

Human Trafficking, Domestic Violence, and Sexual Assault: *Strategies to Strengthen Community Collaboration to Respond to Survivors' Needs*

As part of the ongoing implementation of the *Federal Strategic Action Plan: Services for Victims of Human Trafficking in the United States 2013–2017*, this webinar series is co-sponsored by:

U.S. Department of Justice's Office for Victims of Crime, Office on Violence Against Women, and Office for Victims of Crime Training and Technical Assistance Center

U.S. Department of Health and Human Services' Family Violence Prevention and Services Program

State Justice Institute's Human Trafficking and the State Courts Collaborative

Collaborating With Law Enforcement

Welcome!

Opening Remarks and Introductions

Ivette Estrada Grant Program Specialist

Office for Victims of Crime

Office of Justice Programs (OJP)

United States Department of Justice

Email Contact Info for Webinar:

humantrafficking@ovcttac.org

Learning Objectives for the Collaboration Series:

- Understand the overlap among human trafficking, domestic violence, and sexual assault;
- Explore ways to engage the justice system and community stakeholders, and sustain that involvement effectively;
- Consider examples of partnerships to build agency capacity and enhance victim identification;
- Explore strategies for promoting collaboration while protecting confidentiality;
- Identify effective collaboration strategies that leverage culturally specific resources on behalf of survivors;
- **Learn about examples of successful law enforcement collaborations; and**
- Identify court-based strategies to address the needs of trafficking victims and understand the role and significance of the court and judicial leadership in developing a response to human trafficking.

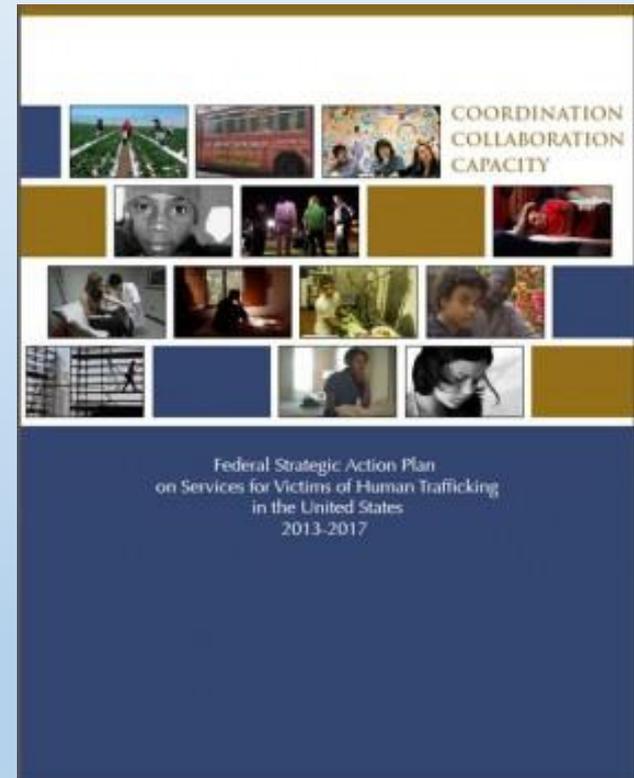
Federal Strategic Action Plan on Services for Victims of Human Trafficking in the United States 2013–2017

“Victim services should promote safety, healing, justice, and rights for victims, and should empower them to participate in efforts to bring traffickers to justice.

Survivors play a key role in elevating understanding and awareness of human trafficking, improving service delivery, and informing policy.

Anti-trafficking efforts should be victim-centered and culturally relevant, holistic, comprehensive, evidence-based, gender-responsive, and trauma-informed.”

<http://www.ovc.gov/pubs/FederalHumanTraffickingStrategicPlan.pdf>



Webinar Schedule

<i>Getting Out of the Box: The Key Ingredients to Cultivate Collaboration</i>	Completed
<i>Balancing Collaboration, Confidentiality, and Privilege in Human Trafficking Cases</i>	Completed
<i>Collaborating With Culturally Specific Organizations to End Human Trafficking, Domestic Violence, and Sexual Assault</i>	Completed
<i>Working Together Part I: Law Enforcement</i>	August 13, 2015 @ 2:30 p.m. E.T.
<i>Working Together Part II: The Courts</i>	September 24, 2015 @ 2:30 p.m. E.T.

Polling Question – Who's Participating Today?

- Please check the box that best represents your role:
 - Dual Domestic Violence/Sexual Assault Coalition
 - Domestic Violence Victim Service Provider/Coalition
 - Sexual Assault Victim Service Provider/Statewide Coalition
 - Human Trafficking Victim Service Provider
 - Runaway and Homeless Youth Service Provider
 - Criminal Justice (Law Enforcement, Prosecutor, Judiciary/Court Staff)
 - Medical/Mental Health Practitioner
 - Survivor
 - Training/Technical Assistance Provider
 - Other

Today's Webinar

Collaborating With Law Enforcement

August 13, 2015

2:30 p.m. E.T.

Speakers:

Lita Mercado, Program Director, CSP, Inc.

Dep. Chief Derek Marsh (ret.), Westminster PD, CA

Webinar Objectives

- How to work effectively with law enforcement and victim resource providers?
- How to work through the challenges of collaborations?
- Establishing a sustainable task force leadership structure.
- Questions

Human Trafficking Task Forces Model

Victim-Centered Trauma Informed Approach



GOAL: *Prioritize People over Process*

Derek Marsh, 7-7-2015

Section 1:

Collaborating With
Law Enforcement (LE)

&

Victim Resource Providers (VRP)

VRP Collaborative Culture

- Focused Missions
 - VRPs have clear, mission-based agency philosophies
 - Accept the need to collaborate
 - Accept victim-centered, trauma-informed paradigm
- Limited Resources
 - Limited personnel
 - Limited finances
 - Collaboration leads to “force augmentation”
- Multidisciplinary/Agency Focus
 - Appreciate complexities of victimology
 - Survivorship requires multiple VRPs to be sustainable

LE Collaborative Culture

- Collaboration Movements in Law Enforcement
 - COP (Community-Oriented Policing)
 - POP (Problem-Oriented Policing)
 - ILP (Intelligence-Led Policing)
- Task Groups are Dynamic & Event Based
 - Calls for Service
 - Crime Scenes
 - Search Warrants
- Task Teams are Crime Focused
 - Domestic Violence Group, Auto Theft Group, Fraud Group
- Task Forces are Mission Based, Multi-Agency
 - Anti-Gang TF, Anti-Terrorism TF, Drug Trafficking TF
 - Anti-Human Trafficking Task Force

Collaboration Challenges

Conflicting or Complementary Mindsets?

Law Enforcement

- Suspect accountability
- “Criminal” justice
- Evidence-based investigations
- Interrogations
- Procedures

Victim Resource Providers

- Victim-nurturing
- Victim-centered
- Victim-based responses
- Interviews
- Process

Collaboration Challenges?

The Five Dysfunctions of a Team (*Lencioni, 2002*)

- 
- Inattention to Results
 - Status & Ego (personal agenda over task force agenda)
 - Avoidance of Accountability
 - Low Standards (no commitment to plan of action by group)
 - Lack of Commitment
 - Ambiguity (people don't buy in due to lack of open discussion)
 - Fear of Conflict
 - Artificial Harmony (because there is not trust in sharing)
 - Absence of Trust
 - Invulnerability (people not secure about opening up)

Specific Collaboration Challenges

- Professional Misunderstandings
- Roles & Expectations of Members
- Information Sharing
- Managing Internal Conflict
- Awareness, Focus, and Purpose
- Buy-In, Recruitment, and Participation
- Limited Resources and Personnel Turnover

Professional Misunderstandings

- Ego
 - Check it in at the door
- Agency agendas
 - Complicated due to political issues, agency leadership, changes in budget realities, etc.
 - Rotation of personnel problematic
- Address misunderstandings as soon as practical
 - Focus on the behavior, not the person
 - Written protocols come in handy at these times
 - The written protocols can come from the agency, not necessarily the task force group.

Roles & Expectations of Members

- Roles & Expectations
 - Clarifying an agency's role, and the expectations of the participating members of the task force, is one of the most critical issues a task force can address.
 - Initially, have the agency representative(s) explain what they can do.
 - If more is required, discuss it in the group.
- A few suggestions:
 - Use the 4P(s) as your beginning and ending point.
 - Be clear what your agency expects from you as far as your performance and measures of success are concerned.
 - Active and engaged membership needs to include VRPs, LE, and prosecutors.
 - Align members according to agency performance and success expectations.
 - Trust members to perform according to their areas of expertise, and call them on issues if there are frustrations/confusions (be NICE).

Managing Internal Conflicts

- A question of balancing multiple personal and agency agendas
- Communication is Key
 - Falls to the task force leadership to address (Core group)
 - Clarify if conflict is the result of personality, agency, and/or behavior
 - Decide if it is within your capacity to address/manage/resolve
 - Be professional/use discretion
 - Praise in public, criticize in private
 - Accept all conflict cannot (nor should) be “resolved”

Information Sharing with MDTs

- Information sharing frustrations result from either too much, too little, or inappropriate content being shared.
- Suggestions:
 - Know your agency's and state's rules on sharing information about cases and/or victims.
 - Recall the June webinar and be aware of each other's legal and ethical boundaries.
 - Communicate these rules to the core group of the task force.
 - Respect the limitations each partner agency places on its respective members.

Buy-In, Recruitment, and Participation

- If you build it, they will come...
 - The longer a TF is around, and the more you do (cases, victim services, outreach), the more people/agencies you'll attract.
 - Do your best to align your messages/behavior with your vision, mission, and goals.
- The task force administrator and the core membership have to be task force cheerleaders
 - Give line-level personnel the space to do their jobs.
- Volunteer coordination is critical to successful awareness outreach
 - If you do not have specific tasks volunteers can perform, they will find something to do.

Limited Resources and Personnel Turnover

- Funding Challenges
 - Share funding when possible
 - Move available funding to critical tasks/performers first:
 - Victim advocates – victim services
 - Training
 - Proactive enforcement
- Personnel Changes
 - Celebrate the people you have
 - Welcome new participants
 - Orientation
 - Ride-alongs
 - Follow up regularly

Polling Question –Are you part of a federally funded task force?

a) Yes

b) No, the task force is not federally funded.

c) No, I am not part of a task force.

Working With Law Enforcement...

- Build Rapport
- Open Ended Questions
- Validate and Support
- Explore Options
- Insert psycho-education
- Respect Communication Styles
- Gain Some Perspective
- Meet Them Where They Are

Questions?

Section 2:

Working Through the Challenges of Collaboration

A Task Force Fable

- Overview of some critical events that have occurred during the course of the OCHTTF
- Fable: a tale involving extremely liberal artistic license with events, timing, and implied intent
- In reality, though many of these things actually occurred, they were successful because of task force partners and their combined skills

A Task Force Fable: Chapter 1

- In 2004, I attended a couple of monthly meetings
- 3-4 members in attendance at each meeting
- The woman who started the task force, from CSP, Inc., got a job at an NGO across the country
- I am asked to chair the task force, mainly because I was the only LLE attending

I agree, so now what?

Que Sera Sera

- Survey
 - I take a close look at the federal model of prevention, protection, prosecution (now partnership, too), and the victim-centered perspective.
 - I confirm everyone (~ four of us) wants to use this model.
- Analyze
 - CSP, Inc., is a 30-year-old NGO, county-endorsed victim advocacy agency.
 - I am in charge of the detective bureau at WPD.
 - Feds (HSI, AUSA, FBI, DoL) say they are on board.
- Respond
 - We need to do something, besides having small meetings.

A Task Force Fable: Chapter 2

- WPD is the only active, attending LLE member
- Except for one Egyptian girl case, no cases
- No plan for reaching out to engage more potential members
- No training or outreach component

So, how do we generate activity?

Break Some Eggs

- A victim-centered approach requires victims.
 - I approach my Vice/Intel/Narc sergeant and ask if he thinks we have trafficking victims in the OC.
 - He says, “No.” I cite cases. He says, “But none in the OC.” I say, “Prove it.” Finally, he says, “Fine!”
- We develop a residential brothel case.
 - We invite CSP, Inc., to come along (last time they ever go on a search warrant).
 - We find two Thai women, one claims she was sold into slavery by an uncle for a gambling debt.

Now members are interested and involved.

A Task Force Fable: Chapter 3

- Now we are doing cases.
 - Who and how do work them?
- We have potential victims.
 - How do we handle them?
- We have more members.
 - ICE, FBI, AUSA, VRPs (TSA, CSP, Inc., etc.)

Need to get everyone on the same page.

Herding Cats

- Each person/agency has a different idea on how the task force should move forward.
- Team Building
 - Decide on a vision (create survivors through collaboration)
 - Decide on a mission (eliminate HT in the OC)
 - Affirm everyone brings valuable skills to the task force
 - Decide on the CSP, Inc., victim advocate to be the central contact to reflect victim-centered approach in the federal model
 - Decide on monthly general meetings, supplemented by focus committees (LE, VRP, Outreach)
 - MOUs initiated

A Task Force Fable: Chapter 4

- We are working cases.
- We are serving victims.
- Attendance at meetings is intermittent.
 - More community members are hearing about the task force, and they are asking:
 - What is HT?
 - What is the task force?

Need to let the OC know we are here.

Presenting a Presence

- Presentations
 - Each agency created and presented a PowerPoint regarding how they aided the HT task force.
- Training
 - Went to conferences and HT 101 presentations
- On the Road (Again and Again and ...)
 - Mixed up the presentations and HT 101 facts, and created a PowerPoint we could use to perform outreach.
 - Churches, schools, community groups, officer association meetings (Vice, Chief of Police meetings)
 - Training evolved from these efforts, focused on first responders
 - Media
 - Internet

A Task Force Fable: Chapter 5

- We are very busy.
 - Presentations/Outreach/Training/Volunteers
 - Protection/Victim Advocates/VRPs/Volunteers
 - Prosecution/Punishment
 - Task Force Administration
- We are working in a collateral assignment mode.
- Members are becoming over-tasked.

We need full-time staff.

Show Me the Money!

- Funding
 - Federal Task Force is the gold standard
 - Wrote three task force grants, none awarded
- Political *Deus Ex Machina*
 - Congressional staff are attending the task force meetings
 - 2006–2008, \$200,000 earmark from Congresswoman Loretta Sanchez
 - Paid for a TF administrator, victim advocate, and LE overtime
- Grants help codify our evolving goals.

A Task Force Fable: Chapter 6

- We have money.
- We are busy.
 - Cases, victims, outreach opportunities
 - More grants, state and federal (overall ~ \$3.8 million to date)
 - More staff
 - Meeting consistently (monthly) with a training component at each general meeting
- We think we are doing well, but how do we prove it?

We need to measure our success.

Be Careful What You Ask For...

- HT grants require you to measure and assess your activities
 - Internet Web sites for monthly data entry and bi-annual reports for both BJA and OVC grantees
 - Monthly and quarterly reports of personnel hours, grant activities, and spending for state grants
- Coordinate reporting by member agencies
 - Central point of performance reporting
 - WPD Crime Analyst
 - 10% of one grant and overtime on another one
 - It is an ongoing challenge to get stats—be polite and persistent
- Make sure you share this information with the Task Force

A Task Force Fable: Lessons Learned

- Chapter 1: *Que Sera Sera*
 - Find a Point of Convergence/Agreement (federal model of HT)
 - Assess Your Position (SWOT, SARA, etc.)
 - Make a Commitment
- Chapter 2: *Break Some Eggs*
 - Determine the Bottom Line (need victims)
 - Do something about it!
- Chapter 3: *Herding Cats*
 - Acknowledge Diversity (agencies have different missions)
 - Develop Mutual Vision, Mission, and Processes

A Task Force Fable:

Lessons Learned *(cont'd)*

- Chapter 4: *Presenting a Presence*
 - Clarify Roles and Expectations (agency presentations)
 - Commit to Learning (training & being trained)
 - Send a Consistent, Positive Message
- Chapter 5: *Show Me the Money!*
 - Be Persistent (3 grant attempts failed)
 - Be Open to Unexpected Opportunities
 - Find Passionate, Responsible Personnel
- Chapter 6: *Be Careful What You Ask For*
 - Monitor Progress Diligently (stats)
 - Be Accountable for Results (no blame required, but address issues)
 - Celebrate Your Successes (share)

Questions?

Wrap Up and Conclusion

Key Toolkits and Technical Assistance Resources

NHTRC

NATIONAL
HUMAN TRAFFICKING
RESOURCE CENTER

1-888-373-7888

<http://www.traffickingresourcecenter.org/>



<https://www.ovcttac.gov/taskforceguide/eguide/>



HUMAN TRAFFICKING
AND THE STATE COURTS COLLABORATIVE

<http://www.htcourts.org/>

Special Collection: Human Trafficking



<http://www.vawnet.org/special-collections/Trafficking.php>

Special Collection: Trauma-Informed Domestic Violence Services

<http://www.vawnet.org/special-collections/DVTraumaInformed-Overview>

Runaway and Homeless Youth Tool Kit

<http://www.nrcdv.org/rhydvtoolkit/critical-issues/>

Need More Help?

Specialized Human Trafficking Training and Technical Assistance Providers

The logo for the Office for Victims of Crime Training and Technical Center (OVCTTAC). It features the letters 'OVCTTAC' in a bold, sans-serif font. The 'OV' is dark blue, and the 'CTTAC' is light blue.

Office for Victims of Crime
Training and Technical Center
www.ovcttac.org

The logo for the Center for Court Innovation. It consists of four horizontal bars of alternating colors: white, black, white, and black. The text 'CENTER', 'FOR', 'COURT', and 'INNOVATION' is centered on each bar in a white, sans-serif font.

Center for Court Innovation
www.courtinnovation.org

Don't Forget – Upcoming Webinar Schedule

<i>Getting Out of the Box: The Key Ingredients to Cultivate Collaboration</i>	Completed
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All webinars are being recorded and will be available at:

<https://www.ovcttac.gov/views/HowWeCanHelp/dspHumanTrafficking.cfm>

Your feedback is important to us. Please take a few minutes to fill out the online evaluation form.

Thank you very much!

<https://www.research.net/s/May2815HTwebinar>