



# 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.

# Worksheet: Planning for Sustainability

## 1. What do we want to sustain?

Collaborative, Multidisciplinary Partnership:	Principles of the Approach:	Specific Strategies:	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Core team &amp; leadership structure</li> <li><input type="checkbox"/> Committee structure</li> <li><input type="checkbox"/> Informal relationships across member agencies &amp; organizations</li> <li><input type="checkbox"/> Range of member agencies &amp; organizations represented</li> <li><input type="checkbox"/> Meeting schedules &amp; structure</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mission, goals, and guiding principles of the task force</li> <li><input type="checkbox"/> Regularly collect &amp; analyze data to guide decisions</li> <li><input type="checkbox"/> Use trauma-informed, victim-centered, and evidence-based approaches</li> <li><input type="checkbox"/> Involve community members in program planning and implementation</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Trauma-informed investigative strategies &amp; procedures for all forms of trafficking</li> <li><input type="checkbox"/> Proactive identification &amp; investigation strategies</li> <li><input type="checkbox"/> Prosecution strategies &amp; approaches</li> <li><input type="checkbox"/> Comprehensive victim services provision</li> <li><input type="checkbox"/> Consistent screening procedures</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Referral procedures</li> <li><input type="checkbox"/> Case debrief/review procedures</li> <li><input type="checkbox"/> Data collection &amp; analysis methodology</li> <li><input type="checkbox"/> Evaluation methodology</li> <li><input type="checkbox"/> Training, awareness, and outreach activities</li> <li><input type="checkbox"/> Written protocols &amp; procedures</li> <li><input type="checkbox"/> Other: _____</li> </ul>

**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?

Fiscal Considerations:	Leadership Considerations:	Environmental Considerations:
<ul style="list-style-type: none"> <li><input type="checkbox"/> End of ECM funding</li> <li><input type="checkbox"/> End of other program funding sources</li> <li><input type="checkbox"/> Solicitation cycle/timing for other funding prospects</li> <li><input type="checkbox"/> Internal &amp; external budget cycles</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Key roles &amp; expectations</li> <li><input type="checkbox"/> Political leadership changes</li> <li><input type="checkbox"/> Agency/organization leadership changes</li> <li><input type="checkbox"/> Key staff changes</li> <li><input type="checkbox"/> Changes in key staff timing allocation</li> <li><input type="checkbox"/> Maintaining buy-in during staff changes</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Major programs/initiatives set to begin or end</li> <li><input type="checkbox"/> Major development or infrastructure projects set to begin or end</li> <li><input type="checkbox"/> Community awareness &amp; engagement</li> <li><input type="checkbox"/> Other regional task forces, working groups, or related initiatives on human trafficking</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> </ul>

**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?

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

**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?

Outreach Materials:	Communications Plan:	Fundraising Plan:	Systems Development:
<ul style="list-style-type: none"> <li><input type="checkbox"/> Brochure or one pager(s)</li> <li><input type="checkbox"/> Sample press releases or media advisories</li> <li><input type="checkbox"/> Sample talking points</li> <li><input type="checkbox"/> Website and/or social media</li> <li><input type="checkbox"/> Case statement for approach</li> <li><input type="checkbox"/> Other: _____</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Which team members are responsible for specific actions with the outreach materials?</li> <li><input type="checkbox"/> Target goals (e.g. How many media articles? Meetings with political leaders? Social media posts?)</li> <li><input type="checkbox"/> Other: _____</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prospect research</li> <li><input type="checkbox"/> Grant &amp; budgeting cycle calendar</li> <li><input type="checkbox"/> Cultivation assignments</li> <li><input type="checkbox"/> Other: _____</li> <li><input type="checkbox"/> Other: _____</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Revised MOUs or other clarification of roles and commitments moving forward</li> <li><input type="checkbox"/> Contact list or online information-sharing tool for key partners</li> <li><input type="checkbox"/> Schedule for revisiting TF goals and strategies</li> <li><input type="checkbox"/> Other: _____</li> </ul>

**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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