Worksheet: Planning for Task Force Sustainability

Enhanced Collaborative Model to Combat Human Trafficking

The Enhanced Collaborative Model (ECM) technical assistance team (including and jointly funded by the U.S. Department of Justice, Bureau of Justice Assistance and Office for Victims of Crime) encourages a broad definition of “program sustainability” for ECM task forces – one that considers how a multidisciplinary task force can continue to implement a trauma-informed, victim-centered, coordinated approach to combatting human trafficking after ECM funds expire. This goes beyond focusing only on alternate funding; rather, sustainability planning should focus on the successes being achieved through the Enhanced Collaborative Model initiative, and identifying and leveraging a variety of resources (fiscal and non-fiscal) to sustain those successes.

The attached worksheet summarizes some questions a task force might consider when planning for sustainable operations after ECM program funding ends; the sections progress through four successive phases to guide task forces in identifying sustainability priorities; limitations that may present challenges to those priorities; and the strategies to address those limitations while supporting long-term sustainability goals. The worksheet also guides the development of tools needed for the successful implementation of a sustainability plan, including outreach materials, communications plan, fundraising plan, and systems development needs.

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# Worksheet: Planning for Sustainability

## 1. What do we want to sustain?

### Collaborative, Multidisciplinary Partnership:

- □ Core team & leadership structure
- □ Committee structure
- □ Informal relationships across member agencies & organizations
- □ Range of member agencies & organizations represented
- □ Meeting schedules & structure
- □ Other: ________________
- □ Other: ________________
- □ Other: ________________

### Principles of the Approach:

- □ Mission, goals, and guiding principles of the task force
- □ Regularly collect & analyze data to guide decisions
- □ Use trauma-informed, victim-centered, and evidence-based approaches
- □ Involve community members in program planning and implementation

- □ Other: ________________
- □ Other: ________________
- □ Other: ________________

### Specific Strategies:

- □ Trauma-informed investigative strategies & procedures for all forms of trafficking
- □ Proactive identification & investigation strategies
- □ Prosecution strategies & approaches
- □ Comprehensive victim services provision
- □ Consistent screening procedures

- □ Referral procedures
- □ Case debrief/review procedures
- □ Data collection & analysis methodology
- □ Evaluation methodology
- □ Training, awareness, and outreach activities
- □ Written protocols & procedures
- □ Other: ________________

**Sustainability priorities:** *Which of the above are most critical to sustaining the successful operation of the task force?*

_________________________________________________________________________________________________________________________________  
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_________________________________________________________________________________________________________________________________  
_________________________________________________________________________________________________________________________________  
_________________________________________________________________________________________________________________________________  
_________________________________________________________________________________________________________________________________
2. What factors will influence the sustainability of those items?

<table>
<thead>
<tr>
<th>Fiscal Considerations:</th>
<th>Leadership Considerations:</th>
<th>Environmental Considerations:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ End of ECM funding</td>
<td>□ Key roles &amp; expectations</td>
<td>□ Major programs/initiatives set to begin or end</td>
</tr>
<tr>
<td>□ End of other program funding sources</td>
<td>□ Political leadership changes</td>
<td>□ Major development or infrastructure projects set to begin or end</td>
</tr>
<tr>
<td>□ Solicitation cycle/timing for other funding prospects</td>
<td>□ Agency/organization leadership changes</td>
<td>□ Community awareness &amp; engagement</td>
</tr>
<tr>
<td>□ Internal &amp; external budget cycles</td>
<td>□ Key staff changes</td>
<td>□ Other regional task forces, working groups, or related initiatives on human trafficking</td>
</tr>
<tr>
<td>□ Other: _________________________________________________</td>
<td>□ Changes in key staff timing allocation</td>
<td>□ Other: ______________________________________________</td>
</tr>
<tr>
<td>□ Other: _________________________________________________</td>
<td>□ Maintaining buy-in during staff changes</td>
<td>□ Other: ______________________________________________</td>
</tr>
<tr>
<td>□ Other: _________________________________________________</td>
<td>□ Other: ______________________________________________</td>
<td>□ Other: ______________________________________________</td>
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</tbody>
</table>

**Critical considerations:** Which of these considerations will be the most impactful on the sustainability priorities you listed in Section 1, above?

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3. What strategies should we consider given these factors?

<table>
<thead>
<tr>
<th>Leveraging Communications:</th>
<th>Fundraising:</th>
<th>Protocols &amp; Systems:</th>
</tr>
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<tbody>
<tr>
<td>• Community members</td>
<td>• Public funding</td>
<td>• Orienting new political or agency/organization leaders</td>
</tr>
<tr>
<td>• Funders</td>
<td>• Private funding</td>
<td>• Information-sharing across multi-disciplinary partners</td>
</tr>
<tr>
<td>• Political leaders</td>
<td>• New partnerships</td>
<td>• Strategic planning &amp; periodic goal revision</td>
</tr>
<tr>
<td>• Key partners</td>
<td>• Redirecting resources of other funded initiatives</td>
<td>• Staff transitioning &amp; succession planning</td>
</tr>
<tr>
<td>• Media</td>
<td>• Sponsoring community-based fundraisers</td>
<td>• Partnership, resource-sharing with other regional task forces &amp; working groups</td>
</tr>
<tr>
<td>• Other: _________________</td>
<td>• Leveraging shared positions and resources</td>
<td>• Other: __________________</td>
</tr>
<tr>
<td></td>
<td>• Soliciting in-kind support</td>
<td></td>
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<td></td>
<td>• Endowments &amp; planned giving arrangements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Acquiring tax revenues</td>
<td></td>
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<td></td>
<td>• Other: _________________</td>
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</table>

**Key sustainability strategies:** Which of these strategies will be the **biggest gamechangers** for addressing the considerations identified in Section 2, above?

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## 4. What tools will we need?

<table>
<thead>
<tr>
<th>Outreach Materials:</th>
<th>Communications Plan:</th>
<th>Fundraising Plan:</th>
<th>Systems Development:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Brochure or one pager(s)</td>
<td>□ Which team members are responsible for specific actions with the outreach materials?</td>
<td>□ Prospect research</td>
<td>□ Revised MOUs or other clarification of roles and commitments moving forward</td>
</tr>
<tr>
<td>□ Sample press releases or media advisories</td>
<td>□ Target goals (e.g. How many media articles? Meetings with political leaders? Social media posts?)</td>
<td>□ Grant &amp; budgeting cycle calendar</td>
<td>□ Contact list or online information-sharing tool for key partners</td>
</tr>
<tr>
<td>□ Sample talking points</td>
<td>□ Other: ________________</td>
<td>□ Cultivation assignments</td>
<td>□ Schedule for revisiting TF goals and strategies</td>
</tr>
<tr>
<td>□ Website and/or social media</td>
<td>□ Other: ________________</td>
<td>□ Other: ________________</td>
<td>□ Other: ________________</td>
</tr>
<tr>
<td>□ Case statement for approach</td>
<td>□ Other: ________________</td>
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<tr>
<td>□ Other: ______________________</td>
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**Key tools:** *What tools already exist that can be leveraged to implement the strategies identified in Section 3, above? What tools need to be developed?*

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