demand initiatives. Many law enforcement officials prioritize their efforts based upon crime classifications, and prostitution is classified as a low-level misdemeanor throughout the United States. Although residents continually pressure police to reduce prostitution and complain of its central role in neighborhood degradation, and police know that prostitution is a magnet for numerous felonies and community blight, police departments often measure their impact by tracking felony arrests, and the pursuit of misdemeanors is frequently abandoned or neglected in the face of budget pressures and competing demands.

Over the past 20 years, local grassroots efforts have been responsible for the vast majority of what has been accomplished in recognizing demand as the cause of sex trafficking and prostitution and in designing and implementing anti-demand programs and practices. The spread of john school programs resulted primarily from the program model's demonstrated value, word-of-mouth communication, and media coverage. While taking the initiative locally is commendable (and the only option without significant federal or private coordination or sponsorship), localized, piecemeal efforts are insufficient. The majority of the Nation is affected directly by prostitution and sex trafficking, but a very small proportion is engaged in practices attacking the cause. Anti-demand practices are the only strategies with demonstrated effectiveness in reducing the incidence of prostitution and sex trafficking, and are vastly underutilized, inconsistently applied, and not well enough understood. A national campaign is needed to invigorate, support, and coordinate those already committed and engaged in combating demand. More importantly, a real and substantial movement must be established to educate and motivate the public, agency heads, thought leaders, and legislators to prioritize the fight against commercial sexual exploitation of all kinds, and to do so by attacking its root cause. The NAP offers a unique and critically important opportunity to develop strategies to mobilize such action.

## **Scope of Work Sought**

The solicitation asked for proposals to provide a foundation for the development of a strategic plan by scanning the field, determining which strategies are more successful or promising, and presenting the best options for your consideration for the NCED. HAF/DA has asked for research on various strategies that could be combined to form a comprehensive plan for a national campaign that would produce a sustainable and tangible impact on demand for sex trafficking and commercial sexual exploitation in the U.S. The strategy must promote communication, advocacy, and legislation to end modern day sexual slavery, adhere to a ten-year timeline, and propose specific, measurable objectives. This project will proceed in two major stages: (1) A landscape analysis, profiling key stakeholders and actors, existing demand-focused abolition efforts, emergent best practices, and key opportunities and challenges; and (2) developing two to four strategic frameworks for effective and efficient strategies to be pursued in the 10-year implementation of the NCED. The implementation of the NCED will have a potential annual budget of up to \$100 million, and will take into account the resources of key stakeholders such as corporations, high-level policy makers, law enforcement officials and experts, celebrity activists serving as spokespeople and funders, practitioners currently implementing programs combating demand at the state and local levels, and high-level media support.

### **3. Technical Approach to Tasks**

---

Our understanding of demand reduction policies, practices, and programs positions us well to excel in delivering what is sought by HAF/DA. In addition to our unsurpassed substantive knowledge of - and commitment to - anti-demand research and action, the Abt team has the organizational capacity and quality assurance systems in place ensuring the project will be conducted as planned and will result in technically excellent products of great value to HAF/DA and to the anti-trafficking movement.

#### **Assumptions and Priorities**

At the Donor Strategy Meeting in Los Angeles last November, it was proposed that this effort must proceed in a business-like manner if it is to be successful. The NCAD will ask people and organizations to make substantial contributions, and those asked must believe they are making a sound investment that will produce results. To attract serious investment, one must have a serious and sound business plan. People need to know what they're being asked to invest in, and they will be asked to invest in the NCED's plan.

Our interpretation of a 'businesslike approach' is that sponsors and other stakeholders will (and should) insist upon a results-focused campaign to end demand - and not one driven by guesses, hopes, or unfounded assumptions about what might work. The NCED must pursue strategies capable of producing measurable results, and should consider cost-effectiveness in making comparisons among approaches that are each capable of producing benefits. The NCED must maximize return on investment, and not be satisfied with simply accomplishing "something." We interpret a businesslike approach to mean that the HAF/DA will consider opportunity costs when making decisions about what kinds of strategies and activities to pursue. If an investment is made in A rather than B, what are the costs of doing so? Finally, we believe a business model requires respect for information, and that solid evidence is crucial when deciding which interventions to support or bypass, and whether implemented strategies deserve continued support.

With that as the backdrop, our interpretation of the RFP is that HAF/DA needs a contractor with the knowledge, experience, network, and organizational capacity to do the following. As we discuss later in the staffing and management plan, our proposed team is uniquely well qualified to:

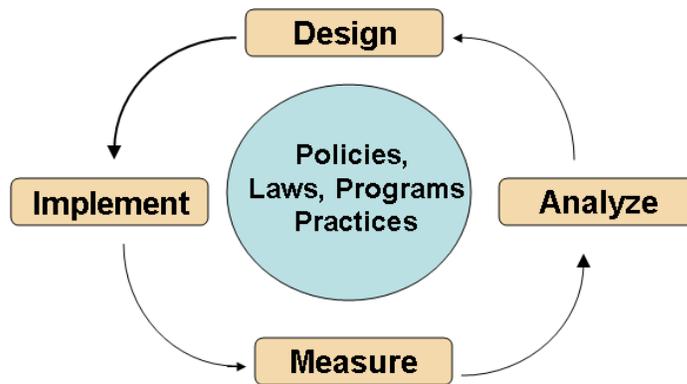
1. Scan the field to develop a comprehensive inventory of: strategies, programs, and policies for combating demand for commercial sex and sex trafficking, and key individuals and organizations who are, or could be, mobilized to combat demand.
2. Examine and correctly interpret the evidence regarding the effectiveness of each approach, and the actual or potential contribution of key stakeholders.
3. Understand the costs involved in pursuing each approach.
4. Rank order the approaches in terms of actual or potential return on investment
  - a. high probability of producing an impact
  - b. maximum cost effectiveness
  - c. minimum opportunity costs
5. Identify challenges and solutions in starting and sustaining promising strategies.
6. Pick two to four of the most promising approaches, based on the previous steps.
7. Development the foundation for a business plan for implementing the chosen approaches.

One of the assumptions evident in the linear approach implied by the solicitation is that there is solid evidence available to be gathered and assessed in the “landscape assessment” that will be sufficient to assess and rank the full array of possible interventions, and then to prioritize them and choose to implement two to four that are proven or most promising. If we take a business perspective on what it means to be proven or promising, we assume that the highest ranking approaches are those found to have the greatest impact and to be the most cost effective. However, the information required to make such determinations does not exist for the majority of options. The landscape assessment is only as good and the information to be gathered and reviewed.

Abt Associates has spent the past three years conducting the kind of landscape assessment called for in the solicitation, and has conducted the only rigorous impact evaluation of a demand reduction intervention. There are roughly a dozen distinct kinds of interventions available to combat demand (one can conclude there are more or fewer, depending on how they are grouped together or divided into subcategories). Evidence shows two approaches to work (arresting and educating known johns). Others almost certainly could work if directly targeted and properly executed (public education campaigns, shaming), but are unevaluated and we do not yet know enough to determine when and why they are more versus less successful. Other approaches are either promising but untried (e.g., proactive, preventive education aimed at boys), or are of indeterminate potential and are unevaluated (e.g., community service, auto seizure).

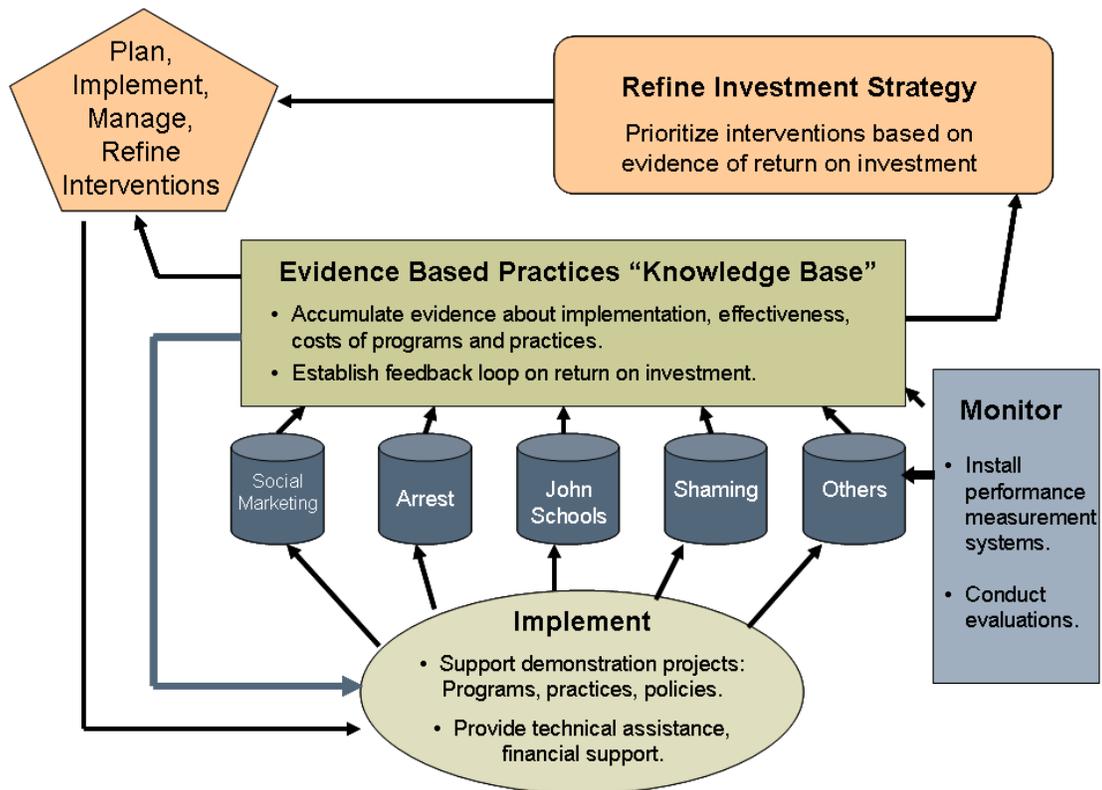
We anticipate recommending an *evidence-based “roll-out”* approach to strategies and practices. Some interventions have evidence of impact and cost-effectiveness, and could be recommended at the start of the campaign: for example, arresting buyers of commercial sex and education programs for arrestees are effective and inexpensive, and social marketing - if properly targeted and executed - can be a useful tool for helping to mobilize support for all of the other interventions. The effectiveness and efficiency of other options remains to be demonstrated, so we would recommend designing and implementing demonstration projects, coupled with feedback mechanisms to monitor performance and measure impact. As interventions are found to produce results, they can be adopted as core strategies of the NCED. Demonstrations that do not fare well under scrutiny will either be refined and further monitored, or abandoned by the campaign if it becomes clear that they are not promising. This approach is summarized in simplified form in Exhibit 1, and illustrated in more detail in Exhibit 2.

**Exhibit 1: Program Implementation and Refinement Feedback Cycle**



While developing recommended approaches remains a task of the proposed project, at this point we would expect that the NAP would include: (1) mobilizing early in the campaign to initiate, expand, improve, and sustain intervention models with demonstrated effectiveness, while (2) starting an iterative, “evidence based roll-out” process, where unproven but promising interventions are developed, initiated, monitored, and evaluated. Evidence regarding the impact and cost effectiveness of the demonstration projects would be fed back continuously, and conclusions about new demonstrations would come in waves, beginning two or three years into the National Campaign. Only then will HAF/DA be in a position to determine which of the full range of approaches do and do not work, and then prioritize them for NCED support.

**Exhibit 2: Illustration of Evidence Based Rollout, Monitoring, and Refinement of Interventions**



## Task 1: Design and Instrumentation

The project's first task will be to develop a plan and a division of labor for mining the data already in our possession and gathering new information. For our National Assessment we have developed a typology of programs and practices, and know that there are approximately 12 distinct anti-demand interventions currently implemented within the United States. Abt Associates has information about these interventions, and for some, we have data attesting to effectiveness. We will inventory our current data, identify gaps, and develop protocols for filling those gaps - either through mining the literature, extracting new information from our in-house data, or gathering new information through interviews. New data collection will add to our current understanding of opportunities and challenges in program implementation, how

those challenges have been overcome, lessons learned in establishing and sustaining programs, and recommendations for expanding and improving them. We have extensive contact lists based on our current national assessment and networks of experts, activists, practitioners, and others, and we will interview key individuals possessing useful knowledge about each type of intervention.

## **Task 2: Landscape Assessment**

Having the latest and most comprehensive information on commercial sexual exploitation and approaches to combating demand from previous research and other sources is critical for the successful completion of this project. This is an important step that must take place in the early stages of the contract as it will inform the development of strategy. Fortunately, Abt Associates has in its possession uniquely comprehensive data and information on current programs, practices, and policies, and our other consultants and contacts in the field will lend their expertise to identifying and interpreting new information. Comprehensive reviews are a standard component of most of our projects. For example, for a CDC project entitled *Evaluation Guide for Violence Against Women Prevention Programs*, Abt conducted a comprehensive literature review to inform the development of the materials for an expert panel, and for the National Institute of Justice we conducted an exhaustive literature on hate crime in the U.S. focusing on the state of current knowledge, and identifying gaps in research and practice. Our existing knowledge, coupled with our in-house capabilities to conduct literature and web reviews will ensure that we capture evidence-based best practices and potentially successful strategies for combating demand. Among the topics of our assessment will be:

### **Addressing Current Demand:**

**Laws** – We will provide a review and summary of federal and state laws that address prostitution (soliciting, patronizing, etc) and sex trafficking, and their implications for combating demand. In addition, we will provide a short summary of new legal approaches other countries are pursuing to address demand.

**Law Enforcement** – While many states already have sound soliciting laws, these laws are either poorly enforced, or law enforcement officials are unaware of the legal tools they already have to address demand. We need an assessment of the capacity to enforce existing law, as well as an understanding of what is needed to increase enforcement of existing law (political will? training? incentives and rewards such as promotions, salary increases, recognition for good work?). This assessment needs to be conducted on all sectors of law enforcement: police, prosecutors, judges. We will also examine the most effective law enforcement techniques for addressing demand.

**Assessment of Demand Hubs** – Wherever and whenever there are large numbers of men assembled with few women, there is a setting for demand. We will assess these events/entities and examine actual or potential, specific programs targeting these audiences. Such settings may include, but are not limited to: large sporting events; specialized sporting events (e.g., World Cup); conferences; tourism centers; gambling centers; bars; truck stops; military posts and surrounding areas; migrant worker camps; private “VIP” Clubs.

**Assessment of “Fronts”** - We will inventory the range of known or possible “fronts” for prostitution and related activities that are (or could be) targeted with specially designed programs, such as massage parlors, spas, nail salons, gyms, karaoke bars, and escort services.

---

<sup>1</sup> Laura Lederer contributed to this list of topics on pages 7 & 8. Personal communication, March 17, 2010.

***Internet and other New Technologies.*** Examine major purveyors of ads aimed at exploiters; examine the use of texting, social networking websites, etc.; explore reverse engineering the use of new technologies to reach demand with counteracting messages.

***Survivors and Survivor-led Service Providers.*** An advisory group of survivor may provide invaluable guidance for Demand Abolition efforts, offering a unique understanding of the issue and experience in tracking demand in order to do street outreach in their communities.

***Cultural Competence.*** Obtain expert advice and guidance on key ethnic communities (Latino, Korean, Chinese, Russian) where demand may be generated within a relatively closed community. One example would be Marisa Ugarte for addressing the Latino population in the southwest border area.

***ICAC.*** Link up with Internet Crimes Against Children and other organizations addressing domestic juvenile exploitation. Most of these organizations are focused on protecting children, and need to consider that combating demand will protect children by striving to ensure that there is no longer a market for their sexual exploitation.

### **Preventing Demand:**

***Education and Schools.*** We will assess the current and potential development of age appropriate education modules for public schools, private schools, community centers and faith-based institutions. We will examine states Education department and local Boards of Education and schools districts that may be willing to launch pilot programs. For example, we are aware that Cook County Illinois is receptive, and the Kansas Department of Education may be.

***Entertainment.*** The Entertainment Industry Foundation and individual entertainers have been recruited to develop PSAs for young people. They are producing promising messages for children and teens on the harm of smoking. We want their advice and guidance on reaching men and boys (and women and girls as well) on demand.

***Community.*** We will examine opportunities to educate mayors, city councils, and other community representatives and executives who are (or could) take a lead role in combating demand their own cities. Groups such as the League of women Voters and other well known and well respected organizations will be engaged to help.

***Parents.*** We will explore the potential for programs in which parents are inspired and taught to help raise healthy boys and young men who will not exploit women and girls.

***Faith-based Institutions.*** We will examine the current and potential role of faith-based institutions in addressing demand, particularly their work with their men’s ministries, women’s ministries, and teen and children’s ministries. They would be helpful in designing age-appropriate and culturally competent materials for faith based institutions to use. Among the current examples we would learn from are the Salvation Army’s Initiative Against Sex Trafficking, and the john school in Phoenix, Arizona operated by Catholic Charities’ DIGNITY program.

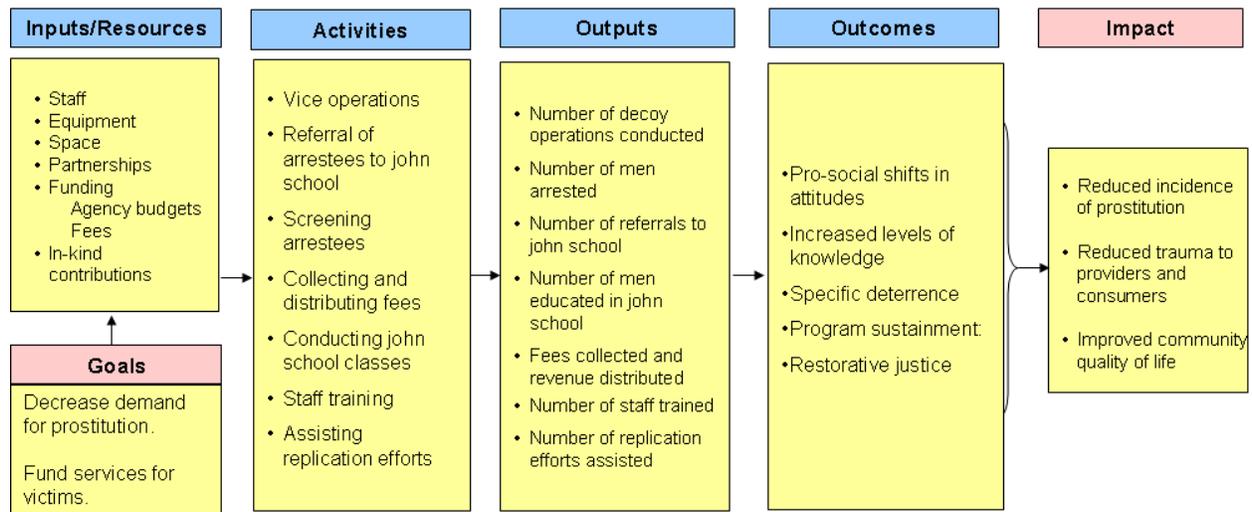
***Scientific Community.*** More research is needed on the nature of the exploiter: Is he addicted? Is he ill? Is he typically a criminal who should be locked up, or is he a misguided man who was indoctrinated with culturally-supported worldview that normalizes exploitive behavior? More research is also needed on what works to deter: Is it forfeiture? Jail sentences? Heavy fines? John schools? Early education?

***Global Community.*** This project focuses on the United States, but we would benefit by gleaning best practices abroad that can inform domestic approaches.

## Logic Models

A useful tool for understanding and illustrating how programs operate and how they are designed to pursue their goals and produce the intended results is a logic model, sometimes referred to as a theory of change model. Abt Associates is experienced at developing logic models where interventions operate without them, and in examining extant logic models. For each type within the typology of programs and practices for combating demand, we will produce a generic or composite logic model that illustrates the links between program goals, resources, outputs and outcomes. For example, Exhibit 3 presents a logic model for a diversion john school program.

### Exhibit 3: John School Logic Model



## Illustrative Strategic and Programmatic Options

While it is premature to make recommendations about strategies that will be presented as best options, for illustrative purposes - as well as to guide our inquiry - we can discuss some of the possibilities we expect to derive from our landscape analysis. For example, our assessment may point to the following approaches for motivating support and providing pragmatic tools to spur the growth, development, and sustainment of anti-demand efforts:

**Social marketing campaigns:** Content experts can identify the key audiences, and what they need to hear, to mobilize action or to directly combat demand among those who exploit women and girls. Social marketing firms can develop how to develop and convey these messages effectively. Would expect that a large, national social marketing campaign would be useful in knitting together the disparate pieces of a national campaign, and helping to create broad “buy in” and recognition that there is a new social movement to combat demand. We also would anticipate that there will be “micro-campaigns” targeting highly specific subpopulations such as lawmakers, judges, public health officials and practitioners, the general public (to combat the belief that commercial sex is harmless and intractable behavior) as well as the actual and potential johns themselves in a variety of contexts.

**Technical Assistance Center:** A way to coordinate, manage, synthesize, disseminate, and use information about effective and promising program, practice, and policy implementation would be to establish a technical assistance center. The center could provide a number of functions, such as an information



These and/or other strategies and programs would work synergistically and cyclically, and would be linked together in a cohesive campaign by (1) the organization behind the NCED, and (2) a coordinated set of social marketing efforts to mobilize support and social change in strategically targeted subpopulations, and to knit together localized initiatives into the greater whole of the NCED. Exhibit 4 illustrates how policy, practice, and public opinion can each be influenced by social marketing efforts, and how support flows into intervention against demand.

### **Task 3: Analysis and Reporting**

Abt has produced literally thousands of project final reports for numerous clients. Our reports are very well received, and we have technical review and quality assurance processes that work synergistically with our technical excellence to ensure the quality of our deliverables. Our reports are of the highest caliber and often lead to publications in peer review journals and are widely used to help inform the field.

The primary deliverable of this project will be a report that includes (1) an articulation of the project objectives, (2) a description of the steps taken and the tasks completed to meet those objectives, (3) a description of the landscape analysis, including the methods and a summary of the findings; (4) a description of the analysis, and how a set of strategy options were distilled from the broad array of possibilities, and the empirical basis for our recommendations; and (5) the recommended set of strategies.

Within six weeks of the project start date, the Abt team will electronically submit a draft final report to the HAF/DA team for review. We will also present the report to HAF/DA in person, and answer questions, provide clarification, and discuss revisions and steps.

### **Communication**

Communication is critical to the day-to-day operation and management of this project. It is critical to ensure there is ongoing and rapid response communication channels between the Abt project team and HAF/DA. We will implement a “no surprises” communication approach, which is built upon continuous and transparent communication with HAF/DA supported through weekly reporting and “as needed” discussions. Also critical to ensuring that there are no surprises in the management of this project is the proactive and early identification of issues and an immediate plan for resolution. Our ultimate objective is to ensure a quality final report, delivered on time and within budget, that moves HAF/DA toward a business plan for the NCED.

Progress reports serve an important function by helping the Abt team achieve accountability and transparency, and keeping the project on the course desired our clients. By the first day of each week, Abt will submit the HAF/DA a brief progress update that provides a description of the status of all activities under this contract. The report will contain (1) a succinct description of the accomplishments from the prior week, the status of all tasks, activities planned for the current week, and any problems encountered or anticipated and their solutions. The report will be submitted to HAF/DA staff electronically and will serve as the basis for a weekly phone briefing.

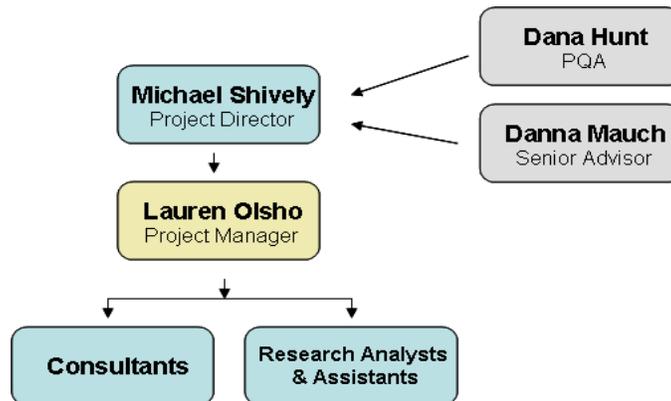
## 4. Personnel and Management Plan

To meet the stated project objectives, HAF/DA requires a contractor with expertise in research, strategic planning, and project management, in addition to the obvious requirements to have content expertise and a commitment to this topic and this project. Abt Associates has assembled a team of expert researchers and consultants with the experience to meet the technical and management requirements of the project. The Abt team includes staff from:

- **Abt Associates Inc.**, one of the premier research and policy development organizations in the country,
- **Georgia Women for a Change**, a nonprofit organization based in Atlanta, headed by the leader of a unique and renowned social marketing effort designed to combat demand and who spearheaded the effort to establish the city's first John school program.
- **Survivor-led Organizations**, including Veronica's Voice in Kansas City, MO, Breaking Free in Minneapolis MN, and Standing Against Global Exploitation (SAGE) in San Francisco, CA.

We propose Michael Shively, Ph.D., to serve as project director. He will be responsible for the quality and timeliness of project deliverables, manage the project budget, staff, consultants and subcontractors, and be the primary point of contact for communication with HAF/DA. He will oversee the development of all instruments, lead the interpretation and analysis of information, will present project findings to HAF/DA, and will be the lead author of the project final report. Project Quality Assurance will be provided by Dr. Dana Hunt, who has served this role on all of Abt's research on human trafficking and demand reduction. The key staff and their roles are described below. The follow organization chart illustrates the overall management structure of the project team.

### Exhibit 4: Consultant Management Approach



## **Abt Associates Staff**

**Michael Shively, Ph.D.**, will serve as Project Director. Dr. Shively is a Senior Associate at Abt Associates Inc. For the U.S. Department of Justice he is currently directing a national assessment of programs and strategies for curbing demand for sex trafficking and prostitution, and developing a website for practitioners and policymakers to facilitate peer networking and support and serve as an information clearinghouse on reducing demand. For the State Department’s Office to Monitor and Combat Trafficking in Persons he is assessing the evaluability of the Republic of Korea’s “john school” program, a demand-reduction initiative operating in over 30 cities. Previously, he directed an impact evaluation of the First Offender Prostitution Program, an initiative designed to reduce the demand that drives prostitution and sex trafficking in San Francisco. He has a long-running interest in the study of violence against women and children, and has co-directed a national survey of local police efforts to address transnational crime (including human trafficking); evaluated a prison-based batterer’s treatment program; conducted research on the relationships between prior abuse and crime among female gang members; studied hate crime among high school students; and coauthored a CDC guide for evaluating the effectiveness of programs designed to prevent sexual and intimate partner violence. Prior to his position at Abt Associates, Dr. Shively served as Deputy Director of Research and head of the Evaluation Unit for the Massachusetts Department of Correction, and as an Assistant Professor at the College of Criminal Justice at Northeastern University. He is a member of the Regional Human Trafficking Workgroup at the Carr Center for Human Rights Policy, Kennedy School of Government, Harvard University, and served previously on the Massachusetts Governor’s Commission on Criminal Justice Innovation; the Massachusetts Criminal History Systems Board; and the Cambridge Neighborhood Safety Task Force. He received his Ph.D. in Sociology from the University of Massachusetts – Amherst.

**Danna Mauch, Ph.D.** will serve as Senior Advisor on this project, and will assist in the distillation of information from the landscape assessment into a set of strategic frameworks. She is a Principal Associate at Abt who has more than 30 years of experience in designing, implementing, regulating and administering health and human services systems, as well as managing research and clinical services networks. The focus of her work has been on integration of systems of care, financing, and management information systems operated in complex regulatory environments. At Abt, she has concentrated on work concerning: strategic planning and evidence-base decision support, adoption of evidence-based practices, financing of integrated care solutions for persons with social and economic disadvantages, multiple and chronic health conditions, and involvement with behavioral health and criminal justice systems. Throughout her years of work as a consultant at Abt and Integrated Health Strategies, Dr. Mauch has conducted strategic evaluations and implementation planning initiatives on behalf of a range of clients including government agencies, nonprofits, foundations, courts and insurers. Examples of recent engagements relevant to the proposed work include: multisite evaluation of a national trauma informed care initiative; long term care needs assessment for implementation planning for prisoners; strategic implementation planning for transformation of special needs care system; and management assessment of treatment services provided to probationers and parolees. Dr. Mauch worked prior to joining Abt Associates in 2005 as chief administrative officer at Comprehensive NeuroScience, Inc., developing evidence-based decision-support systems to improve the quality and efficacy of prescribing for multiple chronic disease conditions. Prior to that, Dr. Mauch was the founding president and CEO of Magellan Public Solutions, Inc., the subsidiary of Magellan Health Services that provides managed care, disease management and administrative services to the largest number of lives in government-regulated and financed specialty health care. As President of Integrated Health Strategies, Inc., founded in 1990, she and her partners worked with community organizations and foundations on strategic assessment and implementation planning initiatives designed to achieve the social change missions of the respective client organizations. Dr. Mauch served the State of Rhode Island as executive director for Mental Health and Community Support Services, and was director of the state divisions of Mental Health, Substance

Abuse and Forensic Medicine for the Commonwealth of Massachusetts. On behalf of these states, she directed planning, financing, regulatory and federal research and demonstration grants for a range of initiatives on treatment improvements, community-based care systems, and consumer directed care for developmental disabilities, mental health and chronic disease populations. She has served and continues to serve on a number of foundation, government, and nonprofit boards addressing prevention, treatment and care management for vulnerable persons at risk for or having complex, disabling and chronic health conditions. Dr. Mauch is a published author of articles and book chapters on the organization and financing of specialty and behavioral health care systems.

**Dana Hunt, Ph.D.**, a Principal Associate at Abt, will serve as Project Quality Assurance advisor. She is an internationally recognized expert in the field of substance abuse, crime, intravenous drug use, drug treatment, and methodological issues of the field. Her research includes the use of both quantitative methods and ethnography. She has led dozens for research and technical assistance projects in her 20 years at Abt Associates, with a total value over \$100 million dollars. Of specific relevance is her providing Project Quality Assurance for our evaluability assessment of the South Korea john school program, our evaluation of the FOPP, and our current National Assessment of Efforts to Combat Demand for Sex trafficking.

**Lauren Olsho, Ph.D.**, will serve as Project Manager. Dr. Olsho is an economist with expertise in the areas of health and risky health behaviors in vulnerable populations. She is an experienced project manager, having served in that capacity on contracts for both federal and private clients, including complex projects with multiple subcontractors and/or limited timeframes. Dr. Olsho has extensive experience in economic modeling and dynamic programming techniques, as well as advanced statistical and econometric analysis. Since joining Abt Associates, she has refined and applied these techniques in the context of a number of large program evaluation projects, which have included survey instrument development, quantitative and qualitative data collection, validation and assessment of survey data quality, analysis and presentation of impact and process data, and development of reports and journal manuscripts for publication.

**Caroline Nobo**, Analyst, received her M.S. in Criminology from the University of Pennsylvania. She has several years of experience working with the criminal justice system to reduce violence against women. Her research and grant management work includes domestic violence intervention best practices at the Hospital at the University of Pennsylvania. As well, Caroline acts as the national site liaison for the Arrestee Drug Abuse Monitoring (ADAM) project, and has extensive experience interviewing and working with sensitive populations. Ms. Nobo is also a traveling member of the High Intensity Drug Trafficking Areas (HIDTA) program where she is responsible for conducting analyses of HIDTA performance data, assist with on-site data collection and co-author in-depth reports on her observations following site visits. Her research expertise include violence against women, prison reform, criminal justice policy, bias-based policing, prostitution and the Johns school program.

**Kristina Kliorys**, a Senior Analyst at Abt Associates, will serve as a team leader, working with the Project Manager and supervising research assistants tasked with collecting information for the Landscape Analysis. Ms. Kliorys has both project and data collection management experience. She recently completed a role as project manager on a three-year effort to capture and document promising practices for worker reemployment under the U.S. Department of Labor's National Emergency Grants program. In this role, she was responsible for the oversight and management of all activities associated with conducting the study, including project schedule, budget, staffing, subcontractor agreements, and regular progress reporting. She is currently the Director of Field Operations for the Evaluation of Expanded Learning Time under contract from the U.S. Department of Education's Institute of Education Sciences. In this role, she is responsible for oversight and management of all data collection activities, including the recruitment, participation, and retention of match-comparison schools. Through her work examining a

variety of federal initiatives that build the capacity of grassroots organizations so that they are better able to serve needy populations, such as victims of crime, as well as several state initiatives to expand the school day in low income areas, Ms. Kliorys was responsible for conducting in-depth site visits and co-authoring final process evaluation reports. Ms. Kliorys holds an Ed.M. from the Harvard Graduate School of Education where her coursework focused on program evaluation and policy analysis.

## **Consultants**

### **Stephanie Davis, *Georgia Women for a Change***

Stephanie Davis is the executive director of *Georgia Women for a Change*, a non-profit public policy institute with a gender lens, that represents Georgia activists on issues across a spectrum of issues including health care, economic justice and challenging violence against women and girls. *Georgia Women* has introduced legislation to set a minimum age for prostitution in Georgia as a way to redirect minors to social services instead of incarceration. Davis served as the first Policy Advisor on Women's Issues to Mayor Shirley Franklin where she coordinated the "Dear John" campaign to end child prostitution in Atlanta. As the first director of the Atlanta Women's Foundation where she served for 11 years, Davis was responsible for raising several million dollars, establishing an endowment and positioning the Foundation to be the fastest growing women's fund in the country. Davis currently serves on the Board of The White House Project to promote women's leadership in all spheres.

### **Vednita Carter, *Breaking Free***

Vednita Carter is founder and executive director of *Breaking Free*, an Afro-Centric non-profit agency that assists women and girls in escaping systems of prostitution. She has extensive experience in developing and planning programs for prostituted women and girls. Ms. Carter developed and directed the Women's Services Program for six years at WHISPER (Women Hurt in Systems of Prostitution Engaged in Revolt). She counseled incarcerated women for five years at the Rivers of Life prison ministry program. Ms. Carter is the author of "Prostitution: Where Racism and Sexism Intersect", published in the Michigan Journal of Gender and Law, and she co-authored "Prostitution, Racism and Feminist Discourse", published by the Hastings Law Journal. She is a member of the Women of Color Health Alternatives Network. Her most recent writing includes a chapter in the Journal of Trauma Practice (Haworth Maltreatment & Trauma Press) and Sisterhood Is Forever: The Women's Anthology for A New Millennium (Washington Square Press). She has written numerous articles on African American women and prostitution published nationwide in feminist newspapers and newsletters. She has premiered in the documentary "Rape Is", produced by Cambridge Documentary Films.

### **Kristy Childs, *Veronica's Voice***

Kristy Childs, a survivor of commercial sexual exploitation, trauma and drug addiction, is founder and Director of *Veronica's Voice*, a non-profit organization in Kansas City (MO) that operates the city's first john school program. *Veronica's Voice* educates and provides resources to help clients with options to assist them in leaving a life of prostitution, sexual exploitation, drug addiction and violence, and to transition into new lives free from abuse. Ms. Childs is dedicated to human rights and social change for American victims of commercial sex exploitation without voices.

### **Standing Against Global Exploitation (SAGE)**

Standing Against Global Exploitation (SAGE) is a survivor-led nonprofit organization in San Francisco that has partnered with the Police Department, District Attorney's Office, in the Department of Public

Health to found and operate the city’s john school. SAGE is a pioneer in the human trafficking movement, helping to create the language now commonly used to discuss demand, to identify demand as the cause of sex trafficking, and to link local prostitution and sex trafficking to global systems of sexual exploitation of women and girls. SAGE leaders helped craft the TVPRA and its several reauthorizations, including the End Demand provisions of the 2005 reauthorization. They have also become expert at educating policy leaders and the media to garner support for anti-demand programs.

## **Project Quality Assurance**

Abt’s commitment to quality is an essential part of who we are. Abt assigns a Project Quality Advisor (PQA) to each new project to assure the highest quality deliverables and to advise each project director. In this capacity, Dr. Dana Hunt will review and advise on all project tasks, from inception through completion, to ensure quality in task implementation and deliverables to HAF/DA. No written product will be delivered without Dr. Hunt’s review and signoff.

**Our Project Quality Assurance process provides additional checks and balances to deliver consistently high quality work in a timely, efficient manner.**

At the outset of the project contract, Dr. Hunt and Dr. Shively will develop a written quality enhancement/quality assurance (QE/QA) plan for internal use, comprising an agreed-upon set of activities to occur over the course of the project. Dr. Hunt and Dr. Shively will share responsibility for carrying out research and other actions specified in the plan.

To further ensure quality, we will conduct at least two contract reviews in this eight-week project, attended by corporate management, Dr. Shively, and Dr. Hunt. The goal of the contract review meetings will be to address any problems that have arisen and plan strategies to address them. The team will identify any problems and will develop appropriate solutions. Before the end of each meeting, action steps will be defined and responsibilities assigned. Dr. Shively will be responsible for resolving problems requiring resource management action (e.g., assignment of additional staff, or attention required by our corporate contracts office).

## **Managing and Coordinating Consultants**

The Abt team includes the aforementioned consultants who complement the skills and expertise we provide. As the prime contractor, Abt is responsible for the performance of all consultants. We implement a rigorous process to ensure the timely and quality performance of our consultant activities.

**Exhibit 5: Consultant Management Approach**

|   |   |
|---|---|
| <b>Clear definition of work</b>             | As with our own staff, all work to be performed by consultant personnel will be initiated by written assignments that include defined objectives, a clear statement of work, quality indicators, a list of deliverables, a budget and schedule, a statement of anticipated problems, and any critical timing issues.  |
| <b>Close communication and coordination</b> | Repeated communication with our consultants is key. Dr. Shively will be the principal point of communication with consultants. All methods of communication will be used.   |
| <b>Monitoring of progress</b>               | Dr. Shively will monitor consultant performance and will document their progress in our progress reports to HAF/DA. Expenditures will tracked in control accounts in our project accounting system. Consultant invoices will be paid in a timely fashion after Dr. Shively approves the charges.  |
| <b>Quality control</b>                      | All deliverables from the consultants will be carefully reviewed by Drs. Shively and Hunt to ensure that we provide HAF/DA with quality products. Abt Associates will provide comments back to the consultant regarding any revisions required. If a significant problem is anticipated, Dr. Shively will negotiate with the subcontractor or consultant to identify a mutually agreeable solution. |

**Internal Project Timeline Management**

One of the key challenges of this project is the brief period of performance. This is a challenge we are experienced in meeting, but must be considered and accounted for in our approach. One of the tools we will use to ensure the steady progress of the work and on-time delivery of work products to HAF/DA will be a weekly meeting of project staff, to occur Monday morning of each week. At these meetings we will discuss progress up to that point, and any challenges arising that could compromise the scope, quality, or pace of work. At these meetings we will develop plans for surmounting challenges, such as reallocating staff or contacting individuals who may be responsible for delays in providing us with information. At these meetings we will also revisit the overall project timeline and scope, and plan the activities for the upcoming week and beyond. At subsequent meetings the past weeks’ progress will be reviewed, and the next week re-planned. The issues arising at the weekly meetings will be reviewed at our weekly report and briefing with HAF/DA.

## Project Time Schedule

Exhibit 6: Proposed Timeline

| Task  | Week |   |   |   |   |   |   |   |   |    |
|---|------|---|---|---|---|---|---|---|---|----|
|   | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <b>1. Design &amp; Instrumentation</b>            |      |   |   |   |   |   |   |   |   |    |
| Project setup, teaming agreements, contracts, IRB | ■    |   |   |   |   |   |   |   |   |    |
| Inventory in-house data & documents               | ■    | ■ |   |   |   |   |   |   |   |    |
| Assemble contact lists                            | ■    | ■ |   |   |   |   |   |   |   |    |
| Develop data collection & interview protocols     |      | ■ |   |   |   |   |   |   |   |    |
| <b>2. Landscape Assessment</b>                    |      |   |   |   |   |   |   |   |   |    |
| Review literature, documents, statutes            | ■    | ■ | ■ | ■ |   |   |   |   |   |    |
| Mine data collections at Abt Associates           |      | ■ | ■ | ■ |   |   |   |   |   |    |
| Stakeholder, expert, practitioner interviews      |      |   | ■ | ■ | ■ |   |   |   |   |    |
| <b>3. Analysis &amp; Reporting</b>                |      |   |   |   |   |   |   |   |   |    |
| Weekly client update                              | ■    | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■  |
| Analyze findings; develop strategy options        |      |   | ■ | ■ | ■ | ■ |   |   |   |    |
| Final report writing                              |      |   | ■ | ■ | ■ | ■ |   |   |   |    |
| Draft report delivered                            |      |   |   |   |   | ■ |   |   |   |    |
| Final report                                      |      |   |   |   |   |   | ■ |   |   |    |
| Meet client to discuss next steps, business plan  |      |   |   |   |   |   |   | ■ |   | ■  |

## **Project Budget**

---

The cost of the project as proposed is \$168,451. The labor costs in the exhibit appended to this proposal include direct labor rates plus fringe and all other indirect costs. We propose a fixed price contract, and will invoice HAF/DA at the midpoint and end date of the contract.

## **5. Organizational Experience and Expertise**

---

### **Mission and Purpose of Abt Associates**

Abt Associates is one of the nation’s premier research and consulting organizations. Our staff endeavors to improve the quality of life and economic well-being of peoples worldwide. The company is built on the concept that sound information and empirical analysis are the best foundations for decision making. Abt Associates is a client-focused organization dedicated to providing practical, measurable, high-value solutions to problems brought to it by a wide variety of clients: U.S. government agencies, foreign governments, international organizations, trade and professional associations, and foundations. We apply rigorous research and consulting techniques to a wide range of issues in social and economic policy, international development, business research and consulting, and clinical trials and registries. Our core practices focus on promoting effective and accessible health care delivery and effective criminal justice interventions.

### **General Background of Abt Associates**

Abt Associates Inc., founded in the Commonwealth of Massachusetts in 1965, is widely recognized for its social scientific research on health, crime, and social programs. It is a private, employee-owned company with a full-time permanent staff of approximately 1,400 in 30 offices throughout the world, including domestic offices in Cambridge, Lexington, and Amherst, MA; Bethesda, MD; Chicago, IL; Atlanta, GA; and Durham, NC.

Our staff has a broad array of skilled professionals, including: social scientist content experts, quantitative data analysts, survey scientists, and statisticians; clinical researchers, physicians, nurses, and other paraprofessionals; communications and qualitative researchers; criminal justice and health policy experts, lawyers, epidemiologists, and health services researchers; strategic planners; community development specialists; statisticians; and programmers. In addition, Abt has a fully integrated survey research and division that supports the company’s quantitative and qualitative data collection efforts.

Our staff includes nationally and internationally recognized experts known for excellence in their respective disciplines, innovative research techniques, and insightful and often groundbreaking analyses and recommendations. In the domestic health division, Abt Associates studies have focused on criminal justice and health care research and program evaluation; helping to identify challenges impairing effective functioning of health care, criminal justice, and social service systems, and exploring ways to overcome identified challenges; and integrating a broad spectrum of public services with community and private resources.

Over the past 45 years, we have conducted thousands of studies, program evaluations, and technical assistance projects that have applied the full range of research designs, analytic techniques, and dissemination strategies. We have designed and implemented in-depth case studies driven by program logic models as well as large-scale surveys, experiments, and quasi-experiments. We conduct qualitative studies using data from focus groups and key informant interviews as well as secondary data analysis of large, nationally representative surveys. We also have extensive experience convening advisory panels of expert researchers and practitioners, and working closely with them throughout long-term studies. We frequently convene focus groups and “cluster conferences” of site staff for multi-site studies. We have collected data from policy makers, program sponsors, implementing organizations, individual participants, and beneficiaries at the community level.

| Abt Associates                              |                              | National Action Plan<br>RFP # 121709 |                          |          |       |           | 1                                      |          | 2                                  |          | 3                                  |          |
|---|------------------------------|--------------------------------------|--------------------------|----------|-------|-----------|--|----------|------------------------------------|----------|------------------------------------|----------|
| EXPENSE CATEGORY                            | BILLING CATEGORY             | BILLING RATE                         | March 22 to May 28, 2010 |          |       |           | Task 1:<br>Design &<br>Instrumentation |          | Task 2:<br>Landscape<br>Assessment |          | Task 3:<br>Analysis &<br>Reporting |          |
|   |                              |                                      | % FTE                    | # Months | Hours | Price     | Hours                                  | Price    | Hours                              | Price    | Hours                              | Price    |
| Abt Regular Labor #1, Shively, Michael      | Project Director             | \$167.00                             | 81%                      | 2        | 251   | \$41,917  | 80                                     | \$13,360 | 80                                 | \$13,360 | 91                                 | \$15,197 |
| Abt Regular Labor #2, Hunt, Dana            | Technical Reviewer           | \$282.00                             | 6%                       | 2        | 18    | \$5,132   | 5                                      | \$1,410  | 5                                  | \$1,410  | 8                                  | \$2,312  |
| Abt Regular Labor #3, Olsho, Lauren         | Deputy Project Director      | \$174.00                             | 32%                      | 2        | 99    | \$17,226  | 33                                     | \$5,742  | 33                                 | \$5,742  | 33                                 | \$5,742  |
| Abt Regular Labor #4, Mauch, Danna          | Senior Advisor               | \$298.00                             | 15%                      | 2        | 45    | \$13,410  | 15                                     | \$4,470  | 15                                 | \$4,470  | 15                                 | \$4,470  |
| Abt Regular Labor #5, Nobo, Caroline        | Team Leader                  | \$86.00                              | 58%                      | 2        | 180   | \$15,480  | 60                                     | \$5,160  | 60                                 | \$5,160  | 60                                 | \$5,160  |
| Abt Regular Labor #6, Kliorys, Kristina     | Survey                       | \$99.00                              | 29%                      | 2        | 90    | \$8,910   | 30                                     | \$2,970  | 30                                 | \$2,970  | 30                                 | \$2,970  |
| Abt Regular Labor #7, Research Assistant 1  | Data Collection              | \$64.00                              | 54%                      | 2        | 165   | \$10,560  | 55                                     | \$3,520  | 55                                 | \$3,520  | 55                                 | \$3,520  |
| Abt Regular Labor #8, Research Assistant 2  | Data Collection              | \$64.00                              | 54%                      | 2        | 165   | \$10,560  | 55                                     | \$3,520  | 55                                 | \$3,520  | 55                                 | \$3,520  |
| Abt Regular Labor #9, Research Assistant 3  | Data Collection              | \$64.00                              | 54%                      | 2        | 165   | \$10,560  | 55                                     | \$3,520  | 55                                 | \$3,520  | 55                                 | \$3,520  |
| Abt Regular Labor #10, Research Assistant 4 | Data Collection              | \$64.00                              | 54%                      | 2        | 165   | \$10,560  | 55                                     | \$3,520  | 55                                 | \$3,520  | 55                                 | \$3,520  |
| Abt Regular Labor #11, Mihal, Kevin         | Finance and Contract Analyst | \$133.00                             | 4%                       | 2        | 12    | \$1,596   | 4                                      | \$532    | 4                                  | \$532    | 4                                  | \$532    |
| <b>LABOR TOTAL</b>                          |                              |                                      |                          |          | 1355  | \$145,911 | 447                                    | \$47,724 | 447                                | \$47,724 | 461                                | \$50,463 |
| Consultant #1                               | Vednida Carter               |                                      |                          |          |       | \$2,000   |  | \$2,000  |                                    | \$0      |                                    | \$0      |
| Consultant #2                               | Kristy Childs                |                                      |                          |          |       | \$5,000   |  | \$5,000  |                                    | \$0      |                                    | \$0      |
| Consultant #3                               | SAGE                         |                                      |                          |          |       | \$5,000   |  | \$5,000  |                                    | \$0      |                                    | \$0      |
| Consultant #4                               | Stephanie Davis              |                                      |                          |          |       | \$5,000   |  | \$5,000  |                                    | \$0      |                                    | \$0      |
| Consultant #5                               | To Be Named                  |                                      |                          |          |       | \$5,000   |  | \$5,000  |                                    | \$0      |                                    | \$0      |
| <b>Consultant Subtotal</b>                  |                              |                                      |                          |          |       | \$22,000  |  | \$22,000 |                                    | \$0      |                                    | \$0      |
| <b>OTHER DIRECT COSTS</b>                   |                              |                                      |                          |          |       |           |  |          |                                    |          |                                    |          |
| Printing & Duplicating                      |                              |                                      |                          |          |       | \$290     |  | \$0      |                                    | \$0      |                                    | \$290    |
| Purchased Services                          | Journal Articles             |                                      |                          |          |       | \$250     |  | \$0      |                                    | \$0      |                                    | \$250    |
| <b>ODC TOTAL</b>                            |                              |                                      |                          |          |       | \$540     |  | \$0      |                                    | \$0      |                                    | \$540    |
| <b>TOTAL PRICE</b>                          |                              |                                      |                          |          |       | \$168,451 |  | \$69,724 |                                    | \$47,724 |                                    | \$51,003 |