

Development & Operations Roadmap



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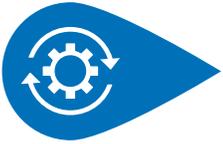
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What Is a Multidisciplinary Anti-Human Trafficking Task Force?

A multidisciplinary anti-human trafficking task force supports and encourages a collaborative effort among local and federal law enforcement, prosecutors, and victim service providers.

Since 2004, the U.S. Department of Justice has provided federal funding to support the multidisciplinary task force approach. These task forces uphold the intent of the Trafficking Victims Protection Act (TVPA) by ensuring that all trafficking victims are identified and receive access to a comprehensive array of supportive services, and that the crimes of human trafficking are successfully investigated and prosecuted at the local, state, tribal, and federal levels.

Typical task force work can be categorized into four areas of function, with each area describing a distinct focus. The four areas are:

-  1. Internal foundations, operation, and collaboration
-  2. Case operations
-  3. Data, reporting, and assessment
-  4. Public and community engagement, awareness, and training



Roadmap Development, Purpose, & Format

The roadmap combines principles on the stages of group development with evaluation rubrics that are designed to assist groups in achieving success and assessing performance.

Roadmap Purpose

- ▶ To provide task forces with a tool to identify needs and gaps in processes, collaboration, growth, performance, and progress toward requirements of grant funding (if applicable).
- ▶ To reinforce that development as a multidisciplinary task force is a process that requires time, attention, and intention.
- ▶ To equip task forces with resources that support capacity building and sustainability.

Roadmap Format

- ▶ **Four Areas of Function:** The four areas describe the overarching categories in which a task force's duties are organized.
- ▶ **Key Elements of Development:** The four areas are divided into elements, which represent key components of each area.
- ▶ **Five Stages of Development:** The five stages model the development process for a collaborative group within each area and element.

Important Notes

- ▶ This tool is a planning resource only. It is not intended as a checklist, but rather as a guide for internal task force development.
- ▶ The growth and development of a multidisciplinary task force is dependent on its unique situation and circumstances.
- ▶ When using this tool to identify needs and strengths, you will likely find that different elements are at different stages of development. *This is normal.*

This roadmap is intended for use by any multidisciplinary anti-human trafficking collaborative, not just those funded by the U.S. Department of Justice.

Roadmap Snapshot: Organization

FOUR AREAS



Areas of function broadly describe all multidisciplinary task force duties, operations, and responsibilities. They align with priorities of the U.S. Department of Justice *Enhanced Collaborative Model* (ECM) for anti-human trafficking task forces, but can be used by any collaborative group.

ELEMENTS

Each area contains several unique elements for consideration by the task force throughout the process of formation and development.

1

2

3

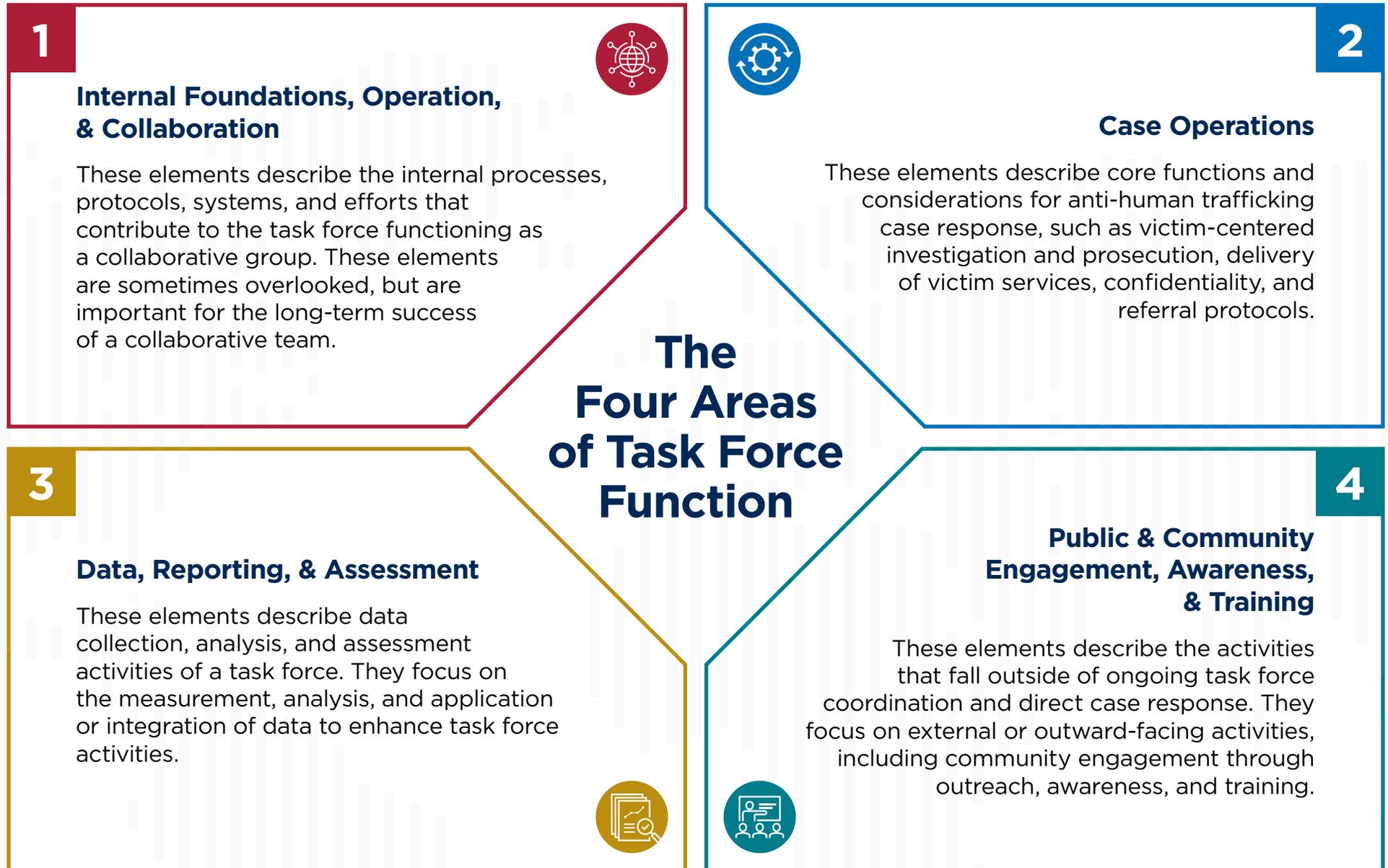
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5

FIVE STAGES

Each element is further organized into five stages that reflect the development process of a collaborative group.

Roadmap Snapshot: Areas of Function



Roadmap Snapshot: Stages of Development

Stage 1



Creating a Foundation & Getting Started

This is the beginning stage of a task force, when parties are newly coming together and expressing an interest and intent to collaborate.

Stage 2



Developing Structure & Organization

This stage is where the task force begins to develop an organizational structure and supporting processes that will enable success. A strong structure includes well-defined roles and responsibilities for all members, including any subcommittees the task force may create.

Stage 3



Institutionalizing

In this stage, the task force formalizes its mission, goals, strategy, structure, processes, and core partnerships. There is a stronger sense of connection within the group than in previous stages.

Stage 4



Building & Expanding Capacity

With a formalized structure and processes, the focus in this stage shifts to bringing in new partners, expanding response capabilities, and continuing to develop and refine processes to overcome identified challenges and reflect lessons learned.

Stage 5



Evaluating & Evolving

At this stage the focus of the task force is on maintaining strong collaboration, implementing evidence-based response strategies, evaluating current efforts, and remaining adaptive to ensure sustainability and longevity.



INTERNAL FOUNDATIONS, OPERATION, & COLLABORATION

These elements describe the internal processes, protocols, systems, and efforts that contribute to the task force functioning as a collaborative group. These elements are sometimes overlooked, but are important for the long-term success of a collaborative team.

Mission Statement

A mission statement describes the purpose of your task force – why you have come together and what it is you intend to do as a group. It should be clear and concise, and serve as a guide for all of your work.

EXAMPLE: To develop and implement a coordinated and collaborative, victim-centered, trauma-informed multidisciplinary response to human trafficking in our community.

Stage 1

- ▶ The mission and vision of the task force is not easy for members to articulate, and there is no shared mission statement.
- ▶ Members, stakeholders, and the community are unsure of what the task force's work focuses on.

Stage 2

- ▶ Members understand the need for a mission statement and begin to develop one based on common goals and beliefs.
- ▶ Task force leadership seeks input from members, the community, and other stakeholders on the shared mission statement.

Stage 3

- ▶ The task force's mission statement is clearly written and reflective of shared goals.
- ▶ The roles and responsibilities of task force leaders and members are connected to the shared mission statement.¹
- ▶ Some task force activities and projects might still seem to be unrelated to the mission.²

Stage 4

- ▶ Task force mission relates to and drives all of the task force's work,³ including its goals, objectives, projects, work, structure, and operations.
- ▶ Much of the stakeholder community is aware of the task force and its mission.

Stage 5

- ▶ Task force work as a whole is clearly mission-aligned.⁴
- ▶ The shared mission is known throughout the task force and stakeholder community.
- ▶ The task force periodically reviews its mission and work and makes necessary updates to ensure alignment and continued responsiveness to the needs of the community.



Guiding Principles

Guiding principles are important values, stances, beliefs, and commitments that are formulated by the group and serve as standards for how the task force will work together. They may include norms of behavior for members of the group (e.g., treat each other with respect) as well as accepted beliefs and commitments articulated and agreed upon by members.

EXAMPLE: We believe that human trafficking impacts all genders, ages, and nationalities and our response, including identification, investigation, prosecution, services, training, and awareness, must be inclusive.

Stage 1

- ▶ Task force has no guiding principles.
- ▶ Task force experiences frequent philosophical differences and conflict.

Stage 2

- ▶ Task force members acknowledge philosophical differences where they exist but begin to brainstorm a set of guiding principles centered on their commonalities.

Stage 3

- ▶ The task force finalizes its guiding principles based on common values and drafts a plan to incorporate those principles into task force structure and operations.
- ▶ There may continue to be philosophical conflict among some task force members.

Stage 4

- ▶ The task force's structure and activities are revised as needed to incorporate and align with its guiding principles.
- ▶ Task force members recognize philosophical differences, and guiding principles support collaborative work and mutual respect.

Stage 5

- ▶ Guiding principles are implemented, emphasized, and revisited regularly.
- ▶ The guiding principles serve as a foundational element for all task force work for all task force members.



Goals & Objectives

Goals and objectives describe what a task force will do to achieve its mission. A multidisciplinary, collaborative approach sets forth the following goals:

1. Identify victims of all forms of human trafficking.
2. Investigate and prosecute human trafficking cases at the local, state, and federal levels.
3. Address individualized service needs through a comprehensive array of service providers.

Five core objectives can assist task forces in achieving the above stated goals:

1. Establish and sustain effective **leadership** and a **structure** that will support the goals of the task force.
2. Make **data-driven decisions** based on a shared understanding of the prevalence, scope, and nature of human trafficking within a geographic area.
3. **Identify victims of all types of human trafficking** through coordinated training; public awareness and outreach; and trauma-informed screening and interview techniques.
4. **Conduct proactive investigations** of sex and labor trafficking with the goal of successful prosecution at the level appropriate to each case.
5. Ensure a **comprehensive array of services** are readily available to meet the individualized needs of all victims.

NOTE: An important beginning step is to discuss task force goals and objectives as a collaborative team and adapt or clarify them as needed. Setting strategy together helps to build common ground on the task force and increases buy-in among a diverse array of members.



Goals & Objectives



Stage 1

- ▶ The task force has no clear or articulated goals.
- ▶ Most task force members are uncertain of the group's purpose and intended work.⁵
- ▶ The work of the task force is disorganized, with minimal or no strategy.

Stage 2

- ▶ The task force has vague goals and priorities.
- ▶ Many members are still unclear about the common goals that bring the task force together.
- ▶ Task force members begin to discuss strategy and draft common goals.

Stage 3

- ▶ The task force has developed written goals agreed upon by all members.
- ▶ Most task force members are aware of and understand the common goals.
- ▶ Most of the task force's strategies and activities are driven by its goals.

Stage 4

- ▶ The task force's goals are clear and concise and are supported by objectives that are used to define efforts and strategy.⁶
- ▶ Virtually all members are aware of the common goals and understand how their respective work aligns with those goals.

Stage 5

- ▶ The task force's goals align with its mission statement and are supported by specific, actionable objectives.
- ▶ Task force leadership regularly assesses progress toward common goals and adds new or revises existing goals and objectives as needed.

Leadership

Task forces are best supported through a core team combined with a task force coordinator or director.

The **Core Team** comprises the grant partners (if applicable) and a small number of other key members (such as a research partner or analyst). However, the specific makeup of its core team is unique to each task force. The core team provides overarching leadership and guidance to task force efforts. Its responsibilities include but are not limited to developing strategy and identifying priorities based on input from task force members, cases, and task force assessments; setting goals and holding members accountable to timelines and shared work; and, if applicable, overseeing the management of grant-funded activities and requirements.

The **Task Force Coordinator** is responsible for the day-to-day logistics and administrative functions of the task force, which may include developing agendas and convening meetings; providing support to committees as necessary; overseeing data collection and timely collaborative reporting; overseeing the work of or liaising with the task force research partner; performing administrative tasks; and providing overall guidance and management for task force efforts in pursuit of stated goals and objectives.

Stage 1

- ▶ The task force has no established leader(s) or leadership structure.⁷
- ▶ Task force members look to multiple people or agencies for leadership.

Stage 2

- ▶ The task force has a loose, informal leadership structure, though not all members are aware of or recognize it.
- ▶ The roles and authority of informal leaders are undefined and unclear.

Stage 3

- ▶ The task force defines a clear structure that outlines the roles and authority of its leadership.
- ▶ Members begin to look to this leadership for direction.

Stage 4

- ▶ The task force has a clearly defined and focused leadership structure that is empowered with the appropriate authority to set strategy and direction.
- ▶ The leadership structure is memorialized in writing for stability and continuity.

Stage 5

- ▶ Task force members consistently look to the established leadership for guidance.
- ▶ Task force leadership represents, recognizes, and integrates interests of all stakeholders and acts in furtherance of the task force as a whole.⁸



Membership

Including representation from diverse agencies and organizations expands task force capacity to provide comprehensive services to victims, bring investigations to successful prosecution, and engage with the community and other stakeholders through outreach and training. This diversity in membership can aid the task force to balance its efforts to combat all types of human trafficking.

NOTE: Although diverse membership is important, task forces should be cautious of growing too big too fast and growth simply for the sake of growth. Each member should understand their role, contribute to the work of the task force, and support the common mission and goals.

Stage 1

- ▶ Task force membership is ad hoc and lacks representation of key partners and/or community demographics.
- ▶ There is no process or strategy for bringing in new task force members.
- ▶ Participation of task force members is inconsistent.

Stage 2

- ▶ Task force membership reflects a larger range of key partners and stakeholders.
- ▶ The task force still experiences some inconsistent participation and hesitancy from some potential members.
- ▶ Engaged task force members recognize the need for a membership process.

Stage 3

- ▶ Task force membership is representative of the community and includes participation by key partners to ensure identification, investigation, and service availability for most victims and forms of human trafficking, though some gaps may still exist.⁹
- ▶ The task force has developed a process for identifying, vetting, and onboarding new members.
- ▶ Increased understanding of the task force's purpose and structure leads to increased member participation.

Stage 4

- ▶ The task force adheres to its process for bringing in new members and experiences consistent member participation.
- ▶ The task force has built trust and legitimacy in the field and community through thoughtful organization and structure; initial hesitancy of some groups or individuals to join has largely been resolved.

Stage 5

- ▶ The task force includes representatives from all relevant partner areas and fields.
- ▶ The task force adheres to its membership process but has the flexibility to add additional members as needed to link to additional resources and communities.¹⁰



Structure

Structure describes both how the task force members are organized into leadership, membership, and working groups and how the task force structures its processes. A clearly defined structure can maximize collaborative efforts, create stability, and facilitate coordination. Structural considerations include (but are not limited to) division of labor into committees; a consistent and regular meeting schedule; and organized, established decision-making processes.

Stage 1

- ▶ Task force stakeholders meet irregularly and have no formal structure.
- ▶ The task force functions in an ad hoc manner.

Stage 2

- ▶ A basic task force structure exists on paper, but lacks detail.
- ▶ Some member efforts may unintentionally undermine the task force structure due to lack of clarity (e.g. conducting training and outreach events without engaging the training and outreach committee).

Stage 3

- ▶ There is a clearly defined, overarching structure in writing, and the task force has begun to define and detail some of its subparts.
- ▶ Most task force members understand the formalized structure and adhere to it more often than not.

Stage 4

- ▶ The overarching structure and all subparts are clearly defined in writing.
- ▶ Virtually all members understand the structure and subparts including committees, working groups, member agencies, and individual members.

Stage 5

- ▶ The task force's structure is clearly defined and aligned to support its mission and goals.
- ▶ Each segment of the organizational structure (e.g., core team, committees, individual members) understands and acts in accordance with the roles and purpose of the structure.



Roles & Responsibilities

A task force should clarify the roles and responsibilities of its members to establish clear expectations about engagement and participation. Effective multidisciplinary teamwork requires a high level of trust built over time through collaborative work; honest, respectful communication; and a shared understanding that each member plays a unique and important role on the team. Establishing a shared understanding of respective roles and responsibilities can help to build trust among team members that everyone is working in concert toward the same goals.¹¹ **Splitting** occurs when a team member performs the role of another based on miscommunication and/or lack of trust in that person to perform the task.

Stage 1

- ▶ Roles and responsibilities on the task force have not been discussed or defined.
- ▶ Task force members do not understand the roles and responsibilities of other members.
- ▶ Task force members struggle to or are inconsistent in articulating their own agency's role and responsibilities on the task force.
- ▶ Splitting occurs frequently.

Stage 2

- ▶ Task force member roles and responsibilities are informally defined.
- ▶ Task force members have a basic understanding of the roles and responsibilities of their partners.
- ▶ Splitting continues to occur.

Stage 3

- ▶ The roles of each task force member agency and key individuals are defined.
- ▶ Task force members are mostly familiar with and understand the roles of other members.
- ▶ Minimal splitting occurs.¹²

Stage 4

- ▶ All roles and responsibilities are clearly defined in writing.
- ▶ Task force members understand their own roles, their agency's role, and the roles of other members and agencies.
- ▶ Task force members engage in open communication to resolve concerns and conflict, resulting in minimal to no splitting.

Stage 5

- ▶ Members understand their own roles and their agency's role and have done cross-training to better understand the roles of other members and agencies.
- ▶ Member responsibilities are defined, documented, and adaptable.¹³
- ▶ The task force regularly reviews roles and responsibilities to revise and realign them as needed.



Decision Making

Decision making is a key activity of any task force but can be fraught with conflict. Task forces should establish a decision-making process that promotes inclusion, transparency, and accountability.

Stage 1

- ▶ The task force lacks a decision-making structure or process or has an ad hoc process that lacks transparency.
- ▶ Decisions are often made hastily or without adequate input and thus may not reflect the task force as a whole.¹⁴

Stage 2

- ▶ Task force decision-making procedures are established informally but continue to lack transparency.
- ▶ Task force members begin to discuss and draft a formal process.
- ▶ Task force members are unclear about the decision-making process and use it inconsistently.¹⁵

Stage 3

- ▶ A formal decision-making process is developed and institutionalized in written protocol.
- ▶ Members understand and adhere to the established decision-making protocol.
- ▶ Decisions are transparent and reflect the expertise and input of team members.¹⁶

Stage 4

- ▶ Discussions and decisions reflect use of the decision-making protocol and include input from representatives of a variety of interests.¹⁷
- ▶ The task force uses data and evidence to inform decisions where possible.

Stage 5

- ▶ Clear decision-making procedures are routinely used.¹⁸
- ▶ Discussions and decisions reflect the expertise and perspectives of all task force members, including those invited to contribute on a temporary basis.¹⁹



Meetings

Task force meetings are the cornerstone of the group's development, serving as a forum for building relationships, conducting training, exchanging ideas, solving problems, resolving conflict, and celebrating successes. Task forces can maximize the benefit of in-person interaction in meetings by engaging in collaborative work rather than reporting individual activities. Collaborative meeting sessions may include training development and content review, brainstorming or revising protocols, developing strategy, or group discussions that tackle ongoing challenges.

Stage 1

- ▶ Meeting frequency is inconsistent.
- ▶ Attendance at meetings is low and inconsistent.
- ▶ Task force meetings don't have formal agendas.

Stage 2

- ▶ Task force meetings are scheduled consistently but not always held as scheduled.
- ▶ Attendance at meetings is inconsistent, and members may arrive late, leave early, or miss meetings without informing the team in advance.²⁰
- ▶ If there is a meeting agenda, it is created during the meeting or in advance by a single person.²¹
- ▶ Meeting agendas comprise updates and lecture-style presentations.

Stage 3

- ▶ Meetings are scheduled and held regularly and frequently.
- ▶ The majority of members are present at each meeting and inform the team of expected absences in advance.²²
- ▶ Agendas shift toward collaborative work over updates and reports and are created with input from multiple members.²³
- ▶ Notes are taken to document each meeting.

Stage 4

- ▶ Meeting agendas emphasize group engagement, participation, sharing, learning, and collaborative work.
- ▶ Members find meetings to be a valuable use of their time.
- ▶ Organized notes are taken to document the meeting and shared or made available to task force members.

Stage 5

- ▶ Most members attend all meetings, are punctual and actively engaged, and stay for the entire meeting.²⁴
- ▶ A formal process exists for members to propose topics and assist with finalizing agendas prior to each meeting.
- ▶ Organized notes are taken to document the meeting, including detailed segments on decisions made, areas where further discussion is needed, and action items to be completed.²⁵



Protocols

Protocols are essential tools that help to guide a collaborative response to human trafficking and document task force operations. Task force protocols are separate from but complement and tie together the internal policies and procedures of individual member agencies. Task force protocols may include the following:

- ▶ Information sharing
- ▶ Confidentiality
- ▶ Referrals on potential tips
- ▶ Referrals between law enforcement and victim services
- ▶ Victim rights and protection
- ▶ Requests for Continued Presence and T & U Visas
- ▶ Data collection and analysis
- ▶ Working with media
- ▶ Grant reporting
- ▶ Coordination of victim services
- ▶ Victim-centered & trauma-informed procedures
- ▶ Procedures for cases with large numbers of victims

Protocol development is a process. It is important for task forces to get the input of all relevant stakeholders and refine the proposed contents into an actionable protocol that is implemented in practice, not just on paper. Discipline-specific protocol(s) should be developed and reviewed regularly with partners to support consistency of response practices across the task force's member agencies and prevent or reduce unintended impacts.

NOTE: The term “protocol” in some jurisdictions is connected to a formal process of development and approval by actors outside of the day-to-day work of the task force. Each task force can assess that process for itself to determine whether and when they should engage. In the interim, if the term “protocol” is delaying development and informal approval, consider using the term “guidelines.”



Protocols



Stage 1

- ▶ The task force lacks established protocols (even informal).

Stage 2

- ▶ The task force has some informal protocols that loosely establish standard expectations for the multidisciplinary team.
- ▶ The task force has begun to discuss and brainstorm a list of necessary protocols.

Stage 3

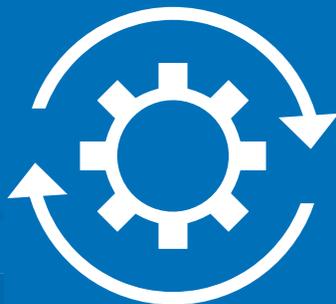
- ▶ The task force holds focused discussion about protocol elements and has begun to develop its core protocols.

Stage 4

- ▶ The task force has agreed upon what protocols are needed and has thoughtfully-developed and well-defined policies, protocols, and procedures.
- ▶ The task force requests DOJ approval on proposed protocols (if applicable per grant funding).

Stage 5

- ▶ The task force has fully operational policies, protocols, and procedures that align with the established mission and goals of the task force.
- ▶ The task force reviews protocols on a regular schedule and makes updates or amendments as needed.



CASE OPERATIONS

These elements describe core functions and considerations for anti-human trafficking case response, such as victim-centered investigation and prosecution, delivery of victim services, confidentiality, and referral protocols.

Investigations: Victim-Centered & Trauma-Informed Approach

The term “victim-centered and trauma-informed approach” means that task force members place crime victims’ priorities, needs, and interests at the center of their work with the victim:

- ▶ Provide nonjudgmental assistance with an emphasis on empowering the victim
- ▶ Support victims in making informed choices for themselves
- ▶ Prioritize victims’ feelings of safety
- ▶ Revise policies and practices that may inadvertently re-traumatize victims
- ▶ Ensure that victims’ voices and rights are included throughout the development and implementation of any task force activities

Every task force member agency also plays an important role in providing a coordinated, trauma-informed response to human trafficking victims; this includes personnel at every level understanding and supporting the victim-centered approach.



Investigations: Victim-Centered & Trauma-Informed Approach



Stage 1

- ▶ Task force law enforcement rely on traditional vice strategies to identify victims and investigate cases.
- ▶ Law enforcement have received minimal to no training on implementing victim-centered, trauma-informed strategies and practices.
- ▶ Investigations prioritize securing victims as witnesses for case prosecution.

Stage 2

- ▶ Law enforcement have received training and can describe several action steps they can take to implement victim-centered, trauma-informed strategies.
- ▶ Task force operations shift away from arresting victims (absent extenuating circumstances, e.g., existing warrants, violent crime, weapons).

Stage 3

- ▶ Law enforcement begin to look beyond traditional vice operations to identify victims and investigate cases.
- ▶ Law enforcement are well trained on and have begun to implement victim-centered and trauma-informed investigation and response tactics.

Stage 4

- ▶ Law enforcement recognize and frequently emphasize that being victim-centered and trauma-informed is key to their work.
- ▶ Task force law enforcement have made it a priority to advocate for victim-centered and trauma-informed training within their respective unit or agency.
- ▶ Task force policies and procedures support victim-centered and trauma-informed investigations as part of a multidisciplinary approach.

Stage 5

- ▶ Law enforcement continue to be consistent in victim-centered and trauma-informed operations and investigations.
- ▶ The task force regularly assesses and revises practices as needed to support a victim-centered framework.
- ▶ The task force ensures ongoing training on victim-centered and trauma-informed approaches for existing and new members.

Proactive Investigations

A proactive investigation involves the integration of more advanced investigative methods and criminal intelligence gathering and analysis with a victim-centered approach. Proactive investigations involve in-depth pre-planning and active collaboration from victim service providers, prosecutors, and key multidisciplinary partners. Some examples of activities that would be considered proactive include: leveraging existing data sources and criminal intelligence gathering and analysis to tailor investigative strategies based upon the type of human trafficking crime (illicit massage businesses, trafficking of minors, labor trafficking, etc.), conducting concurrent financial investigations, outreach to vulnerable populations, community-oriented awareness activities, or conducting assessments of available data on labor industries in your community such as prior safety violations, or labor/wage violations, or visa abuses.



Proactive Investigations



Stage 1

- ▶ The task force's definition of a proactive investigation places heavy emphasis on Internet-based operations.
- ▶ Proactive tactics are largely limited to the use of stings and reverse stings to target prostitution-related activities.

Stage 2

- ▶ The task force definition of a proactive investigation continues to focus on stings, reverse stings, and Internet-based operations.
- ▶ Outcomes of the task force's current proactive tactics are shared with task force members but not assessed for efficacy and impact.

Stage 3

- ▶ Task force law enforcement recognize the need to use multiple sources to develop proactive investigations and begin to explore strategies beyond Internet-based stings.
- ▶ Law enforcement evaluate the origins and outcomes of prior cases to determine most successful strategies.

Stage 4

- ▶ Task force members have a shared concept of what it means to be proactive in investigations.
- ▶ Law enforcement recognize the importance of leveraging community engagement and building trust with victim service providers in their proactive investigation strategy.
- ▶ Law enforcement use multiple intelligence-based strategies to identify new case leads, including outreach to vulnerable populations.
- ▶ The task force evaluates outcomes of all cases to determine promising tactics that lead to case identification and victim engagement.

Stage 5

- ▶ The task force has a coordinated strategy to actively engage with the community to develop trust, build relationships, and support proactive case identification.
- ▶ The task force uses multiple intelligence-based strategies for planning proactive investigations.
- ▶ The task force evaluates outcomes and uses feedback to improve strategies.

Prosecutions: Local, State & Federal

Comprehensive task forces aim to prosecute cases involving all types of victims and all forms of human trafficking at the local, state, and federal levels.

Stage 1

- ▶ The task force has little to no prosecution referrals at the state or federal level.
- ▶ Cases are assigned to prosecutors after arrests are made.
- ▶ Human trafficking cases are a low priority for prosecutors' offices due to competing demands and inadequate staffing or training.
- ▶ Prosecutors drop cases where victims cannot be located or are deemed "uncooperative."

Stage 2

- ▶ Task force prosecutors take on a limited number of sex trafficking cases, mostly involving minor victims.
- ▶ Prosecutors are uncertain about strategies for prosecuting labor trafficking cases.
- ▶ Prosecutors have received specific training on prosecuting human trafficking cases.

Stage 3

- ▶ The task force recognizes prosecuting all forms of human trafficking as a priority.
- ▶ The task force analyzes what information is needed to effectively prosecute human trafficking cases involving all types of victims.
- ▶ Prosecutors have received training on seeking restitution.
- ▶ Prosecutors do not seek material witness bonds to arrest victims to ensure their testimony.

Stage 4

- ▶ Prosecutors pursue sex trafficking and labor trafficking cases involving of all types of victims.
- ▶ The task force moves away from reliance on victims as witnesses and toward enhanced prosecution strategies (e.g., use of expert witnesses, forfeiture by wrongdoing/ witness intimidation).
- ▶ In addition to pursuing prosecution, the task force works with civil attorneys to pursue civil remedies.
- ▶ A case review process has been developed but meetings occur inconsistently.

Stage 5

- ▶ Task force prosecutors work with law enforcement to support proactive investigation of all forms of human trafficking.
- ▶ The task force holds regular case review meetings and uses lessons learned to inform future investigations and prosecutions.
- ▶ Human trafficking cases are investigated strategically to ensure that offenders are held accountable, even when victims are unable to participate.

REMEMBER: Prosecution, while important, is not the only remedy, path to justice, or measure of success for cases. A host of civil laws exist at the federal and state levels that also hold perpetrators accountable and/or provide remedies for survivors. These include but are not limited to labor law penalties, lawsuits filed against alleged traffickers, and support for Continued Presence, T Visas, and U Visas for survivors.



Specific Services for Victims

Services for human trafficking victims/survivors include:

- ▶ Intake eligibility screening
- ▶ Ongoing case management
- ▶ Transportation assistance
- ▶ Support for housing, childcare, and other basic needs
- ▶ Interpretation and translation
- ▶ Medical care
- ▶ Mental health treatment
- ▶ Dental care
- ▶ Legal services
- ▶ Substance use treatment
- ▶ Criminal justice system-based advocacy
- ▶ Education and employment assistance
- ▶ Survivor peer support network



Specific Services for Victims



Stage 1

- ▶ The task force has a limited array of short-term and emergency services available through a small number of member organizations.
- ▶ Task force service capacity is focused on the needs of women and girls.
- ▶ Service partners may not be trained on or specialize in specific victim-centered supports for human trafficking survivors.

Stage 2

- ▶ The task force has identified additional partners and referral options to expand service availability.
- ▶ The task force has begun to identify service gaps and explore options to address them.
- ▶ The task force recognizes the need for training and outreach to add new partners and fill service gaps.

Stage 3

- ▶ The task force enters into MOUs to formalize and sustain service partnerships.
- ▶ The task force continues to identify services to support all victims and fill gaps.
- ▶ Task force members have received training on human trafficking, needs of victims, and trauma-informed practices.
- ▶ Task force members make referrals to services but lack a clear understanding of the services provided by each partner organization.

Stage 4

- ▶ A full range of services exist to meet the needs of all victims.
- ▶ The scope of services provided by each partner organization is clearly defined and understood by task force members.
- ▶ Task force partner agencies are trained on and included in referral protocols.
- ▶ Consistent referrals are made with few or no problems.
- ▶ The task force engages in ongoing identification of victims' needs and adds services or refines protocols as necessary to remain adaptive.

Stage 5

- ▶ The task force assesses gaps in service and takes timely action to fill them.
- ▶ The task force solicits and incorporates feedback from survivors to improve service delivery.
- ▶ The task force provides training to ensure that member agencies operate at or above established service standards to reduce revictimization.
- ▶ The task force recognizes and addresses vicarious trauma among members.
- ▶ Task force partners support each other and collaborate to seek funding.

Victim Screening

The purpose of a screening is to obtain basic information about the person's circumstances to ensure safety and provide appropriate services or referrals; it should not be used as an interview about their victimization.

Stage 1

- ▶ The task force has no coordinated screening procedures in place.

Stage 2

- ▶ The task force has gathered examples of validated screening tools but may be unsure of how to implement their own.
- ▶ The task force discusses the purpose and goals of screening.
- ▶ Task force partners assess existing agency-level screening processes.

Stage 3

- ▶ The task force has identified and understands the goals of screening.
- ▶ The task force has developed a basic screening tool, and members have incorporated screening into their agency processes.
- ▶ Screening procedures are victim centered, trauma informed, respect confidentiality, and are not re-traumatizing.

Stage 4

- ▶ Task force members are aware of the purpose, goals, and limitations of screening.
- ▶ The task force has established a set of standardized screening questions for partner agencies to incorporate.

Stage 5

- ▶ Standardized screening processes are incorporated across all partner organizations in appropriate ways.
- ▶ Screening procedures are evidence-based.

PRO TIP: Human trafficking screenings do not need to stand alone. Many organizations incorporate some preliminary questions about human trafficking in their standard intake procedures and make referrals for follow-up screening if answers to the preliminary questions indicate potential human trafficking.



Referral Protocols

Referral protocols are an important part of the collaborative work of a task force. Strong referral protocols clearly identify referral criteria and indicate a direct path between partners. In task forces where multiple partners may receive a referral, the protocol should clearly identify the circumstances in which each agency should be contacted.

Stage 1

- ▶ The task force has no formal referral procedures.
- ▶ Partners are unsure of available options for referrals.
- ▶ Many victims or potential victims receive no referrals to additional services.

Stage 2

- ▶ Task force partners make referrals, but the process is ad hoc and informal.
- ▶ Task force members have a general understanding of where to make referrals for different needs.
- ▶ Referral process between law enforcement and victim service providers is informal.

Stage 3

- ▶ The task force has an established referral protocol that includes each relevant member or agency.
- ▶ Many referrals are still informal or relationship-based.
- ▶ The task force is in the process of defining expectations around referrals.

Stage 4

- ▶ Referrals have moved from relationship-based to process-based.
- ▶ Referral protocols cover all victims and all types of human trafficking.
- ▶ Expectations for response are clear for all members.
- ▶ The task force has begun to develop a process for tracking referral outcomes.

Stage 5

- ▶ The task force periodically reviews and updates its referral protocol.
- ▶ The task force has developed a process to report on referral outcomes that preserves confidentiality.
- ▶ The task force has a process for onboarding new referral partners and adding them to the protocol.



Confidentiality

Confidentiality is critical to the work of task forces, but can be fraught with complications. It is important to have early and frequent conversations about confidentiality, legal and ethical requirements for each member, and processes for assessing need-to-know vs. want-to-know information.

Confidentiality

- ▶ Ethical duty/principle
- ▶ Confidentiality alone does not protect information from being used in legal proceedings
- ▶ Broad concept—society *disfavors exceptions* to confidentiality
- ▶ *Everyone* should adhere to policies of confidentiality

Privilege

- ▶ Legal principle
- ▶ Information shared between people in specific kinds of relationships is protected (not absolutely) from being used in legal proceedings
- ▶ Narrow legal principle—privilege *is the exception* to normal rules of evidence
- ▶ *Only a few* roles/professions will fall under the privilege rules



Confidentiality



Stage 1

- ▶ The task force has no confidentiality policy and has not discussed such a policy.
- ▶ Task force members are hesitant to share information formally but may share details at meetings or in informal settings in breach of best practices.
- ▶ Some task force members have stringent policies that prevent information sharing.

Stage 2

- ▶ The task force has begun to discuss confidentiality and recognizes possible areas where they can share information.

Stage 3

- ▶ The task force has at least a general written confidentiality policy.
- ▶ The task force engages in discussion as a group to identify what can and cannot be shared between members.
- ▶ The task force recognizes the difference between need-to-know and want-to-know information.
- ▶ Task force members understand the difference between confidentiality and privilege.

Stage 4

- ▶ The task force has a written confidentiality policy that identifies what can and cannot be shared between members.
- ▶ The task force has identified methods for sharing information that protect confidentiality.
- ▶ Tensions over information-sharing processes are minimal.

Stage 5

- ▶ A clear, written confidentiality policy exists and defines what can and cannot be shared.
- ▶ Members understand confidentiality generally and with respect to partners and other members.
- ▶ The task force engages in ongoing discussion about information sharing.



DATA, REPORTING, & ASSESSMENT

These elements describe data collection, analysis, and assessment activities of a task force. They focus on the measurement, analysis, and application or integration of data to enhance task force activities.

Data Collection & Sharing

Data collection, sharing, and analysis are essential functions of a task force. Participation in a multidisciplinary task force does not mandate open and indiscriminate communication about investigations, suspects, victims, witnesses, tactical operations, or other sensitive information. Effective task forces engage in ongoing dialogue to better understand what can and cannot be shared and strike a balance of sharing and protecting information.

Stage 1

- ▶ The task force does not collect aggregate data from member agencies.
- ▶ Task force members do not share data.

Stage 2

- ▶ Task force data collection is informal and anecdotal.
- ▶ The task force has begun to discuss and define what data is collected by individual members.
- ▶ The task force has begun discussing why certain data is being collected, what it will be used for, and the limits of data sharing for each member.

Stage 3

- ▶ The task force has identified data collected by each agency to meet grant reporting requirements (if applicable).
- ▶ The task force has developed data collection tools and processes, including where and how it will be collected and who is responsible for doing so.
- ▶ The task force has discussed the challenges of collecting and sharing data and members work collaboratively to identify methods that do not violate ethical or professional rules.

Stage 4

- ▶ The task force has identified methods and clear processes for sharing data, including what can be shared and how.
- ▶ The task force has identified and defined any additional information deemed important to collect.
- ▶ Data collection and sharing are included in MOUs as necessary.

Stage 5

- ▶ The task force has a clear and well-defined process and tools for data collection, including what will be collected and who is responsible for collecting it.
- ▶ Task force members are consistent in following data-sharing processes.
- ▶ The task force regularly shares and analyzes information to identify trends and develop strategies to address gaps.



Data-Driven Approach

A data-driven approach is one in which progress in an activity is compelled by data-based evidence, rather than by intuition, personal experience, or observation alone.²⁶

Stage 1

- ▶ Task force strategies and decisions are based on individual agency priorities and mandates.
- ▶ The task force does not collect data and has no formal process for using data or receiving feedback to inform activities.

Stage 2

- ▶ The task force uses anecdotal information to inform decisions and strategies.
- ▶ The task force has no method for bringing data to the larger group to help inform strategy.

Stage 3

- ▶ Task force members recognize the importance of data and feedback and begins developing processes for collection and analysis, but may only intermittently engage the support of crime analysts.

Stage 4

- ▶ The task force has a clear understanding of how to analyze data, with clearly defined terms and categories and no conflated information.
- ▶ Crime analysts are viewed as integral members of the task force team to support data-driven investigations.
- ▶ The task force analyzes data that has been collected and uses findings to inform decision-making.²⁷

Stage 5

- ▶ The task force regularly solicits feedback from stakeholders and uses findings to inform decision-making.
- ▶ The task force collects and reviews formal and informal feedback regularly.



Assessment

Ongoing assessment of task force efforts may include task force needs assessments, gap analysis, performance measurement, partner surveys, client satisfaction surveys, and focus groups, among other strategies. Assessment can occur in formal and informal ways.

Stage 1

- ▶ The task force lacks an assessment process.

Stage 2

- ▶ The task force has engaged a research partner, but assessment efforts are informal and may be based off of informal discussion and feedback.

Stage 3

- ▶ The task force has discussed and defined a formal assessment process, including varied methods to solicit and receive feedback.

Stage 4

- ▶ The task force regularly uses a formal assessment process guided by a research partner, but may still incorporate informal methods.
- ▶ The task force uses assessment feedback to inform and improve efforts.
- ▶ The task force accepts and engages in constructive dialogue when assessments identify gaps or challenges.

Stage 5

- ▶ The task force has an assessment process that includes varied forms of feedback (e.g., formal, informal, surveys, debriefs).
- ▶ The task force views challenges identified in feedback as opportunities for development.
- ▶ The task force members work in collaboration to revise efforts based on the feedback and recommendations of a research partner.

NOTE: Task forces should employ a variety of formal, informal, qualitative, and quantitative techniques to assess their performance. By regularly assessing efforts, task forces are more able to adapt to changing conditions and circumstances.





PUBLIC & COMMUNITY ENGAGEMENT, AWARENESS, & TRAINING

These elements describe the activities that fall outside of ongoing task force coordination and direct case response. They focus on external or outward-facing activities, including community engagement through outreach, awareness, and training.

Community Awareness Training

Community awareness training includes the general training requests received from community groups (e.g., churches, schools, culturally-specific organizations) that focus on building awareness of human trafficking realities and dynamics in the broader community.

Partner and stakeholder training is delivered to task force partners and other key stakeholders who play direct roles in case response and task force management. The focus is on skill building in addition to increasing awareness.

Stage 1

- ▶ The task force has no standard, shared training content or awareness materials.

Stage 2

- ▶ Individual task force members deliver training when requested, based on availability.
- ▶ Training content is developed by individual agencies and may be inconsistent between agencies.
- ▶ Training content focuses on sex trafficking, uses sensational imagery and/or uses unverified statistics.

Stage 3

- ▶ The task force has collaboratively developed standard training materials that reflect the community served.
- ▶ The task force beta-tests training with membership and incorporates feedback.
- ▶ The task force proactively identifies priority audiences for training and outreach.
- ▶ Content covers all forms and all victims of human trafficking and avoids sensationalism.

Stage 4

- ▶ The task force has locally-tailored standard community awareness training that includes all forms and all victims of human trafficking.
- ▶ Training is co-presented by law enforcement and victim service providers, is evidence-based, and has been reviewed and approved by the membership.
- ▶ Training content is trauma-informed.

Stage 5

- ▶ Training includes up-to-date available research and reflects best practices from the field and input from key stakeholders.
- ▶ Training is reviewed and updated frequently to reflect emerging trends and new research.
- ▶ The task force evaluates each training program to ensure effective messaging and consistent content.



Outreach

Outreach can mean several things: (1) outreach to identify new partnerships, (2) outreach to vulnerable and impacted communities; and (3) outreach to the wider community at large. These efforts may also overlap. The primary goals of outreach should be to increase victim identification, expand capacity for proactive investigation, identify new resources, build and maintain partnerships, and generate community awareness.

Stage 1

- ▶ The task force does not engage in any direct outreach to community or business leaders but responds to their questions when approached.

Stage 2

- ▶ The task force engages in minimal outreach, mainly to potential partner organizations or groups that request information.
- ▶ The task force has begun to discuss purpose, goals, and strategy for outreach.

Stage 3

- ▶ The task force engages in outreach to key partner organizations and impacted communities.
- ▶ Materials reflect the community and all forms and victims of human trafficking.
- ▶ The purpose, goals, and priorities of outreach activities have been defined and agreed upon by task force leaders and members.

Stage 4

- ▶ The task force engages directly or through partners with impacted communities.
- ▶ The task force's outreach materials are tailored to different communities.
- ▶ The task force's outreach strategy and priorities are informed by data.

Stage 5

- ▶ Materials reflect circumstances in the task force jurisdiction and are based on legitimate research.
- ▶ Outreach materials and content do not use sensational imagery or language.
- ▶ The task force has an outreach strategy that articulates a purpose, goals, implementation, and data collection plan.



Media

The media can impact a human trafficking case and the work of a task force in general. Members of the media may make requests for comment on the subject of human trafficking generally or on a specific case and may reach out to a task force with requests to interview survivors.

Stage 1

- ▶ The task force lacks a media plan or guidelines.
- ▶ Individual agency interviews with the media cause tensions with partners.

Stage 2

- ▶ Task force members respond to media requests individually.
- ▶ The task force lacks a single point of contact or coordinated guidelines for responding to media requests.

Stage 3

- ▶ The task force has developed a coordinated media plan that includes guidelines for one or more of the following: press releases, press conferences, requests for comment on active cases, and requests to interview survivors.
- ▶ The task force has identified a point of contact for media inquiries to represent the task force or a process for coordinated response from individual agencies.

Stage 4

- ▶ The task force has developed a media plan that includes guidelines for all of the following: press releases, press conferences, requests for comment on active cases, and requests to interview survivors.
- ▶ The task force receives training on working with the media and provides training or guidance to local media on best practices for reporting human trafficking.

Stage 5

- ▶ The task force has received training on effective use of multiple media platforms.
- ▶ The task force offers training to media outlets for reporting human trafficking.
- ▶ The task force proactively engages media to tell stories reflective of human trafficking in the jurisdiction.

NOTE: Media and publicity can be a source of conflict – thus, members should establish a plan for working with the media that revolves first around the safety of the survivors and then the integrity of investigations. Additional considerations for a media plan include who will speak on behalf of the task force, how credit is given in press releases, and what information related to task force activity and statistics can be shared.



Citations

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3. Ibid.
4. Ibid.
5. Howard Feldman, *Rubric for Teamwork* (Portland, OR: University of Portland, n.d.).
6. Reform Support Network, *Communications and Engagement Assessment Rubric: A Tool to Help State Education Agencies Assess Their Current Efforts to Communicate With and Engage Stakeholders and Consider Options for Improvement* (Washington, DC: U.S. Department of Education, 2014).
7. Ibid 5.
8. Ibid 5.
9. Minnesota Department of Education, *Learning Team Rubric* (Roseville, MN: 2014).
10. Ibid 1.
11. Office for Victims of Crime Training and Technical Assistance Center, *Anti-Human Trafficking Task Force Strategy and Operations e-Guide* (Fairfax, VA: 2011).
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27. Ibid 6.

Additional Resources

General Resources

IACP Anti-Human Trafficking Training & Technical Assistance

International Association of Chiefs of Police

www.theiacp.org/humantrafficking

AEquitas Technical Assistance Resources

AEquitas

www.aequitasresource.org/resources

Internal Foundations, Operation, & Collaboration

How to Lead Collective Impact Working Groups

FSG Consulting

www.fsg.org/tools-and-resources/how-to-lead-collectiveimpact-working-groups

Needle-Moving Collective Impact Guide: Capacity and Structure

The Bridgespan Group

www.bridgespan.org/insights/library/children-youth-and-families/needle-moving-collective-impact-three-guides/guide-capacity-and-structure

Human Trafficking Task Force e-Guide

Office for Victims of Crime Training and Technical Assistance Center

www.ovcttac.gov/taskforceguide/eguide

BJA National Training and Technical Assistance Center

www.bjatta.bja.ojp.gov

Webinar: “The Essential Role and Function of Task Force Coordinators”

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

Additional Resources, Cont.

Case Operations

Ohio Human Trafficking Commission Standards for Service to Trafficked Persons

Ohio Human Trafficking Task Force

www.humantrafficking.ohio.gov/links/Service-Standards.pdf

Achieving Excellence: Model Standards for Serving Victims & Survivors of Crime

Office for Victims of Crime

www.ovc.gov/model-standards/index.html

Adult Human Trafficking Screening Tool and Guide

U.S. Department of Health and Human Services, Administration for Children and Families, Office on Trafficking in Persons & the National Human Trafficking Training and Technical Assistance Center

www.acf.hhs.gov/sites/default/files/otip/adult_human_trafficking_screening_tool_and_guide.pdf

Concept of Trauma and Guidance for a Trauma-Informed Approach

Substance Abuse and Mental Health Services Administration's Trauma and Justice Strategic Initiative

www.store.samhsa.gov/system/files/sma14-4884.pdf

Webinar: "Human Trafficking Screening Processes and Best Practices"

Office for Victims of Crime Training and Technical Assistance Center

www.ovcttac.gov/views/TrainingMaterials/dspWebinars.cfm#tabs-2

OVC TTAC—Victim Assistance Training

Office for Victims of Crime Training and Technical Assistance Center

www.ovcttac.gov/views/TrainingMaterials/dspOnline_VATOnline.cfm

Human Trafficking Legal Center

www.htlegalcenter.org

Webinar: "Approaches to Prosecuting Labor Trafficking Cases with Civil Rights Laws"

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

Webinar: "Prosecuting Human Trafficking Cases: Going Forward Without a Victim"

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

National Resource and Technical Assistance Center for Improving Law Enforcement Investigations

www.centerforimprovinginvestigations.org

Webinar: "Drugs as Coercion: Human Trafficking and Toxicology"

AEquitas

www.elearning-courses.net/iacp/html/index.cfm

Closing the Door on Illicit Massage Businesses: Holding Traffickers Accountable

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

Additional Resources, Cont.

Case Operations, Cont.

Integrating a Trauma-Informed Response in Violence Against Women and Human Trafficking Prosecutions

AEquitas

www.aequitasresource.org/resources

Hitting Them Where it Hurts: Strategies for Seizing Assets in Human Trafficking Cases

AEquitas

www.aequitasresource.org/wp-content/uploads/2018/09/Hitting-Them-Where-it-Hurts-Strategies-for-Seizing-Assets-in-Human-Trafficking-Cases.pdf

No Victim? Don't Give Up: Creative Strategies in Prosecuting Human Trafficking Cases Using Forfeiture by Wrongdoing and Other Evidence-Based Techniques

AEquitas

www.aequitasresource.org/wp-content/uploads/2018/09/S_Issue_7_No_Victim-Dont_Give_Up.pdf

Toolkit: Child Sex Trafficking: A Training Series for Frontline Officers

International Association of Chiefs of Police

www.theiacp.org/projects/child-sex-trafficking-tools-for-law-enforcement

Data, Reporting, & Assessment

Webinar: “The Role of Data and Analysis in Human Trafficking Initiatives”

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

Center for Research Partnerships and Program Evaluation

Bureau of Justice Assistance

www.bja.ojp.gov/program/crppe/overview

Webinar: “Program Evaluation”

Office for Victims of Crime Training and Technical Assistance Center

Recording: www.ovcttac.gov/views/TrainingMaterials/dspWebinars.cfm

PowerPoint: www.ovcttac.gov/downloads/Trafficking/files/HTWebinarProgramEvaluation_508c_012516_DM.pdf

Webinar: “Research to Practice – How Research on Human Trafficking Can Help You: What Do the Research and Data Tell Us About Human Trafficking?”

Office for Victims of Crime Training and Technical Assistance Center

www.ovcttac.gov/views/TrainingMaterials/dspWebinars.cfm#tabs-2

Additional Resources, Cont.

Public Engagement, Awareness, & Training

A News Media Guide for Victim Service Providers

Justice Solutions

www.victimprovidersmediaguide.com/newsmediaguide.pdf

OVC Fact Sheet: Action Research

Office for Victims of Crime

www.ovc.gov/pdf/txt/Action-Research-Fact-Sheet-508.pdf

Webinar: “Partners Against Crime: The Investigator and Analyst Relationship in Human Trafficking Investigations”

Upper Midwest Community Policing Institute and The International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

Webinar: “Developing Your Labor Trafficking Threat Assessment”

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

Webinar: “The Role of Data and Analysis in Human Trafficking Initiatives”

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm

Faces of Human Trafficking Video Series

Office for Victims of Crime

www.ovc.ncjrs.gov/humantrafficking/publicawareness.html

Webinar: “Successful Approaches to Working with Social Media for Human Trafficking Awareness”

International Association of Chiefs of Police

www.elearning-courses.net/iacp/html/index.cfm