



Review of Washington State Task Forces Engaged in Ending the Commercial Sexual Exploitation of Children and Youth

Center for Children & Youth Justice – June 2021

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List of Terms

CCYJ	Center for Children & Youth Justice
CSE	Commercial sexual exploitation
CSEC	Commercial sexual exploitation of children
CSEC/Y	Commercial sexual exploitation of children/youth
CSEM	Commercial sexual exploitation of minors
DHS	Department of Human Services
MDH	Minnesota Department of Health
MDT	Multidisciplinary Team
MNHTTF	Minnesota Human Trafficking Task Force
MOU	Memorandum of Understanding
NACSTCY	National Advisory Committee on the Sex Trafficking of Children and Youth
OCFS	New York State Office of Children and Family Services
RCAO	Ramsey County Attorney's Office
SCC	Statewide Coordinating Committee
SVJI	Sexual Violence Justice Institute
TIAC	Trafficking Intervention Advisory Committee
TIC	Trafficking Intervention Coordinator
VOCA	Victims of Crime Act

Executive Summary

The Center for Children and Youth Justice (CCYJ) hired consultants to better understand how Washington State task forces responding to commercially sexually exploited children and youth (CSEC/Y) are functioning, how they view success, and what tools and policies enable their success. Based on these findings, our team of graduate student consultants from the University of Washington's Evans School of Public Policy and Governance were tasked to create a toolkit of best practices that current and future task forces could utilize to better support CSEC/Y systemically in their local communities and regions.

We utilized a literature review, survey, and interviews with key informants to conduct our research and were guided by the following six questions:

1. *How do various task force member organizations describe the primary goal of the CSEC task force they are a part of?*
2. *What are the different effective systemic responses to CSEC/Y across the United States?*
 - a. *In places outside of Washington State*
 - b. *In Washington State, on the regional level*
3. *How do different types of task forces support the systemic response to CSEC/Y depending on their member organization make up and the communities they serve?*
4. *Do task force members try to advocate for changes at their 'home' organizations based on collective task force goals?*
5. *How does a task force get started?*
6. *How is a task force determined to be functioning effectively?*

Overall, we had 52 respondents complete our survey. All 12 Washington State task forces were represented in our respondent base. Additionally, we interviewed a total of 12 key informants, nine of which came from task force members from the Whatcom, Snohomish, Pierce, and Spokane task forces. General positive take-aways were that task forces are mostly aligned in their vision to support CSEC/Y, most members are trained on issues surrounding sex trafficking, and that members are encouraged to participate in task force activities by their home organizations. However, little quantitative data is being consistently collected by task forces and general organizational issues arise due to challenges around funding and inconsistent formal leadership structures. The success of a task force depends on having a task force coordinator who can dedicate time exclusively for task force administration and operations. The role of a coordinator is crucial as this person is the glue that ties the members together in a focused direction to support CSEC/Y. All the task force members interviewed said that there needs to be a paid task force coordinator, several of whom mentioned that it needs to be a full-time position.

Collectively, we created nine toolkits to provide flexible advice for current and future task forces to create an effective structural response to the commercial sexual exploitation of children and youth.

Chapter 1: Introduction

Project Scope

The Center for Children and Youth Justice (CCYJ) requested our assistance as graduate student consultants from the University of Washington's Evans School of Public Policy and Governance to better understand how Washington State task forces responding to the commercial sexual exploitation of children and youth (CSEC/Y) are functioning. We analyzed how task forces view success, and what tools or policies enable their success to create a series of best practice toolkits. It is important to note that many task forces aim to support adult human trafficking victims and survivors as well as CSEC/Y. Accordingly, for the purpose of this study, we only focused our research on task forces' activities and goals related to supporting CSEC/Y victims and survivors. Moreover, while task force members' direct service provision to CSEC/Y is vital to eradicating this form of abuse in the State, our research centered only on internal task force structures, policies, and processes. We did not research service-level multidisciplinary team structures, policies, or processes as it was outside the scope of our research on the functioning of task forces.

Our team has collaborated with task forces to varying degrees via video, surveys, and interviews to better understand their operations. Given our project timeline and resources, however, CCYJ guided us to focus more in depth on the operations of the following four county task forces: Pierce, Snohomish, Spokane, and Whatcom. These counties provided us with a diverse sample of task force structures. In addition to this report, we also created a toolkit with content drawn from our research findings. The toolkit will be used to assist groups or individuals seeking to start a new CSEC/Y task force or for those wishing to improve their currently existing task force.

Background

The sexual exploitation of children occurs all over Washington State and the country, both in metropolitan areas and smaller towns (Center for Children & Youth Justice [CCYJ], 2016). The true number of commercially sexually exploited children in the US at any given time is unknown as it is a crime that is often conducted in private (Sherman & Grace, 2011). One 2001 study that attempted to quantify the rate of incidents of child sexual exploitation in America estimated that 199,000 incidents occur per year (Estes & Weiner, 2001).

For the purpose of this paper, we will only be focusing on commercially sexually exploited children and youth (CSEC/Y) in Washington State rather than all children who experience sexual abuse. Youth have been included as part of the target population because the term *children* only includes individuals below the age of 18. The term youth is less restrictive and allows us to fully examine our client's target population of commercially sexually exploited individuals aged 24 years and under. We use the federal definition of CSEC/Y and therefore use "CSEC/Y" in this report in the following way: "crimes and activities involving the sexual abuse or exploitation of a child for the financial benefit of any person or in exchange for anything of value (including monetary and non-monetary benefits) given or received by

any person” (Office of Juvenile Justice and Delinquency Prevention, n.d.). This definition includes prostitution as commercial sexual exploitation even if the youth who receives something of value in exchange for the sex act is “willing,” as the reasons an individual may choose to partake in prostitution are complicated and multifaceted. This definition is also inclusive of an exchange of something of value for child pornography.

CCYJ’s Role in Washington State’s CSEC/Y Response

CCYJ is a non-profit organization founded by former Associate Judge of the Washington State Supreme Court Bobbe J. Bridge, whose intention was to better support children who come in contact with the justice system. CCYJ strives to reform the legal systems (such as foster care and the juvenile court system) that interact with youth, with the larger goal of diverting youth away from the justice system as a whole. CCYJ’s goal specific to the CSEC/Y population is to create a victim-centered response to CSEC/Y across the State of Washington. This means treating CSEC/Y as victims of crimes instead of offenders. A victim-centered response to CSEC/Y means not only treating them as victims but also acknowledging their independence and ability to make decisions for themselves in addition to connecting them to services they need, such as housing (Center for Children & Youth Justice [CCYJ], 2016).

In 2020, legislation was passed that bolsters the victim-centered response to CSEC – from 2024 onward, minors will no longer be prosecuted for prostitution in Washington State (Commercially Sexually Exploited Children, 2020). While this is a step in the right direction, CCYJ and other organizations still advocate that CSEC/Y should be treated as victim-survivors in the interim years until this law is officially adopted. Furthermore, this law does not address the youth populations that CCYJ is advocating for (individuals aged 18-24). Oftentimes CSEC/Y continue to be sexually exploited after they become legal adults. Thus, the strict enforcement of legally viewing 17-year-old individuals as victims and 18-year-old individuals as criminals will do little to ameliorate the root causes of CSEC/Y. Accordingly, while this law is helpful in fostering a victim-centered response to sex trafficking, it is limited in its scope and does not accomplish CCYJ’s goal of supporting all CSEC/Y.

The Model Protocol & Washington State CSEC Task Forces

CSEC/Y task forces were created throughout Washington State to adapt and implement the Model Protocol for Commercially Sexually Exploited Children in their regions. Initially introduced in 2013, the Model Protocol was developed in partnership by CCYJ and YouthCare to provide guidance for responding to CSEC/Y cases in a victim-centered, trauma-informed, and culturally sensitive manner (CCYJ, 2016). Trauma-informed means approaching individuals from the perspective of “what has happened to you” rather than “what is wrong with you” (Washington Coalition of Sexual Assault Program, 2012). Overall, it prioritizes respecting the survivor and focusing on building a trusting relationship with them (Washington Coalition of Sexual Assault Program, 2012). The Model Protocol recommends a multilevel response to CSEC/Y. Task forces are crucial in this work through

collaboration with the Statewide Coordinating Committee (SCC) at the state level, and multidisciplinary teams (MDT) at the community/regional level (CCYJ, 2016).

The Statewide Coordinating Committee (SCC) essentially serves as task forces' voice to Washington State legislators (CCYJ, 2016). It provides oversight of the implementation of the Model Protocol across the State. In addition, it receives data and reports from regional organizations as well as provides advice regarding data collection (Commercially Sexually Exploited Children, 2020). Should task forces identify policy-related barriers to serving CSEC/Y, the SCC is positioned to advocate for policy changes to remove or mitigate those barriers. The SCC is brought together annually by the attorney general's office and made of relevant stakeholders including chairs of regional task forces, representatives from service providers, a member from each of the two largest caucuses of the house and senate, as well as many others (Commercially Sexually Exploited Children, 2020).

Task forces "consist of individuals who respond to, serve, or have oversight for or impact on prostituted children" while their primary duties are "to foster a coordinated community response to CSEC, and to adapt the model protocol to the local/regional area" (CCYJ, 2016). It is important to note that while task forces and MDTs both exist at the local/regional level, their duties are distinct from one another. MDTs "consist of a small group of professionals responsible for immediate consultation on CSEC cases as they arise and for longer term follow-up as needed" (CCYJ, 2016). In other words, task forces support the work of MDTs, but do not do the work of MDTs. Currently there are 12 task forces supporting the systemic response to CSEC/Y in Washington State: Clark, Cowlitz, King, Kitsap, Pierce, Skagit, Snohomish, Spokane, Thurston, Whatcom, and Yakima counties as well as the Tri-Cities area.

Chapter 2: Research Design and Methods

Overview

To develop a substantive toolkit that current and future regional CSEC task forces can utilize to strengthen their systemic support and advocacy for local CSEC/Y populations, we first sought to analyze what works well and what needs improving in current regional task forces throughout Washington State. We chose the following six questions to guide our research:

1. *How do various task force member organizations describe the primary goal of the CSEC task force they are a part of?*
2. *What are the different effective systemic responses to CSEC/Y across the United States?*
 - a. *In places outside of Washington State*
 - b. *In Washington State, on the regional level*
3. *How do different types of task forces support the systemic response to CSEC/Y depending on their member organization make up and the communities they serve?*
4. *Do task force members try to advocate for changes at their 'home' organizations based on collective task force goals?*
5. *How does a task force get started?*
6. *How is a task force determined to be functioning effectively?*

To answer these questions, we conducted a literature review of federal and state task force policies and procedures, a survey, and interviews with key informants. Research question 2 a. was answered via our literature review while research questions 2 b. and 5 were primarily answered by key informant interviews. All other research questions were answered through a combination of surveys and key informant interviews.

Our sampling frame consisted of all 12 regional task forces throughout Washington State. However, relative to the other 11 regional task forces, King County was an outlier in that they are the only task force that has an employed, full-time task force coordinator position whose sole job responsibilities include organizing, convening, and operating task force functions. As this paid position does not exist throughout the other regional task forces, King County lay outside the scope of our toolkit recommendations. However, there was still valuable information we could glean from King County, particularly in understanding the impact a full-time paid task force coordinator position has on task force operations. Thus, we still allowed King County task force members to participate in our survey in order to compare and contrast responses between King County and the other regional task forces. We also interviewed the King County task force coordinator in order to gather information on what a paid full time task force coordinator role may look like.

As depicted in Figure 1, we first conducted an extensive review of responses to CSEC/Y at the federal and state level, which helped inform our survey questions. We then distributed our survey to all task

forces throughout the state. Following initial analysis of survey results, we finalized our interview questions before meeting with key informants.



Figure 1. Research timeline.

Review of Current Federal and State Policies

We reviewed policies on creating a systemic response to CSEC/Y both from a national perspective and on a state level in order to identify common policies. While the federal recommendations on creating a systemic state response to CSEC/Y were not specific to task forces, they did provide guidance on best practices when creating a statewide response to address CSEC/Y. At the recommendation of our client, we chose four states' task force policies to examine: Minnesota, Oregon, New York, and Nevada. Unlike the other three states, we were able to interview Oregon's Trafficking Intervention Coordinator, who works closely with task forces, to gather more information on the State's policies than was available online. Nevada, Minnesota, and New York were chosen because of the breadth of information that they provided about their task force policies online. Additionally, New York and Minnesota were especially of interest as they were among the few states that we came across that provided some level of funding for their task forces.

When reviewing task force policies in the chosen states, we specifically reviewed information on the duties of a task force, a task force's organizational structure, funding, training policies, and policies around data collection. As our research was limited to what was available online, not every state's section in the literature review addresses all topics of interest. Rather, each state's section addresses these topics as applicable to their state's systemic response to CSEC/Y.

Survey

Our survey was administered at the micro-level of analysis to the entire sampling frame, as each individual member in each task force, from all stakeholder groups, were invited to participate. This was done through a combination of verbal participation invites at select scheduled task force meetings (Whatcom, Spokane, and Snohomish) and an email solicitation distributed to all regional task forces via CCYJ. Two email invites were sent - once at the start of the survey and once a week prior to closing the survey - with a third nudge email sent to task forces that exhibited low member participation (less than three participants). We wanted to hear from as many task force members as possible to improve content

and face validity. In total, we received 52 survey responses representing all Washington regional task forces.

All survey respondents were entered in a raffle for a chance to win an Amazon gift card from CCYJ, which was intended to increase survey participation. Giving respondents a chance for some form of compensation improved beneficence in our research design as respondents were in some way compensated for their time and participation (Haight & Bidwell, 2015). The survey consisted of 23 questions and can be found in Appendix 1.

Interviews

To conduct interviews with key informants, we selected a sample of four task forces out of the 12: Pierce County, Snohomish County, Spokane County, and Whatcom County. We chose these task forces at the direction of CCYJ. They represent rural, suburban, and urban counties, collectively support diverse CSEC/Y populations, and exhibit varying levels of efficacy. We interviewed two key informants each from Snohomish, Whatcom, and Spokane counties. Additionally, we were able to interview three informants from Pierce County, for a total of nine key task force informant interviews. We identified key informants by attending task force meetings and corresponding with official and unofficial task force coordinators. Through this process, we started off interviewing the most influential and experienced task force members and asked these members to refer us to other key informants. Thus, we utilized snowball sampling methods to conduct our interviews. When soliciting new key informant leads, we attempted to secure interviews from individuals that represented different stakeholder groups such as service providers, law enforcement, and government agencies. As a result of questions derived from interviews with task force members, we also interviewed Kelly Mangiaracina, the King County task force coordinator, and Kyle Wood of the SCC.

Some of our interview questions were developed inductively as we used survey data analysis to determine what further questions needed to be asked. Other questions originated from our literature review, periodic meetings with CCYJ, and sitting in on various regional task force meetings. These questions were deductive in nature as they were meant to confirm the validity of what we were reading and hearing in meetings. Consequently, our interview questions were developed both inductively from survey data and deductively from theory and personal narratives (Bernard, Wutich, & Ryan, 2017). Our list of interview questions can be found in Appendix 3. Furthermore, the codebook we generated for interview analysis can be found in Appendix 4.

Chapter 3: Review of Current Federal and State Practices

Introduction

The commercial sexual exploitation of children and youth varies in incidence and complexity across the nation. Given each states' unique trafficking landscape and community-specific needs, responses to CSEC/Y inherently vary resulting in a need for response models that are flexible in order to be applied at local levels. As such, this chapter will synthesize information from a variety sources, not exclusive of Washington State. King County CSEC task force will also be examined for information on best practices in regard to data to measure a task force's success. King County CSEC Task Force was chosen partially because they are easily accessible to other task forces in the state, and therefore may be available to provide further guidance as needed. In addition, federal recommendations as well as common components and practices of four well-established response models outside of Washington State will be reviewed in order to answer the following research question: What are the different effective systemic responses to CSEC or CSEY across the United States?

Federal Practices: National Advisory Committee Guidance

Background

In 2020, the National Advisory Committee on the Sex Trafficking of Children and Youth (NACSTCY) released best practices and recommendations for states to employ in their efforts against the CSE of children and youth (CSEC/Y). Comprehensive in nature, the NACSTCY's guidance includes actionable measures for state and local stakeholders to identify, respond to, and prevent the CSEC/Y in their communities. For the purpose of our study, we chose to review the NACSTCY's best practices and recommendations that most closely align with our project scope: multidisciplinary collaboration, training, and data collection. Moreover, as our study only considers the internal operations of Washington State task forces, and the Committee's guidance provides more broad policy and process recommendations related to supporting CSEC/Y, content that directly pertains to CSEC/Y service-level (case-level) operations is excluded (i.e., victim identification and access, case management, multidisciplinary team service provision, etc.).

Multidisciplinary Collaboration

Given the complexity of the CSE of children and youth, the NACSTCY emphasizes the importance of a collaborative and consistent multidisciplinary response that meets the needs of victims and survivors while holding perpetrators accountable (NACSTCY, 2020). Moreover, the NACSTCY highlights the need for responses to be not only community-based and linguistically and culturally competent, but also youth-guided, survivor-informed, and family-driven (as appropriate). From a stakeholder perspective, the NACSTCY recommends the following groups be involved in CSEC/Y systems responses:

- Victim and support service providers,
- Health and mental healthcare providers,
- Legislators,
- Law enforcement,
- Prosecutors,
- Public defenders,
- Educators, and the
- Commercial sector (NACSTCY, 2020).

Furthermore, to accomplish an effective multidisciplinary response to CSEC/Y victims and survivors, the NACSTCY proposes the following recommendations:

- **Training.** Team members should receive recurring training and possess a shared understanding of multidisciplinary team goals, principles, and protocols.
- **Common approach.** Achieve a shared and consistent understanding of team approach to identify and serve child and youth victims of sexual exploitation in order to minimize barriers to resources and avoid miscommunications.
- **Statewide response.** Develop a statewide multidisciplinary response system that is supported by policies and procedures.
- **Formal agreements.** Establish formal agreements, such as Memoranda of Understanding (MOU), between multidisciplinary team members that outlines shared principles, membership terms, member roles and responsibilities, and confidentiality terms.
- **Community needs assessment.** Establish an understanding of community needs, service gaps, and service availability specific to the CSEC/Y via community mapping and needs assessments.
- **Macro-level team(s).** Establish a multidisciplinary team(s) that can identify and respond to macro, system-level barriers to effective CSEC/Y community responses (NACSTCY, 2020).

Training

The NACSTCY recommends that those who may come into contact with CSEC/Y through their professional work, such as law enforcement and social workers, should receive training on working with CSEC/Y. In addition, the NACSTCY recommends that each state have a training on CSE prevention and identification of CSEC/Y that is specifically designed for those who come across CSEC/Y in their professional work. The NACSTCY further suggests providing specific training to appropriate groups such as providing demand reduction training for law enforcement. Furthermore, the NACSTCY emphasizes the importance of providing a virtual version of each training in order to make the training accessible to individuals across a state and notes courses should be developed using evidence-based practices and refined using evaluation methods such as pre- and post-tests. The NACSTCY asserts that requiring training and making training courses easily accessible to all individuals working with CSEC/Y is key to supporting CSEC/Y.

Data Collection

The NACSTCY recognizes the importance of data collection in addressing issues facing CSEC/Y and suggests collecting the following data as applicable by all organizations working with CSEC/Y:

- Staff trainings,
- Number of CSEC/Y screened, assessed, and provided with services,
- The Courts and law enforcements' interactions with CSEC/Y, and
- Prevention efforts (NACSTCY, 2020)

When collecting data within CSEC/Y-facing organizations throughout a state, the NACSTCY suggests standardizing measures, such as demographics and identifiers. The NACSTCY also suggests standardizing definitions for commonly measured CSEC/Y related concepts across organizations so that data are collected with the same definitions in mind. The NACSTCY further encourages data sharing between organizations to provide more complete records across multiple organizations. Data should be collected from all CSEC/Y-serving organizations and the findings be distributed statewide to all relevant organizations which should then be used to improve policy and programs addressing CSEC/Y.

The NACSTCY recognizes the importance of formal evaluations of CSEC/Y programs in improving the quality of CSEC/Y services. Evaluation of CSEC/Y programs should involve CSEC/Y and their caregivers in order to incorporate the expertise and insights of survivors and their families. In addition, their time should not be taken for granted but rather they should be compensated for their time and input. Finally, while it is key that CSEC/Y and their families have the opportunity to participate in the evaluation of programs, they should also have the option to refuse to assist.

Limitations of the NACSTCY's Best Practices and Recommendations

While the guidance put forth by the NACSTCY is comprehensive, and all CSEC/Y-centered task forces should consider these recommendations, it is important to acknowledge that they are very broad and high-level. Consequently, implementing these best practices may look different depending on local community structure and need. Furthermore, the demographic makeup and unique needs of different regional communities may also necessitate different 'best practices.' For instance, in regard to multidisciplinary collaboration, communities with large Native American populations need to ensure their CSEC/Y task forces have input from local tribes and Native grassroots organizations. In this example, the input of Tribal leadership may be much more valuable than that of local legislators, and thus the tribes should have proportionally more influence on the direction and priorities of the task force. Therefore, the NACSTCY's recommendations must be framed in terms of the needs of the local community. Skipping this step may not only lead to an ineffective response to supporting CSEC/Y but may also create distrust and friction among community members.

State Practices

Minnesota

Overview of Safe Harbor Protocol Teams

When Minnesota’s Safe Harbor Law came into effect in 2014, it shifted how commercially sexually exploited minors (CSEM) (up to age 18) are viewed by the legal system—as victims and survivors instead of offenders (Sexual Violence Justice Institute [SVJI], 2018). In response, a statewide multidisciplinary initiative was commissioned to create the No Wrong Door Response Model, which generated a statewide infrastructure equipped to provide services, housing solutions, and training for professionals responding to the CSE of individuals aged 24 and younger, even though individuals between the ages of 18 and 24 can still be prosecuted (Ramsey County Attorney’s Office & Sexual Violence Justice Institute at the Minnesota Coalition Against Sexual Assault [RCAO & SVJI], 2020). Note that throughout this section, the term CSEM will be used for simplicity when referencing each age group (0 - 17 and 18 - 24) in Minnesota since Safe Harbor, and thus No Wrong Door, serve each.

Complementary to the No Wrong Door model, Safe Harbor Protocol Guidelines were established to aid multidisciplinary teams in the creation of community-specific, victim-centered, and trauma-informed systemic responses to CSEM. Protocol teams (also known as systems change teams) have also been introduced to create and/or improve local multidisciplinary responses to child sexual exploitation by adapting the Safe Harbor Protocol to the unique needs of each team’s community (SVJI, 2018). Allies and key community and system stakeholders are represented on protocol teams yet, teams do not respond to discrete CSEM cases (RCAO & SVJI, 2020). Thus, Minnesota’s protocol teams are equivalent to Washington State’s “task forces.”

Forming a Safe Harbor Protocol Team

Safe Harbor Protocol Team members include multidisciplinary professionals from organizations that commonly come into contact with CSEM victims and survivors as well as prominent community stakeholders, such as Tribal leaders. Teams consist of a coordinating agency (which includes the protocol teams’ Coordinator/Co-coordinator and a separate agency representative to the team), member agencies, respective agency leaders, and allied and advisory members. A formalized process for establishing a protocol team is not in effect however, detailed guidelines are available for communities to establish CSEM response needs, identify and engage stakeholders, and develop team operating protocols including interagency agreements, or Memoranda of Understanding (MOU). Though not required at the outset for team operation or member participation, it is highly encouraged that teams establish MOUs or similar agreements with all participating agencies and stakeholders in order to hold members accountable to team processes, initiatives, and outcomes (SVJI, 2018).

Protocol Team Membership

Each protocol team reflects its community’s diversity and needs to the extent possible, including active representation from cultural organizations and Tribal governments. Team members generally have

power and influence in their respective organizations, which are essential in order to advance protocol team initiatives (SVJI, 2018). Moreover, at a minimum, teams include representatives from the following stakeholder groups:

- Local law enforcement,
- Advocacy organizations,
- Healthcare,
- Child protection/welfare,
- Juvenile and adult prosecution,
- Juvenile and adult probation and corrections, and
- Juvenile public defenders (SVJI, 2018).

Protocol Team Operations

Operating principles. Protocol teams develop their own mission and vision statements that are unique to the needs of their communities. However, each operates according to the principles and values of the No Wrong Door model:

- Sexually exploited youth are victims not offenders,
- Sexual exploitation can be prevented,
- Youth should not feel isolated or trapped while receiving services,
- Youth have a right to privacy and self-determination,
- Services will be based in positive youth development,
- Community members and professionals must be trained to identify sexual exploitation,
- Services must be responsive to the needs of individual youth,
- Services must be victim-centered, trauma-informed, and culturally inclusive, and
- No Wrong Door is a statewide program and will be tailored to regions' needs and resources (SVJI, 2018).

Training. Team members have baseline knowledge that enables them to take a holistic approach to supporting CSEM. Specifically, members of protocol teams have discipline-specific knowledge of best practices to support CSEM, an understanding of the dynamics of sex trafficking and exploitation, and an awareness of common trauma reactions exhibited by victims and survivors. A clear understanding of individual agencies' capabilities, limitations, and interactions with one another in the context of supporting CSEM victims and survivors is also embraced (SVJI, 2018).

Measures of Success

From Atella and colleagues' (2019) Safe Harbor law and No Wrong Door implementation evaluation logic model, the following outcomes are tracked (note: the implementation evaluators use "CSEC/Y" in their logic model while Minnesota uses "commercial sexual exploitation of minors," or some variant, when referencing CSEC/Y in its publications):

- Number and type of CSEC/Y-specific services that are population-specific and culturally relevant, trauma-informed, and victim-centered,
- Number of new policies and programs that meet above criteria,
- Number of housing beds for CSEC/Y,
- Number of stakeholder trainings and number of stakeholders trained, and
- Number of teams implementing protocol (Atella et al., 2019).

Evaluation

Atella and colleagues (2019) recently completed the third (phase three) biennial implementation evaluation of the Safe Harbor law and No Wrong Door model, as required by the Minnesota Legislature (Minnesota Department of Health, 2020). While broadly focused, the evaluation findings may glean insights into Safe Harbor protocol teams' operations. Some of the data collected overlapped with what other task forces collected such tracking data on where task force organizations received referrals from but not all data was applicable. Caution should be taken as findings cannot necessarily be attributed directly to teams' work to adapt the No Wrong Door model to their communities. Moreover, since this is not an impact evaluation, empirically supported impacts related to the Safe Harbor law and No Wrong Door model cannot be identified, including those attributed to protocol teams (Rossi et al., 2019).

Safe Harbor Protocol Team Funding

Minnesota's Legislature disburses over 15 million dollars every two years to support Safe Harbor activities (Atella et al., 2019). Grant management for Safe Harbor regional navigators, supportive services, and Tribal governments is administered by the Minnesota Department of Health (MDH) while grants for housing are administered by the Minnesota Department of Human Services (DHS) (Atella et al., 2019). While it is not explicitly stated how protocol teams are funded, a portion of MDH funding is allocated for local, team-led Safe Harbor protocol development and implementation, activities to which protocol teams are central (SVJI, 2018). Moreover, there is no guidance available on whether any roles within protocol teams are funded, such as coordinators.

Oregon

Trafficking Intervention Advisory Committee – Department of Justice

In Oregon, there are 10 regional CSEC task forces representing a total of 14 counties statewide (A. Swanson, personal communication, March 18, 2021). Regional CSEC Task Forces in Oregon are certified through the Trafficking Intervention Advisory Committee (TIAC). The TIAC operates out of the State Department of Justice and Attorney General and has representatives from organizations such as the State police force and the Oregon Department of Human Resources Children & Youth. Thus, its official approval gives regional task forces credibility in the eyes of community members, organizations, and potential donors (A. Swanson, personal communication, March 18, 2021). The mission of the TIAC "is to provide guidance, support and resources to these communities, as well as the State's Trafficking Intervention Coordinator, in order to build a strong response to child sex trafficking and to provide meaningful access to services for all survivors of trafficking in Oregon" (Oregon Department of Justice). The Trafficking Intervention Coordinator (TIC) is a full-time position working out of Oregon's

Department of Justice and Attorney General and works as an intermediary between the State and regional task forces to improve the systemic response to CSEC, specifically by building out stakeholder participation, conducting trainings, and creating awareness campaigns (A. Swanson, personal communication, March 18, 2021).

Plan for Developing Long Term Task Force Success

The TIAC has put together a guidance document for developing long-term task force success. There are three stages called out in task force development - foundation, stabilization and sustainability (Wilson, 2020). The foundation stage focuses on building community awareness and crafting a strong task force structure. Recommendations included in this stage are to establish subcommittees and ensure the stakeholders represented include perspectives from marginalized populations such as Tribal members and trafficking survivors (Wilson, 2020). In stabilization, task forces should update their response protocols, create data collection methods, and work on awareness campaigns and legislation changes (Wilson, 2020). Once task forces reach sustainability, they have the systems in place to allow for multi-generational sustainability (Wilson, 2020).

Certification Requirements

To be certified, a task force must go through an application process and demonstrate that they are trauma-informed, victim-centered, and multidisciplinary in terms of the various groups who make up the task force (Oregon Department of Justice, n.d.). Long term, the Trafficking Intervention Advisory Committee hopes to have a formally certified CSEC/Y task force in every county throughout the State of Oregon (Oregon Department of Justice, n.d.).

Outcomes of TIAC-Regional Task Force Partnership

Formal certification has led to more standardization among regional task forces. For instance, the current Trafficking Intervention Coordinator was able to use grant funding via the Victims of Crime Act (VOCA) to create a full-time coordinator position within every regional task force (A. Swanson, personal communication, March 18, 2021). Additionally, the TIC now administers ‘train the trainer’ workshops to ensure each regional task force coordinator has the skills to facilitate large meetings, navigate difficult conversations, and aid in conflict resolution (A. Swanson, personal communication, March 18, 2021). Such workshops were developed because most coordinators were human trafficking advocates or service providers and lacked the skills needed to be effective coordinators (A. Swanson, personal communication, March 18, 2021). Currently, all regional task force coordinators and the TIC engage in monthly calls in order to share information, best practices, and new opportunities to better support CSEC (A. Swanson, personal communication, March 18, 2021).

New York

Starting a Safe Harbour: NY Program

The New York State Office of Children and Family Services (OCFS) provides funding for Safe Harbour: NY programs. These programs are tasked with strengthening county-level systems responses

to CSEC (Office of Children and Family Services [OCFS], 2016). Each county Safe Harbour: NY program is encouraged to create “critical teams” which are similar to Washington State’s “task forces.” These county-level critical teams are charged with finding gaps in services, coordinating anti-human trafficking trainings, and more (OCFS, 2016).

Recommended Duties of a Task Force

The OCFS (2016) recommends that each critical team identify a lead agency to direct the team, undertaking tasks such as setting projects for the team, creating a group charter, or determining roles within the team. In addition to a lead agency, the OCFS suggests critical teams identify a coordinator for the team which they refer to as a Child Trafficking Coordinator. A Child Trafficking Coordinator keeps the critical team organized, manages the data collection process, and serves as the main point of contact for the critical team. The Child Trafficking Coordinator does not have to be from the lead agency in order to serve in this role (OCFS, 2016). When choosing a Child Trafficking Coordinator, the OCFS suggests selecting someone who is knowledgeable of the experiences of different CSEC groups (OCFS, 2016).

Critical team members work to strengthen their county-level response to CSEC by bringing together stakeholders from many fields, such as healthcare workers and law enforcement officers, to address gaps in services for CSEC. Critical teams can do this by creating a county asset map of currently existing services in their county for CSEC. This will allow them to understand what services are currently available to CSEC, where services are located, and where there are service gaps. Critical teams are charged with coordinating anti-human trafficking training for individuals who may come into contact with CSEC in their professional work. Critical teams may also take on further projects such as public awareness campaigns or standardizing CSEC screening tools within a county (OCFS, 2016).

Staffing & Funding Models

Counties are provided with funding to start up a Safe Harbour: NY program by the OCFS (2016). There are no specific requirements for development of Safe Harbour: NY programs or for their critical teams but the OCFS does lay out guidelines for how to set up critical teams in order to start Safe Harbour: NY programs. The OCFS also provides suggestions on stakeholders that may be relevant to a critical team such as school staff and social workers, as well as specifying that every critical team should have a Child Trafficking Coordinator (OCFS, 2016). However, the OCFS does not provide guidance on how the Child Trafficking Coordinator role should be funded. In addition, the program provides funding for a range of organizations that work with CSEC and also track which services receive funding.

Measures of Success

Service providers are asked by OCFS to collect data on services administered to each CSEC. Safe Harbour: NY programs are also asked to collect data on the demographics of individuals involved in the system and whether they fit the federal definition of CSEC or if they are categorized as at risk for trafficking in general (OCFS, 2016). The program requires data collection of when a child is first referred to CSEC services in order to track which organizations first identify them as CSEC.

Addressing Diversity of Experiences in the CSEC Population

OCFS requests that Safe Harbour: NY programs address the CSE experiences of boys, girls, and LGBTQ-identifying individuals in the training they coordinate. OCFS (2016) emphasizes identifying service gaps for CSEC who do not fit into the traditional expectation of a CSEC (boys, Native American, non-English speaking) and filling these service gaps, even providing resources on how to address the specific needs of certain subpopulations.

Nevada

Overview of Regional Task Forces

The Nevada Coalition to Prevent the Commercial Sexual Exploitation of Children (NCPCSEC) was created at the state level to cultivate collaboration and coordination among agencies to combat CSEC with a trauma-informed and victim-centered approach. NCPCSEC created a CSEC Model Coordinated Response Protocol and a Toolkit to improve CSEC victim identification and safety. The toolkit includes guiding principles for serving CSEC, resources about understanding victim mindsets, barriers to victim identification, CSEC safety assessment, and CSEC training resources. Regional CSEC task forces are responsible for adapting the CSEC Protocol to the needs of the local or regional area. Each regional CSEC task force is composed of partner agencies as mentioned below (Nevada Coalition to Prevent the Commercial Sexual Exploitation of Children [NCPCSEC], 2018).

Partner agencies within the regional task force include:

- Law enforcement,
- FBI/Homeland Security,
- Juvenile probation,
- Child welfare,
- Mental/behavioral health,
- Public health,
- Attorney general,
- District Attorney,
- Dependency/Juvenile Court,
- School District,
- CSEC mentor-advocates,
- Service providers, and
- CSEC survivors and/or parents of CSEC survivors (NCPCSEC, 2018).

CSEC Guiding Principles for Regional Task Forces

- Consider all CSEC as survivors who have the right to supportive services regardless of age/related crimes,
- Value the voice of the survivor while providing services to individual CSEC,
- Gather and share information to strengthen service delivery,

- Make decisions based on data, research, and experience,
- Measure the effectiveness of services by benchmarking against national standards, and
- Coordinate and collaborate with partner agencies to achieve an effective service system for CSEC (NCPCSEC, 2018).

Recommended Duties

The NCPCSEC (2018) recommends that regional CSEC task forces adapt the CSEC Protocol to regional needs. Once adapted, the protocol needs to be piloted and refined. After piloting, the task force is responsible for implementing the protocol across the region. After implementation, task forces must continuously monitor and review their regional protocols (NCPCSEC, 2018).

Task force structures, including membership, roles, and responsibilities of members, are established by regional CSEC task forces through Memoranda of Understanding (MOU). Regional task forces also provide support and guidance to MDTs. Every regional task force is also responsible for changing their MOU(s) if and when required (NCPCSEC, 2018). They assess gaps in resources and advocate funding needs to the Nevada CSEC Coalition. The NCPCSEC plays a crucial role in providing statewide coordination, guidance, and advocacy for resources (NCPCSEC, 2018). The regional task forces collect regional CSEC data and review data to monitor CSEC prevalence and service outcomes. They also conduct case reviews and review aggregate data to evaluate progress of implementing the adapted CSEC Protocol (NCPCSEC, 2018).

Training

Each task force should provide training for partner agencies (as outlined above)

The NCPCSEC (2018) recommends that the individuals who provide direct services to CSEC have basic knowledge and training in the following areas:

- Factors that place children at the risk of commercial sexual exploitation,
- Complex trauma and the impact of victimization to CSEC,
- Ability to apply the requisite skills to traumatized CSEC,
- Secondary traumatic stress and its impact on those providing services to CSEC, and
- A basic understanding of the continuum of care for children in Nevada, including the crossover of services among agencies (NCPCSEC, 2018).

Measures of Success

Regional CSEC task forces annually provide the Nevada CSEC Coalition information regarding the region's progress in implementing the adapted CSEC Protocol, service needs, gaps in services, and recommendations for improving prevention, intervention, and restorative services for CSEC (NCPCSEC, 2018).

Washington

King County

King County conducted a joint evaluation of their CSEC task force and their CSEC program. For this literature review we will only focus on the parts of their evaluation that are most applicable to other task forces in Washington State. The King County CSEC Task Force tracks not only how many attendees at each of their meetings but also which organizations have attendees at their meetings. This allows them to understand the breadth of the task force's reach (King County Superior Court, 2019). King County CSEC task force also tracks data on training, specifically in regards who partakes in the training, what organizations they are a part of, and the number of child welfare workers being trained (King County Superior Court, 2019). They also evaluate the quality of the training using a pre-/post-test to measure changes in attitudes, comfort, and knowledge around CSEC issues before versus after the training (King County Superior Court, 2019). They found improvements in attitudes, comfort and knowledge after training participation (King County Superior Court, 2019). The King County CSEC Task Force dually tracks the number of minors charged for prostitution and the number of buyers charged for purchasing sex from minors or attempting to purchase sex from minors (King County Superior Court, 2019). This is an important measure of change in the judicial systems treatment of CSEC, ideally moving from punishing CSEC to charging the buyers. King County CSEC task force also conducted an extensive network analysis to understand how organizations that worked with CSEC were interconnected, and where there are gaps between organizations which may lead to gaps in services (Jacobsen, J. & Pullman, M., 2019). The task force measured this by providing its members with a list of organizations working with CSEC in the King County area and asking them three questions in regard to list of organizations:

1. Aware of each other organization.
 - a. 1 = Not at all [Never heard of the organization]
 - b. 2 = A little [Heard of the organization, but do not know what they do]
 - c. 3 = Somewhat [Aware of the organization and some of the services they offer]
 - d. 4 = A lot [Can identify the organization's services and how to access them]
2. Communicated with each organization about CSEC-involved youth.
 - a. 1 = Not at all
 - b. 2 = A little [2 or fewer times a year]
 - c. 3 = Somewhat [Between 3 and 12 times a year]
 - d. 4 = A lot [More than 12 times a year]
3. Referred CSEC-involved youth to each organization.
 - a. 1 = Not at all
 - b. 2 = A little [2 or fewer times a year]
 - c. 3 = Somewhat [Between 3 and 12 times a year]
 - d. 4 = A lot [More than 12 times a year] (Jacobsen & Pullman, 2019).

Chapter 4: Findings

Introduction

Below are our findings from the survey and key informant interviews we conducted to qualitatively analyze the current state of task forces throughout Washington. Prior to beginning this process, we solicited feedback on our survey and interview questions from CCYJ and incorporated their recommendations. Furthermore, we pre-tested our survey with the King County task force coordinator and thus her responses were not incorporated into our survey analysis.

Survey

Overall, we had 52 respondents complete our survey. All 12 regional task forces were represented in our respondent base, however only one person from the Kitsap and two people from the Cowlitz, Thurston, and Yakima task forces completed the survey (see Figure 2). All other task forces had 3 or more members respond to the survey. Moreover, given the subject matter of the survey, only one question was mandatory: which task force each respondent was part of. Accordingly, not every participant answered every question; the question with the lowest response rate had 45 respondents. 75% of our respondents have been a member of their task force for over a year and 21% have been a member for over four years. 79% of our respondents say they attend task force meetings at least 75% of the time or more. At a high

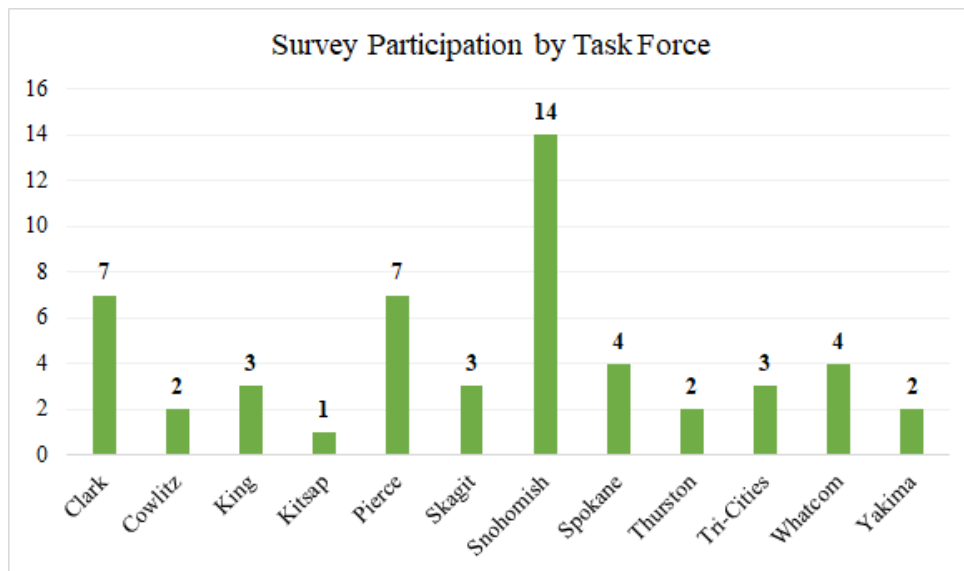


Figure 2. Survey participation by task force.

level, task forces tend to meet on a monthly, bi-monthly, or quarterly basis and all respondents agree that meetings last between 45 minutes and two hours. All task forces have a formal or an informal task force coordinator with the exception of Whatcom County. Furthermore, 51 out of the 52 respondents said that their workplace supports their participation in the task force by allocating work time for task force activities. Figure 3 below outlines sector representation among respondents. The most commonly

represented sectors from our survey participation were homeless youth service providers and sexual assault service providers.

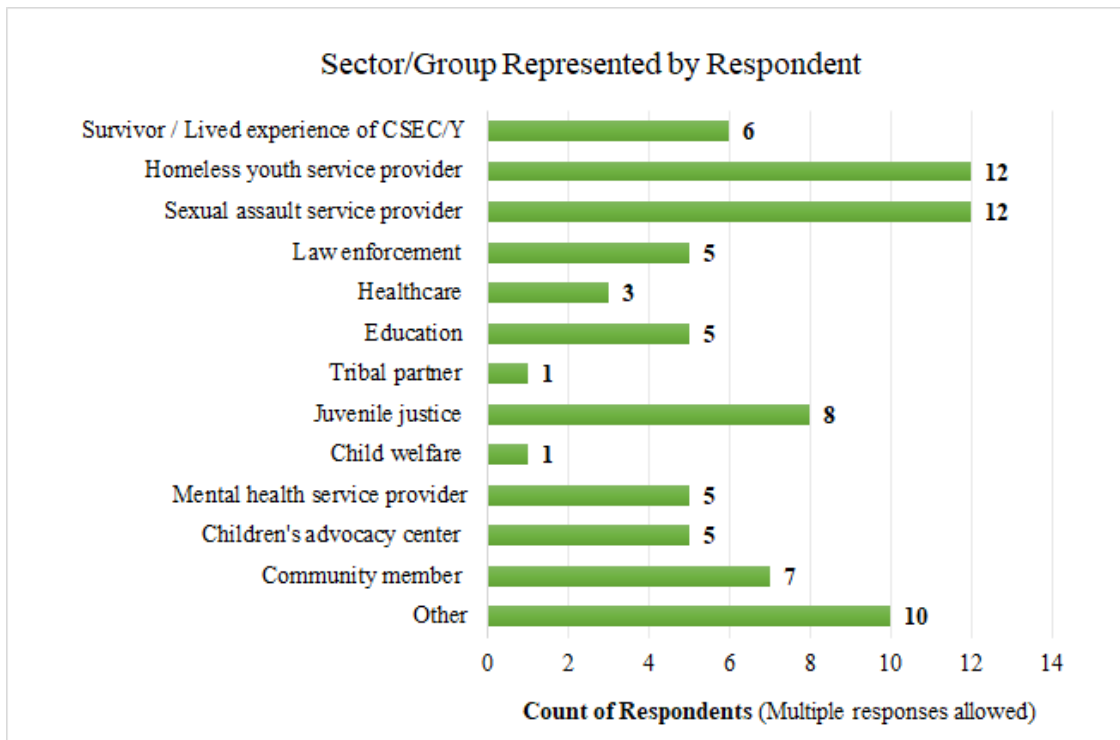


Figure 3. Sectors and groups represented by survey respondents.

There was a surprisingly large variance in answers surrounding task force membership. When asked how many members respondents' task forces have, answers fluctuated between 4 and 100-plus members. Even within a task force such as Skagit county, answers given were between 15 and 100 members. This tells us that people have different definitions of what constitutes task force membership (i.e., being on the task force mailing list as opposed to consistently attending task force meetings). About 35% of respondents said their agency signed a formal agreement or Memorandum of Understanding (MOU) outlining responsibilities within the task force. Nearly 56% of all respondents said that their task force communicates with the State Coordinating Committee (SCC) while a little more than half (52%) say their task force regularly sends representatives to SCC meetings. Considering Figure 4, over a third of respondents (36.5%) did not know what the SCC is, however, which indicates uneven awareness among task force members of the SCC's role in the statewide response to CSEC/Y, including its ability to advocate for policy changes that could aid task forces' effectiveness. Neither specific task force nor length of task force membership appeared to be associated with a lack of SCC awareness.

When asked to report the type(s) of trafficking their task force focuses on, 98% of respondents reported sex trafficking as a focus. Furthermore, 45.8% reported their task force serves individuals aged 10 and younger, while 97.9% reported serving individuals aged 11-18, 52.1% reported serving individuals aged 19-24, and 27.1% reported serving individuals aged 25 and older (respondents were able to select more than one answer). These responses indicate that while nearly all task forces serve victims and survivors of sex trafficking, not all age groups are equally served with the most focus being on individuals aged 11-18 and additional focus on adults.

When asked which sector(s) has the most influence on the work of respondents' task forces, over half (54.0%) of respondents reported law enforcement, with sexual assault service providers, juvenile justice, and homeless youth service providers closely following. Tribal partners were the least frequently cited (18.0%) as having a great influence on task force work (see Figure 6). This is an important observation

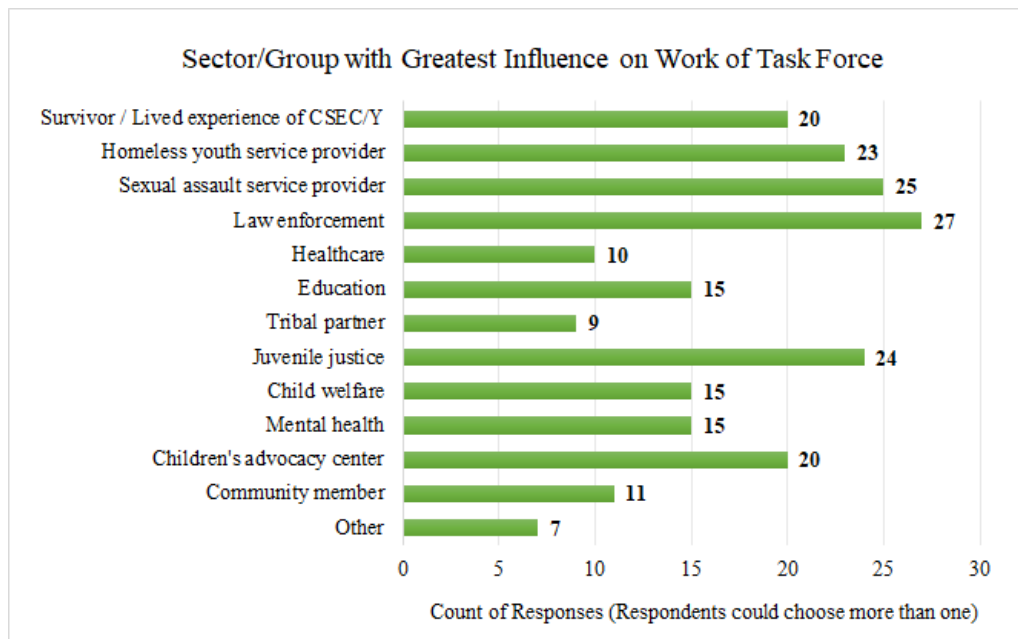


Figure 6. Survey respondents' views of sector/group with greatest influence.

as each task force serves communities that intersect with at least one federally recognized Native American Tribe (The Tribes of Washington, 2021).

The majority (86%) of respondents generally agree that their respective task forces consider the best interests of CSEC populations when making task force decisions, while the majority (78%) also generally agree that their respective task forces are aligned to common goals. When respondents were asked whether they feel that their peer task force members value their input, the majority (84.3%) generally agreed their voices are valued (see Figure 7).

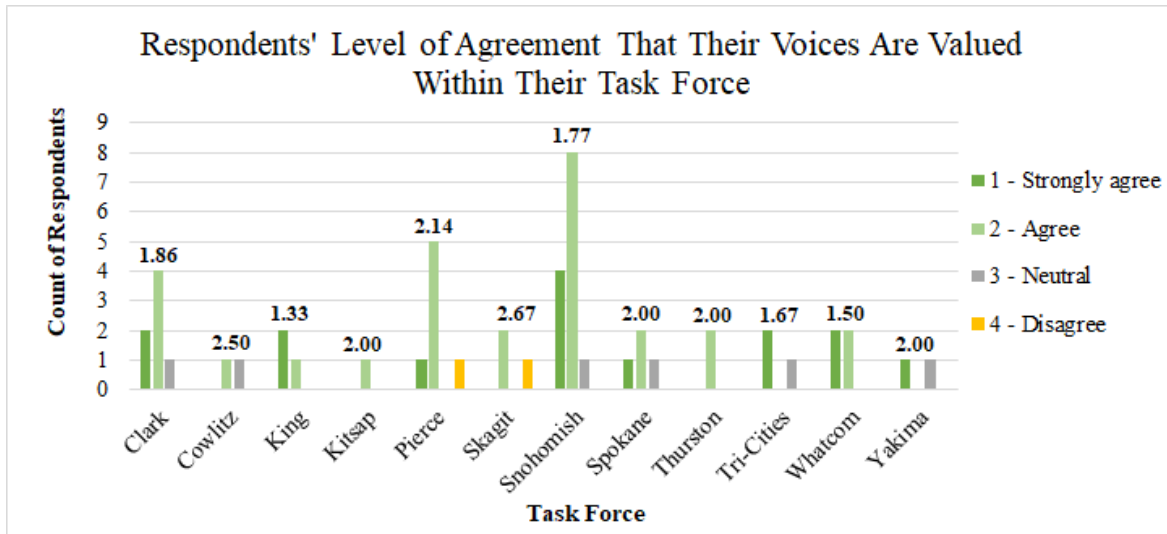


Figure 7. Average Likert Scale (1-5) response by task force (respondent feeling valued).

Note: No survey respondents answered “5 – Strongly disagree”

Furthermore, the majority (82%) of respondents feel their respective task forces are able to reach consensus at least more often than not (a little more than half the time, very often, or always), while 44.9% of respondents believe their respective task forces are generally effective in advocating for CSE individuals aged 0-24.

With regards to task force data collection, more than half (57.7%) of the respondents reported not knowing if their respective task force collects data, while 13.5% (seven participants) reported their task force does collect data. Of those respondents who affirmed data collection, data types being collected include: *number of CSEC identified and served*, (i.e., system involvement and system services enrollment), *assistance types*, and *provider types*. One respondent simply stated they collect information for CCYJ. Moreover, just three of the seven respondents who positively indicated data collection stated data are being used to measure outcomes. From a training perspective, the majority (70.6%) of respondents reported having taken the *Responding to Sexual Exploitation and Trafficking of Youth* training course, while 25.5% reported having taken similar training focused on the issues surrounding sex trafficking either aside from or in addition to the “Responding to Sexual Exploitation and Trafficking of Youth” training course (respondents were able to select more than one answer).

Lastly, additional questions centered on respondent demographics. The majority (75%) of respondents identified as White, while 11.5%, 5.8%, and 3.8% identified as Hispanic/Latinx, Asian or Pacific Islander, and American Indian or Alaska Native, respectively. Two respondents (3.8%) identified as multi-racial while the remaining four (7.7%) preferred not to answer. Moreover, most (80.8%) respondents did not identify as survivors of sex trafficking, while 9.6% did identify as survivors of sex trafficking and the remaining 9.6% abstained from answering. This does not mean that task forces do not have survivor representation but rather reflective of those who responded to the survey.

Interviews

Generally, interviewed members throughout the Whatcom, Snohomish, Pierce, and Spokane task forces agree that their task forces are inclusive of and respect the experiences, perspectives, and ideas of all task force members. In terms of voices that should be represented on a task force, emphasis was placed on ensuring that CSE survivors, people of color, Tribal members, and individuals from the LGBTQ community should be represented in the task force. Diversity of task force membership is something they all believe can be improved, are receptive to, and even excited about, but no pointed efforts are currently ongoing except for general discussion around who's 'missing from the table' and brainstorming on how to get them involved. Each regional task force functions independently, and they differ regarding organizational structure as well as perceived effectiveness. The Whatcom task force is working to re-develop a formal leadership structure as it does not currently have a coordinator or chair, a circumstance which has led to a scaling back of larger task force functions aside from meetings. The Snohomish and Spokane task forces are well-organized however, both task force coordinators have transitioned out of their roles to work at different organizations. The Pierce County task force started just before the COVID-19 quarantine but still has a relatively large membership and is well-functioning given its new beginning.

All task forces communicated the need for the task force coordinator to be a paid position. Currently, none of the interviewed task forces have a full-time paid coordinator to organize and run task force meetings and subcommittee operations. Whatcom currently has no coordinator; Pierce, Snohomish, and Spokane all do but the coordinators' primary job descriptions are not that of task force coordinators and they all felt that they were currently doing the work of two people. None of the task force coordinators felt that they had enough time to comprehensively fill the role of task force coordinator. Rather, their coordinator duties tends to fall secondary to their primary job duties. Additionally, interviewed task force members had varying degrees of awareness regarding task force mission and vision statements as well as task force goals. Generally speaking, everyone named that the primary duty of the task force was to systemically support CSEC and to improve awareness and education regarding this issue but there was a fair amount of uncertainty regarding specific goals, the existence of MOUs, and the role of the Statewide Coordinating Committee whose primary objective is to organize systemic CSEC/Y support at the state level.

Task Force Overview

Defining a Task Force

A cornerstone of our research was understanding what a CSEC task force is, and what task forces' perceive as their role in their communities. Our client also specifically requested that we investigate whether task forces feel the phrase "task force" is appropriate to describe their teams or if they better identify with another term. Overall, interviewees felt the phrase "task force" was appropriate for their teams, with some citing the importance of using the phrase "task force" as it implied taking on tasks or taking action. Some also cited how the phrase "task force" is commonly used by law enforcement and therefore may be appealing to them.

“people organize task forces to basically try to bring like-minded people together and organize and perhaps...get some policy changes.”

- A Task Force Member

Some of the “tasks” that task force interviewees identified were bringing those whose jobs put them in contact with CSEC/Y, such as health care workers and teachers, together to discuss issues surrounding CSEC/Y and providing them with support in their community. Interviewees mentioned that task forces should include members from education, law enforcement, justice agencies, service providers (inclusive of housing, mental health, substance use, etc.), and health care providers.

Starting a Task Force

No clear method or process currently exists for starting a task force. Narratives around initial task force formation varied across each task force and in some cases included illustrations of multiple task force iterations that have occurred over time. Task forces were often described as forming organically, from an individual passionate about eradicating the commercial sexual exploitation of children and youth from their community to an individual member of a CSEC/Y-facing organization being approached to start a task force. A theme among some task force founders was their preexisting connections to other individuals and/or groups engaged in CSEC/Y-related work that enabled them to garner interest in and support for an organized task force. Newly available funding was also cited by two interviewees as factors in task force creation.

"It was my task in the job description... form a task force.... And so that's what I did. There was no like, this is how you do it. Nothing. It was more like, how am I going to do it?"

- A Task Force Founder

Task Force Purpose

Many task force members have emphasized the importance of the task force providing a space to network between different organizations that interface with CSEC/Y. This networking time provides the opportunity for organizations to identify gaps in services and make connections with organizations that can fill those gaps. The services that are available for CSEC/Y are often not fully known by CSEC/Y-interfacing organizations. By bringing all these parties together in the same room, it creates a more centralized system where all organizations involved can understand where they can refer CSEC/Y for

needed services. Task forces seem to be centered around educating, both its members and community, on CSEC/Y, reducing demand for sex from minors in their community, and ultimately creating a centralized safety net for CSEC/Y through connecting CSEC/Y-facing organizations.

“...increasing education, cultivating countywide awareness, and strengthening cross-sector collaboration in order to combat human trafficking.”

- A Task Force Coordinator

Task Force Membership

Many task forces described a similar process for letting a new member join the task force. In general, individuals are recruited from organizations that serve CSEC/Y such as law enforcement or social services providers. Several interviewees mentioned the importance of creating an inclusive environment and inviting individuals to the task force meetings, which are often informal and have low barriers to entry. A few interviewees mentioned screening potential members to ensure that the individuals interested in joining the task force have the best interests of CSEC/Y in mind and understand how to appropriately interact with CSEC/Y, such as working with them in a victim-centered and trauma-informed manner.

"Typically, it's just expressing interest and then seeing if they would best fit our group...[such as being] trauma informed."

- A Task Force Member

Task Force Structure

Many task forces members mentioned a similar ideal task force structure. This included a task force coordinator as well as a task force chair who is often a high-level judge to give weight to the task force. One interviewee mentioned that it could be beneficial to have a survivor as a co-chair but has not personally seen a survivor in a co-chair role. Many task forces have subcommittees that focus on relevant activities like CSEC/Y demand reduction or outreach. Despite the variance in the functioning of task forces, many used similar verbiage to describe a CSEC task force and the ideal CSEC task force structure. In addition, many interviewees referred to King County as the ideal CSEC task force. It should be noted that the King County task force is specifically focused on CSEC/Y, while other task forces that we interviewed were focused on broader human trafficking populations, either inclusive of adults or inclusive of labor trafficking, or both.

Duties of Task Force Coordinator

Overall, interviews with key informants have underlined that the coordinator is the glue holding the task force together – task forces that have had the most difficulty organizing are the ones which have experienced the most coordinator turnover.

The task force coordinator is a multi-faceted position requiring a number of different skills. Part of the coordinator's role is administrative, which includes scheduling task force meetings, creating agendas and attendance rosters, and disseminating meeting minutes to everyone on the task force mailing list. The coordinator is also in constant communication with the task force chair, especially if the chair is a judge – individuals who rarely have enough bandwidth to attend all meetings. Aside from these administrative roles, the coordinator is the face and first point of contact of the task force. They welcome in and vet new members (ensuring they are victim-centered and trauma-informed) and, when necessary, identify and recruit important missing stakeholders into the task force. They meet with and schedule speakers for task force meetings. If the task force wants to present a project or initiative to a community organization such as a school district, the coordinator typically is the one who represents the task force at those meetings and promotes the importance of said project or initiative. Furthermore, the coordinator acts as a connector between people and organizations. Several of the task force coordinators described a large part of their work as “promoting” the CSEC cause for example by coming up with a project idea to help CSEC. They would then identify organizations to take on project tasks and persuade them of the importance of helping out on the project and therefore helping CSEC. In this way they identified a project to help CSEC, organizations to assist with the project, and marketed the importance of helping CSEC. One of the greatest benefits a task force provides is that it acts as a conduit for networking among multidisciplinary organizations regarding one specific goal - ending the sexual exploitation of children and youth. The coordinator helps facilitate this networking. They should be familiar with all the organizations represented in the task force and make introductions between organizations to further the overall goal of the task force. Lastly, the coordinator announces training opportunities and, at times, personally facilitates training regarding CSEC-centered issues, policies, and skills.

Interview with a Full-time Task Force Coordinator

To get an in-depth understanding of the role of a full-time task force coordinator, we interviewed King County's task force coordinator, Kelly Mangiaracina. Kelly was of the opinion that the job of a coordinator cannot be rolled into another position. Organizing and coordinating quarterly task force meetings, collaborating with MDT's, preparing training content, hosting training events, and creating task force websites were some of the coordinator duties Kelly mentioned. The absence of a dedicated full-time task force coordinator in other 11 Washington State task forces makes it difficult for current task forces to function. Kelly emphasized the importance of soft skills such as networking, communication, and coordination skills as needed to get buy in from CSEC/Y facing organizations. When asked about the importance of MOU's, Kelly said that MOUs are helpful in getting federal grants, funding from large agencies, and ensuring large agencies keep up with their responsibilities to the task

force. Kelly also identified lack of advocacy and lack of funding as two major barriers faced by the task force in supporting the response to CSEC/Y.

Task Force Relationships with the Statewide Coordinating Committee (SCC)

Some informants voiced their appreciation for annual SCC meetings in terms of receiving updates and learning about other task forces' activities. Yet, interviews with several key informants suggested limited use and/or knowledge of the SCC and its role and capabilities, which is in line with survey findings. Aside from attending annual SCC meetings and providing annual reports, interviewees indicated little to no direct interaction with the SCC. A subsequent interview with the designated SCC point of contact, Kyle Wood, echoed similar sentiments with the exception of Snohomish, Spokane, and King Counties, with which he communicates frequently. He generally relies on CCYJ and the King County Task force coordinator for task force updates given the nature of their strong ties with task forces and the fact that both CCYJ and King County have full-time staff dedicated to ensuring task force success. Mr. Wood voiced that his role on the SCC is included as part of his larger work statement with the Attorney General's office and is predominantly administrative, ensuring statutory requirements of the SCC are being met. Additionally, no formal process exists regarding how task force members should make contact with the SCC and task force leaders tend to contact CCYJ or the King County CSEC Task Force coordinator for SCC-related matters. Mr. Wood discussed potential improvements he can make to help task forces become more aware of its role within the larger CSEC/Y response framework and legislative process, as well as how he and its members can be contacted outside of annual meetings.

Strengths of Task Forces

When asked what task forces are currently doing well, interviewed members named interagency collaboration to be a huge benefit. A key informant said their task force "has produced a lot of incredible partnerships" which is particularly important because "all these different organizations provide different things." Resource sharing and networking among various non-profits, service providers, and government agencies is beneficial on a systemic level. A commonly held feeling among interviewees was that CSEC/Y-facing organizations tend to operate in silos, and therefore may be unaware of relevant work that other community organizations are undertaking or have accomplished. From this perspective, task forces have strengthened connections. However, there is still room for improvement regarding inter-organizational networking and collaboration.

Additionally, members are generally aligned in how they describe the overall purpose of the task force. Individually, most task force members want to support CSEC/Y on a case-by-case basis through their home organization and through inter-organizational collaboration. However, they recognize that the task force as an entity can help improve community awareness regarding the current state of child/youth sex trafficking and improve education and training surrounding what constitutes 'sexual exploitation' and how to fight to end it. Not everyone could name the mission and explicit goals of their task force, but there were no contradictions regarding what different members thought the general scope of their task force was.

Task force members also appreciated that task forces had a ‘strength-based’ lens. During meetings, “shout-outs” and “kudos” may be given and members focus on what different organizations do well in order to strategically engage in projects or initiatives that may benefit CSEC/Y. Lastly, members appreciated how inclusive the task force environment is of different sectors and organizations. As a task force is meant to unite sectors that come in contact with CSEC toward a common goal, it is important that the task force space feels welcoming of new organizations and sectors who are trying to systemically combat the sexual exploitation of children and youth.

Weaknesses of Task Forces

Lack of a Full-Time Task Force Coordinator

Throughout our interviews, participants noted the lack of a full-time paid task force coordinator as one of the biggest challenges within a task force. There isn’t a formalized role for a task force coordinator and many times members voluntarily take on coordinator roles. This has resulted in members who take on the coordinator work becoming overwhelmed by carrying out the tasks of their parent organizations as well as their task force work, and often experience burnout. Although Snohomish and Spokane have task force coordinators, neither the duties of the task force coordinator nor the onboarding process are written down to ensure clarity of the task force coordinator’s role.

“My position, this is rolled into like a whole another job for me and it is something that takes, I think a lot more intentionality than I can offer it sometimes.”

- A Task Force Coordinator

Inconsistent Use of Memoranda of Understanding

The majority of the task forces don’t have a formal agreement, or Memorandum of Understanding (MOU), with organizations regarding their membership on their task force or task force goals. One task force does have a formal MOU, however, it is not currently in use and hasn’t recently been revised given the challenging state the task force finds itself in. Some interviewees from other task forces were uncertain whether MOUs would have tangible impacts on member participation, with interviewees from one task force perceiving their operations to be functioning smoothly absent formal ties. Conversely, the King County Task Force Coordinator was adamant about the importance of MOUs, particularly with large member agencies. She illustrated a circumstance where a member agency likely would not have complied with a task force request without their pre-existing MOU.

Lack of Uniform Data Collection Methods

Many task force members interviewed, including the coordinators, confirmed that no data was officially being collected to measure progress toward specific task force goals. Of the data that was being collected it usually revolved around member attendance and training attendance. Further, members did not know what data to collect regarding measuring task force goals. Interviewees listed potentially helpful data to collect in regard to their task force goals, such as tracking the number of CSEC, arrests of buyers of sex from underaged individuals, how long a new member stayed engaged in the task force, tracking where CSEC referrals came from, and which organizations received referrals. There was an overall sense of lack of knowledge on how to keep the task force accountable to its goals.

"I think one measure would be how long they stay engaged. And then another measure would be whether or not they come back to reengage when they need it."

- A Task Force member

Task Force Coordinators are Integral in Keeping Members Involved

The absence of a full-time task force coordinator to keep the momentum of a task force has resulted in low member interest in one task force. Participants expressed a lack of ownership and sense of belonging among members which makes it difficult to keep the group going in a focused direction. One of the participants mentioned that members feel that time utilized for task force participation does not necessarily add value to their current job. Additionally, it has been difficult to get buy in from multiple agencies (i.e., law enforcement) due to a lack of a coordinator who would connect the task force with relevant stakeholders.

Low Awareness of Community Advocates Among Task Force Members

When asked whether the role of community advocates was discussed at task force meetings, several interviewed task force members responded that they were not. Furthermore, multiple task force members named that they were unaware of the role community advocates play in systemically supporting CSEC.

Community advocates are individuals who focus on building trusting relationships with CSEC/Y. They typically work out of domestic violence or sexual assault service providers and receive extensive training in regard to working with CSEC/Y (CCYJ, 2016). They are the only ones who do not release information without the child or youth's consent but are surrounded by mandatory reporters (K Mangiaracina, personal communication, May 10, 2021). Thus, they should not be the first point of contact with the child or youth and are usually brought into the situation by a mandatory reporter such as a teacher or homeless youth service provider. Community advocates are important in the response to the sexual exploitation of children and youth because most trafficked youth have had poor experiences with

law enforcement and service providers. Consequently, it is common for CSEC/Y to reject services or run away from supports. A community advocate is a dependable bridge back to services, as they are someone the child or youth can always contact and have an honest conversation with regarding their options moving forward.

Study Limitations

We chose to survey all 12 task forces within Washington State. The survey was not sent directly to task forces, however, as we relied on CCYJ to announce the survey via their Biweekly Digest. Moreover, we asked the King County CSEC Task Force Coordinator to pilot test our survey, so her responses were not captured. While our sample frame includes all Washington State task forces, survey completion is inherently prone to self-selection bias. For example, we experienced a disproportionate response rate (14) from the Snohomish Task Force because their members were asked to complete it during a meeting in which a member of our research team was present. No other task force received an on-the-spot verbal prompt to complete the survey, which meant every other survey completion outside of Snohomish was predicated on participants' will to do so. Accordingly, survey responses may be at the extremes or represent atypical experiences or circumstances not necessarily shared by other members within and between task forces. Furthermore, the surveys only required respondents to answer one question in the whole survey, this question being in regard to which task force they were a member of. All other questions were optional and therefore some of the survey questions were not answered by all respondents, which resulted in incomplete survey data. In addition, one of our questions had the Likert scale multiple choice answer responses order reversed from all the other questions (starting with most positive and going to least positive). This may have confused participants and they may have answered this question in a way that did not reflect their true feelings. Last, we received only 52 total responses across task forces, with a median response rate of three (the average response rate is not a true measure due to the disproportionate response from Snohomish County). With such low response rates from each task force, we were unable to draw meaningful comparisons within and between task forces. Moreover, it is difficult to pinpoint the percentage of task force members who responded to our survey as many task forces fluctuate in membership from meeting to meeting. Some task forces define membership simply as those who are included on their email listserv whereas other task forces define membership based on who attends task force meetings. The disparity in membership definitions prevented us from understanding true survey participation rates within and between each task force.

In regard to interviews, we conducted long-form video interviews with representatives from four of the 12 regional task forces. For each task force, we completed two interviews with the exception of one, where we completed three interviews, for a total of nine interviews. We interviewed the official or unofficial coordinator from each task force, and we used the task force coordinators to connect us with the rest of our informants. Consequently, we may have lower content validity issues as it is possible that our informants are not as representative of task force members in their views as we believe them to be. Further, all of our interviewees, whether task force coordinators or regular members, were from social services, medical services, or the judicial system, resulting in a narrow scope of views and experiences. This is partially a result of snow-ball sampling as the task force coordinators connected us to possible

further interviewees. Due to time constraints and at the recommendation of our client, we limited the number of task forces from which we interviewed members to four. If we had interviewed all 12 CSEC task forces in Washington, we may have identified more nuanced differences between task forces and generated a more complete picture of overall operations and structures across the State. Such a study could have resulted in more robust findings, recommendations, and toolkit content.

CCYJ is interested only in the CSEC/Y-related activities of each task force as CCYJ's focus is on youths' interaction with the justice system. In contrast, many task forces in the State of Washington focus on human trafficking as a whole or different sub-groups of human trafficking, such as adult sex trafficking and labor trafficking, which are outside the scope of this study. Although we tried to account for this difference by asking task force members to answer the survey or interview questions with only their CSEC/Y-related activities in mind, they may have responded in the context of their task force's activities as a whole, including activities unrelated to serving CSEC/Y populations. This may have resulted in inaccurate data.

Furthermore, many of the questions in our surveys and interviews focus on how a task force functions. As the COVID-19 pandemic has been ongoing since March of 2020, many task forces have been forced to function without meeting in person for over a year. This may result in an inaccurate representation of how these task forces will function when they return to normal operations, most likely meeting in person. As a result, the data gathered may be more reflective of the virtual operations of the task forces, and less reflective of their in-person practices.

Chapter 5: Discussion

As our research was guided by six overarching research questions, we begin this section by summarizing answers to those questions:

Review of Research Questions

1. *How do various task force member organizations describe the primary goal of the CSEC task force they are a part of?*

Survey and interview responses ranged from nebulous goals to community-specific goals.

However, the goals of task forces generally centered on the following:

- Providing networking, coordination, and collaboration opportunities among task force members,
- Building community awareness of CSEC/Y,
- Educating task force members and their communities on the issues surrounding CSEC/Y, including the importance of victim-centered and trauma-informed responses to victims working to exit the life,
- Identifying and including missing voices/agencies/organizations critical to the systemic response to CSEC/Y, and
- Reducing demand for children and youth engaged in the sex trade via demand reduction.

2. *What are the different effective systemic responses to CSEC/Y across the United States?*

- a. *In places outside of Washington State:*

Responses to CSEC/Y exhibit commonalities to one another and also to Washington State. For a comparison matrix, see Appendix 5.

- b. *In Washington State, on the regional level:*

Within Washington State, the most established task force is the King County CSEC Task Force. Task forces around the State often look to King County for policy, process, and program guidance and, in some cases, strive to emulate some of King County's qualities. This is in large part due to the fact that the King County task force is the only task force with a paid, dedicated, full-time task force coordinator.

3. *How do different types of task forces support the systemic response to CSEC/Y depending on their member organization makeup and the communities they serve?*

Task forces generally take similar approaches to supporting the systemic response to CSEC/Y within their communities. From a structural perspective, task forces aim to be comprised of a chair (or co-chairs), a coordinator, and essential community agencies, organizations, and groups that may come into contact with CSEC/Y. The following sectors are commonly represented on task forces:

- Education (teachers, school officials, etc.),

- Law enforcement,
- Justice department (prosecutor's office, attorney general's office, etc.),
- Service providers,
- Survivors,
- Minority voices (POC, Tribal members, LGBTQ), and
- Health care providers.

Moreover, task forces tend to actively seek out and bring in missing voices or sectors from their communities once they're identified.

4. *Do task force members try to advocate for changes at their 'home' organizations based on collective task force goals?*

Survey and interview participants largely indicated their workplaces support their participation in task force activities, though with varying degrees. This indicates basic receptivity of members' 'home' organizations to task force initiatives. When asked whether interviewees' 'home' organizations have altered their policies or processes as a result of task force initiatives, a minority of interviewees indicated changes have occurred. One key informant confirmed that changes within their 'home' organization have resulted from task force involvement stating, *"...it's influenced the way that when we charge a case, and we begin making connections with the victim in a particular case, we probably have more contact with the different agencies in terms of getting them involved early on to provide support for the victims."* Another key informant, however, noted their 'home' organization has made changes, though not necessarily as a result of its membership on the task force.

5. *How does a task force get started?*

There is no particular way to start a task force. We obtained five narratives of task force inception that varied in both level of detail and circumstance (environments and conditions making task force creation viable). They did, however, illustrate that task forces are often initiated by individuals who have experience interacting with CSEC/Y and have pre-existing connections to CSEC/Y-facing organizations and agencies within their communities. This is not always the case, however. Moreover, task force inception was often associated with receipt of new funding that an agency or organization received. It's important to note, however, that subsequent loss of funding has tended to negatively impact task forces in the form of scaled back capacity, loss of structure and forward momentum, or demobilization of task forces. Some interviewees spoke of multiple task force iterations that have occurred over time.

6. *How is a task force determined to be functioning effectively?*

Task forces primarily use anecdotal data to gauge effectiveness or outcomes for a variety of reasons. Rather, measures tended to be qualitative, anecdotal, or even aspirational. Moreover, measures tended to reflect the current functional state of task forces individually. For instance, task forces that are in a forming or reforming state tended to consider member attendance variables (i.e., number of meeting attendees and consistency of organization representation at

meetings) or similar basic measures as indicators of success or effectiveness. Conversely, task forces past the initial forming or reforming stage appeared more inclined to consider task- or initiative-specific outcomes to gauge success in addition to the aforementioned basic measures, such as number of community trainings conducted, or task force projects completed. Additional measures that research participants stated are currently used or could potentially be useful include:

- Number of CSEC/Y referrals provided between task force organizations (which could indicate levels of collaboration between task force organizations or service gaps),
- Number of programs and/or policies introduced, and
- Buyer arrests versus arrests of CSEC/Y.

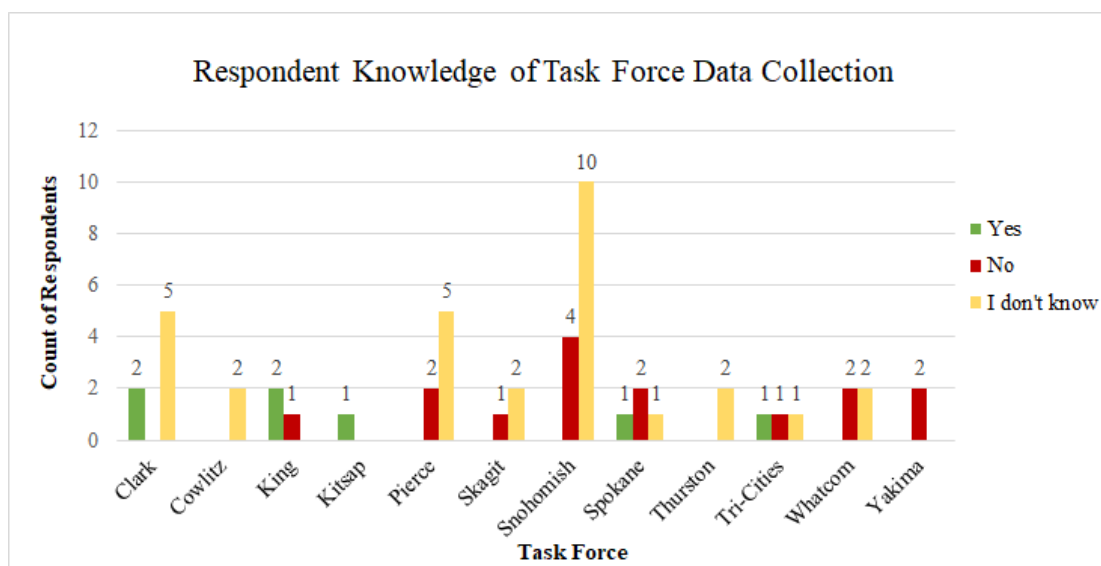


Figure 8. Survey respondent knowledge of data collection within their respective task forces

General Discussion

Our research has left us with several questions or findings that are not suited for the toolkit nor answer our research questions but are important to note to all the same. One item that was repeated consistently by task force members and other interviewees was the reliance on King County's task force coordinator and CCYJ as resources when they were unclear on something or felt that they were struggling.

Task force members overwhelmingly felt that the phrase "task force" appropriately described their work. Interviewees brought up two main reasons for this, firstly the phrase "task force" was appealing to law enforcement and therefor might give them an advantage in recruiting law enforcement. Secondly, many appreciated the word "task" in the name of their group as it inferred taking action for many members.

In our research, we found that many task force members shared the same task force struggles. As a result, it was difficult to find solutions to these issues when the majority of task forces shared these

issues or had addressed these issues but could not remember how these obstacles were previously addressed. Further, solutions to many of these struggles were not addressed in the literature on state task force structures making it difficult for our team to provide a solution for them. Some of these items include recruiting more diversely, both by sector, specifically law enforcement, and by identity, such as Tribal members. Other obstacles included lack of knowledge on how their task force was started, and what data to collect, the latter which we found answers to in the literature.

We asked every task force interviewee about MOUs and the overall response was that MOUs were either not currently in use in task forces or had been previously enacted but had not been adhered to by all parties. Some of those who did not have MOUs were not certain of their usefulness or did not believe they would have tangible impacts if enacted. The exception to this is King County who's task force coordinator was adamant about the importance of enacting MOUs with larger organizations as a method of keeping them accountable. The majority of the task force interviewees' opinions contrasted our findings in the literature which predominantly stated the importance of MOUs for task forces. These are just a few of the of our interesting findings and unanswered questions.

While all task forces can improve a community's response supporting CSEC/Y systematically, there are also many positives to highlight. Several task forces currently have a judge represented as a chair, providing the task force with legitimacy and a direct connection to the state justice system. Smaller 'subcommittee' groups have also formed throughout some task forces, showing members are working together on specific projects or initiatives. Furthermore, almost all survey respondents reported that their home organization is supportive of their involvement in the task force suggesting that organizations are willing to engage with and support task force activities. Most survey respondents reported being members for more than a year. Additionally, most believe that others within the task force value their opinions and, more often than not, consensus is reached. Most importantly, task force members largely reported sharing a vision to support commercially sexually exploited children and youth and decide on task force decisions with their well-being in mind.

Chapter 6: Recommendations & Future Research Areas

We propose the following recommendations to address some of the challenges identified throughout our research. Though this list is by no means exhaustive, we believe attention in these areas can help bolster regions' responses to CSEC/Y while mitigating some of the factors task forces have cited as barriers to their effectiveness. Furthermore, we close by discussing potential areas of future research to better understand the nuances and experiences of Washington State task forces engaged in combatting commercial sexual exploitation of children and youth within their communities.

Recommendations

Task Force Coordinator

The success of a task force depends on having a task force coordinator who can dedicate time exclusively to the task force. The role of coordinator is crucial as individuals in this position are the glue that ties task force members together and in a focused direction to support CSEC/Y. All task force coordinators interviewed, with the exception of the full-time paid coordinator for King County, said that they did not have enough time to complete the duties of a task force coordinator to the fullest extent. Currently, the role of a task force coordinator is informal in Pierce County where a task force member has voluntarily taken on coordinator duties. In Whatcom, there currently is no task force coordinator. The Snohomish and Spokane coordinators have task force coordination duties rolled into their home organization's job titles. They both felt as though they were being asked to do two jobs with the expectation that combined it would only take 40 hours a week. In actuality, they are working over 40 hours to complete their duties.

The duties of a coordinator include scheduling task force meetings and speakers, creating agendas and attendance rosters, recruiting and vetting members, creating sub committees, communicating with the chair, representing task forces in school districts, facilitating networking by connecting different stakeholders and announcing training opportunities related to CSEC/Y issues. The coordinators have a role that is very time and energy intensive and can experience burn out due to the volume of task force duties relative to the amount of time coordinators are allotted for their duties. In addition to the volume of work, coordinators are not usually equipped with any formal training or onboarding process, which can leave them with a lack of direction once they assume the coordinator role. As it is unclear what the ideal number of hours needed to be an effective task force coordinator is, it is clear that those whose task force coordinator duties are tacked on to another role are not given the adequate time required to meaningfully complete these duties. We suggest that task force coordinators become a paid, dedicated position, whether full-time or not. If task force coordinator duties are included as part of a larger role, research is needed on a case-by-case basis to understand how many hours task force coordinator duties actually require. This would result in more balanced, realistic work statements that would ideally be revisited periodically to adjust for changes in task force activities over time.

Data Collection

Many task force members did not know if data was being collected by their task force. The exception to this was Clark County and King County, both of which responded to the survey that they collected task force-level data. No interviews were conducted with Clark County, but we can see from online resources that King County collects a plethora of data around CSEC. One of the four Spokane survey respondents also reported that their task force collected data but described it as data for CCYJ. Spokane interviewees did not mention collecting data but rather measuring success through anecdotes. This discrepancy between answers may be partially attributed to the fact that the question around data collection was asked differently on the survey versus in the interview. In interviews, force members mentioned tracking attendance to an extent and watching for sectors were attended task force meetings but not always intentionally tracking it. We recommend more intentional tracking of the number of task force meeting attendees, and what sector they represent. This will allow task forces to understand the length of time task force members or organizations stay connected with the task force and what stakeholders are missing from the task force. Task force members also mentioned that they felt it would be helpful to collect data on task force projects such as tracking the number of arrests of both CSEC and buyers of sex from minors such as is collected by the King County CSEC task force (King County Superior Court, 2019)

CSEC training participation data was one of the most featured measures of success in our literature review (Atella et al., 2019; King County Superior Court, 2019; OCFS, 2016; NACSTCY, 2020). Training data was collected both on how many members of CSEC facing organizations had been trained and what sectors these trainees represented. Through our literature review we found that organizations similar to task forces in other states tracked where referrals for CSEC came from and where CSEC were referred, in order to understand if there were gaps in services for CSEC, similar to King County's social network analysis (Atella et al., 2019; Jacobson & Pullmann, 2019). While King County takes this data and uses it to create a more complex map of the interconnectedness of King County services, this data can still be collected to identify gaps in services and knowledge that can be beneficial for task forces less able to conduct such analysis (Jacobson & Pullmann, 2019). Task forces are centrally located with the community of CSEC interfacing organizations, therefore would greatly benefit from data on the interconnectedness of services. For increased accessibility, we have distilled our data collection recommendations into the data collection toolkit attached in Appendix 6 through Appendix 14.

Community Advocates

Task forces would benefit from explicitly discussing the role of community advocates within the systemic response to the sexual exploitation of children and youth. Making this an agenda item at future meetings would ensure all child and youth facing organizations are aware of the benefits a confidential advocate provides. Furthermore, as these individuals typically function out of domestic violence/sexual assault service providers, it is likely they are already tangentially represented among task force members. As the survey findings show, sexual assault service providers are among the most represented sectors among task force members.

Toolkit Utilization

Appendix 6 through Appendix 14 include the toolkits we have created that current and future task forces can utilize at their discretion. In total, nine toolkits were created, and they are titled: Definition of a Task Force, Starting a Task Force: Phase 1, Building on the Task Force: Phase 2, Training, Task Force Coordinator, Task Force Chair, Task Force Structure, Data Collection and the Statewide Coordinating Committee. We decided to make a series of toolkits so that current task forces could 'pick up and pull out' what they need while new task forces could have a comprehensive guide to use. As such, there is some overlap among toolkits as the information brought up in earlier toolkits are expanded upon in later toolkits. When crafting toolkits, we were mindful to incorporate the recommendations stated above as well as give suggestions to ameliorate the current weaknesses we heard task forces were experiencing from our survey and interviews.

Further Research to Consider

We did not research the ways in which task force leadership strategically supports the creation of Multi-Disciplinary Teams. Our qualitative research pointed out that a key duty task force coordinators have is to facilitate networking among CSEC/Y facing organizations and that task forces collectively work on several initiatives such as spreading awareness, increasing education and reducing the demand for sexual exploitation. In many cases this leads to the organic formation of MDTs that better provide wrap around services for CSEC/Y. However, we do not know how intentionally MDTs are formed within task forces. Moving forward more research regarding the extent to which this exists and what strategies can be adopted to improve MDT formation would be beneficial. Lastly, as our interviews with task force members only came from five (including the task force coordinator from King County) of the 12 task forces throughout Washington state, we recommend that more research be done to extensively study how other task forces operate throughout the state.

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Appendix

Appendix 1. List of survey questions.

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Page 1

CSEC Task Force Survey

Please participate in this 20 minute survey which will be used to advise the Center for Children and Youth Justice. This survey asks about task forces advocating for commercially sexually exploited children (CSEC) and youth. We recognize that your task force may advocate for a larger population than solely children and youth. When completing this survey, please think of the CSEC-focused activities within your task force first and foremost.

Thank you, we greatly appreciate your insight!

-
- 1 Which of the following regional CSEC task forces do you belong to?
- ☐ Whatcom
 - ☐ Skagit
 - ☐ Snohomish
 - ☐ King
 - ☐ Kitsap
 - ☐ Pierce
 - ☐ Thurston
 - ☐ Cowlitz
 - ☐ Clark
 - ☐ Yakima
 - ☐ Tri-Cities
 - ☐ Spokane
-
- 2 How many members does your CSEC task force have?
- _____
-
- 3 How long have you been a part of your CSEC task force?
- ☐ Less than 6 months
 - ☐ 6 to 12 months
 - ☐ Over 1 year but less than 2 years
 - ☐ 2 to 4 years
 - ☐ Over 4 years
-
- 4 Which of the following groups do you represent as a member of the CSEC task force? If none of the options are relevant to you, please choose 'other' and specify the group you represent. (Please check all that apply)
- ☐ Survivor or someone with lived experience of CSEC
 - ☐ Homeless youth service provider
 - ☐ Sexual assault service provider
 - ☐ Law enforcement
 - ☐ Healthcare
 - ☐ Education
 - ☐ Tribal partner
 - ☐ Juvenile justice
 - ☐ Child welfare
 - ☐ Mental health
 - ☐ Children's advocacy center
 - ☐ Community member
 - ☐ Other (please specify)
-
- 4a If other, which group do you represent?
- _____
-
- 5 How often do you attend CSEC task force meetings?
- ☐ 100% of the time
 - ☐ 76%-99% of the time
 - ☐ 51-75% of the time
 - ☐ 26%-50% of the time
 - ☐ 1-25% of the time
 - ☐ 0% of the time
 - ☐ Prefer not to say
-
- 6 Does your workplace support your participation in your CSEC task force? (i.e., allotting work time for CSEC task force activities or reimbursing you for mileage to/from the meetings)
- ☐ Yes
 - ☐ No
 - ☐ Prefer not to say

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-
- 7 If you are representing an agency in the context of your task force, has your agency signed an agreement or memorandum of understanding (MOU) outlining responsibilities within the CSEC task force?
- ☐ Yes
☐ No
☐ I don't know
☐ Not applicable
-
- 8 Does your CSEC task force have a coordinator?
- ☐ Yes
☐ No
☐ I don't know
-
- 9 Does your CSEC task force communicate with the CSEC Statewide Coordinating Committee?
- ☐ Yes
☐ No
☐ I don't know what the CSEC Statewide Coordinating Committee is
-
- 9a Does your task force regularly send a representative to CSEC State Coordinating Committee meetings?
- ☐ Yes
☐ No
☐ Yes, but not regularly
-
- 10 How often does your CSEC task force meet?
- ☐ Monthly
☐ Quarterly
☐ Every 6 months
☐ Yearly
☐ Other (please specify)
-
- 10a If other, how often?
- _____
-
- 11 How long are your CSEC task force meetings typically?
- ☐ 15 minutes
☐ 30 minutes
☐ 45 minutes
☐ 1 hour
☐ 1 hour and 30 minutes
☐ 2 hours
☐ Other (please specify)
-
- 11a If other, how long?
- _____
-
- 12 What is the primary (most important) goal of your CSEC task force?
- _____
-
- 13 What type of trafficking does your task force primarily focus on? (Please check all that apply)
- ☐ Sex trafficking
☐ Labor trafficking
☐ Other (please specify)
-
- 13a If other, which type?
- _____
-
- 13a What CSEC age group does your task force primarily focus on? (Please check all that apply)
- ☐ Under 10
☐ 11-18
☐ 19-24
☐ 25 and older

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-
- 14 Which sector(s) in the CSEC task force do you believe has the greatest influence on the work of the task force? (Please check all that apply)
- ☐ Survivor or someone with lived experience of CSE/C
 - ☐ Homeless youth service provider
 - ☐ Sexual assault service provider
 - ☐ Law enforcement
 - ☐ Healthcare
 - ☐ Education
 - ☐ Tribal partner
 - ☐ Juvenile justice
 - ☐ Child welfare
 - ☐ Mental health
 - ☐ Children's advocacy center
 - ☐ Community member
 - ☐ Other (please specify)
-
- 14a If other, which sector?
- _____
-
- 15 Members of your task force consider the best interests of CSEC populations when making task force decisions.
- How much do you agree with this statement?
- ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree
-
- 16 Each sector in your task force is aligned to common goals.
- How much do you agree with this statement?
- ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree
-
- 17 Other CSEC task force members value your input.
- How much do you agree with this statement?
- ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree
-
- 18 How often does your task force reach consensus on task force actions?
- ☐ Always
 - ☐ Very often
 - ☐ A little more than half the time
 - ☐ About half the time
 - ☐ A little less than half the time
 - ☐ Not often
 - ☐ Never
 - ☐ Prefer not to say
-
- 19 How effective is your task force in advocating for CSE individuals, aged 0-24?
- ☐ Not at all effective
 - ☐ Slightly effective
 - ☐ Moderately effective
 - ☐ Effective
 - ☐ Very effective
-
- 20 Does your CSEC task force currently collect data?
- ☐ Yes
 - ☐ No
 - ☐ I don't know
-
- 20a If yes, what type of data does your CSEC task force currently collect?
- _____

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-
- 20b If yes, does your CSEC task force use this data to measure outcomes?
- ☐ Yes
☐ No
☐ I don't know
-
- 21 Have you participated in the Responding to Sexual Exploitation and Trafficking of Youth training course or a similar training focused on the issues surrounding sex trafficking? (Please check all that apply)
- ☐ Yes, Responding to Sexual Exploitation and Trafficking of Youth
☐ Yes, Other (please specify)
☐ No
☐ I don't know
-
- 21a If yes, other, please specify the course(s).
- _____
-
- 22 Which of the following best describes your race/ethnicity? (Please check all that apply)
- ☐ American Indian or Alaska Native
☐ Black or African American
☐ Asian or Pacific Islander
☐ White
☐ Hispanic/Latinx
☐ Other (please specify)
☐ Prefer not to say
-
- 22a If other, which race(s)?
- _____
-
- 23 Do you identify as a sex trafficking survivor?
- ☐ Yes
☐ No
☐ Prefer not to say

Appendix 2. Word count of survey question 12 (Task force goal).

Note: Survey question 12 allowed free-flow text without a character limit. Thus, only words appearing three or more times have been included in the “Goal word” column due to the cumulative quantity of words and associated space required. Moreover, the column titled “Word variations” includes versions of words which required normalization to gain a more accurate word count, with the normalized words to their right in the column titled “Variations normalized to.”

Word variations	Variations normalized to
coordinated, coordination, coordinating	coordinate
community, community's	community
advocacy, advocate	advocate
victim, victims	victim
streamline, streamlining	streamline
serve, serves	serve
support, supportive	support
survivor, survivors	survivor
resource, resources	resource
prevent, prevention	prevent
exploitation, exploited	exploitation
educate, education, educating	education

Goal word	Count of Goal Word
community	19
education	13
awareness	11
CSEC	8
trafficking	8
collaboration	7
coordinate	6
County	6
exploitation	6
outreach	6
response	6
services	6
prevent	5
resource	5
gaps	4
human	4
Our	4
survivor	4
victim	4
force	3
informed	3
providers	3
serve	3
support	3
task	3
towards	3
Training	3
youth	3

Appendix 3. List of interview questions.

NOTE: If interviewee is a task force coordinator, ask coordinator-specific questions *before* moving on to general interview questions

START HERE (All participants)

1. How long have you been part of the CSEC Task Force? (**Rapport builder**)

Coordinator-specific Questions

1. How was your position created?
 - a. How did you come to step into this role?
 - b. Is being the task force coordinator part of your job description?
 - i. Are you paid for your coordinator work? If so, how is this work funded?
 - c. Are you given time at your job to do coordinator work?
2. What are your expected duties as the task force coordinator?
3. How do you know you have been a successful coordinator?
 - a. What are signs that tell you have done your job well?
 - b. What are task force members doing if you have successfully coordinated?
4. Do you believe you have been given the tools and training to be a successful task force coordinator?
 - a. Do you have the skills to coordinate meeting logistics?
 - b. Do you have the skills needed to facilitate conflict resolution?
 - c. Do you have the skills needed to navigate difficult conversations?
 - d. What are the tools that you wish had been provided to you?
5. What is the impact of the State Coordinating Committee on your task force?
 - a. How would you like the SCC to support you and your task force differently?

General Interview Questions (please note that the inset questions marked by letters are probes or follow up questions):

6. Do you feel the title “task force” is appropriate for your team?

[If not]

 - a. What title would be appropriate for your team?
 - i. Why is the title “task force” appropriate?
 - ii. Why is the title “task force” not appropriate?
7. How would you define a CSEC task force?
8. What is the process for an agency to join your CSEC task force?

9. What is the structure of your task force?
 - a. Does your task force have specific roles, leadership positions, or responsibilities?
 - b. Does your task force have committees or subcommittees?
 - c. Does your task force have a chair (not the same thing as task force coordinator)?
10. Do you have a mission statement and/or vision statement?
 - a. Can you summarize it (them)?
11. What are the goals your task force is actively working on, either formally or informally?
 - a. How do you define x goal?
 - b. How are these goals decided on?
 - c. Do your mission or vision statement influence your goals
12. How do you currently measure success at your CSEC task force? If you do not currently, how would you measure success?

[If so]

 - a. Do you collect data to show this success? If so, what data do you collect?
 - b. How frequently do you review and analyze the data?

[If not]

 - c. If your task force does not currently collect data on how to measure success, why doesn't the task force collect data on measurements of success?
 - i. How do you know when you're making progress?
 - ii. What does success look like for your colleagues?
13. How does your task force support commercially sexually exploited youth?

[As a reminder, this includes youth aged 24-years-old and under]

 - a. What does that process look like?
14. What internal policies or practices make your task force effective in supporting CSEC?
15. What are the greatest barriers your task force faces in supporting the response to commercially sexually exploited children?
 - a. Do any practices within your task force create barriers to effectively supporting the response to CSEC?
 - b. What could be done to overcome those barriers?
16. Describe what you know about the inception of your task force.
 - a. What was the motivation?
 - b. Who started it?
 - c. What kind of support did the task force receive? From whom?
 - d. What were the challenges?
 - e. How did the task force manage those?
17. Do you feel your task force has high engagement among members?
 - a. Do you have regular member turn-out?
 - b. Do all task force members agree on the task force's goal(s)?

- c. Are formal agreements in place to ensure member participation and follow through? (i.e., MOUs)
 - i. Do agencies abide by them?
18. What is the level of coordination and collaboration in your task force?
- a. What does this look like/mean to you? Provide examples.
 - b. Why do you believe your task force is collaborative and coordinated?
19. Does your task force value diverse voices and perspectives?
- a. Are there processes in place to ensure inclusivity?
 - b. In regard to different sectors?
 - c. In regard to different races?
 - d. In regard to the LGTBQ community?
 - e. In regard to sex trafficking victim/survivor?
 - f. Can you give me an example of this?
 - g. Does this diversity of voices affect your task force decisions?
20. Has the task force influenced the policies or procedures of the organization you represent as a member of the task force?
- a. How has it affected your home organization's actions?
 - b. Is your home organization receptive to task force initiatives and activities?
 - c. Is your home organization resistant to change its actions based on task force initiatives/recommendations?

END OF INTERVIEW

Appendix 4. Interview analysis code book.

Theme	Theme Definition	Sub-Themes	Code	Coding Instruction	Sample Quote
Membership	The way by which an organization joins a task force and the different types of organizations, identities and perspectives are represented within a task force		Joining a task force	Code if there is any mention regarding the process by which organizations and/or individuals join a task force	There's not like a process, really. I would say, initially, the invite list was sort of like, we want to make sure we get sort of, you know, one person or one contact from each sort of like either service provider or like sort of stakeholder type person that we're aware of. And from there, we've either had the current task force members email me and be like, hey, I think this person would be a great addition to the task force, you know, would we be willing to add them to it?
			diversity of members	Code if there is mention regarding ethnic, racial, sexual orientation, diversity of members among the Task Force.	So many of the the youth who are victims of CSEC are nonwhite. I really want to hear from. Like from other populations, so that I can find out how to better engage, like I know that it's. It already puts a barrier to trust for me to be an old white lady talking to to a child of color who's been trafficked right through several barriers there, but. Yeah, I just I would really love to see more, I think we've really value diversity. We just want more.
			Member Orgs	Code if there is mention of various current or desired organizations/Multi-Disciplinary Teams that comprise a task force.	The role that I would say Judge Montoya-Lewis played was to get, you know, like, hey, prosecution, you guys need to pay attention and play a part in this MOU you like hey law enforcement. Can you do that, too?

Task Force Structure	This theme sheds light on what leadership roles look like in a task force, how formal meetings are organized and how subcommittees	Leadership Structure	Leadership Team	Code if there is mention of what members/roles comprise the group of leaders (official or unofficial) on a task force	structure is super simple, it's myself and then Judge Richard Ockrent is one of our chairs. He's with our county court. And so he's been really great. He has worked with youth, worked with survivors of trafficking, and he is a very busy man. So he tries to be in meetings as much as we can and offer some support as well. But he tends to have to be in trial a lot of times during our meeting, we actually checked into this later time, hoping that would help him, but it didn't seem to help a lot. So it's kind of hard. So I think predominantly like logistics tend to fall on me and what I'm doing. But I connect with him every so often to make sure these are the things we want to be working on, talking about our task force. And for the most part, he has just left that ball in my court to listen to what members want and then bring it to fruition.
			Chair Duties	Code if there is mention of the role of a TF chair or there is talk about 'what the chair brings to the table'	What my biggest understanding, particularly in having a judge on a chair, is that they just bring some legitimacy and some power,
			Coordinator Duties	Code if there is mention of task force coordinator responsibilities	arranging the meetings and so with that kind of looks like is facilitating them when it's time to hold the meetings of arranging whatever the needs are for the meeting.
			Onboarding New Coordinator	Code if there is discussion about transitioning into the role of task force coordinator or mention of any official/unofficial training coordinator is given	before we even revamp the task force, we met several times to just kind of talk about what does that look like? What is what are the first couple of meetings with like how do you establish a vision and a mission and your goals and things like that? So she [Laura Nagel] helped establish that with me. She helped lead the first meeting and then kind of helped me to jump in at the second one and how to pass the torch

		General TF Structure	TF Meetings	Code if discuss general meeting layout, policies, norms or agendas	I make people register for meetings, because that helps me have a roster of the meetings to see who is attending regularly. So I have we've talked about this for like one hundred people on my email list, but I have 30 people who I know are very consistent and you may miss a meeting here and there but they're very consistent in all the meetings or just very consistent or subcommittees. So I try to keep tabs on who's really being involved.
			Subcommittees	Code if subcommittees are named and if subcommittee meeting norms, agendas or initiatives are named	So, for example, our outreach and education subcommittees, I want it to be as collaborative as possible. So we rotate. Who is the facilitator of that meeting? We rotate who takes notes, we rotate who reports out to the task force. That way, there's really no one person having to feel the burden of like I'm leaving every time.
			TF Definition	Code if interviewee defines, in their own words, what a CSEC task force is supposed to be and/or do (separate from a mission statement)	A CSEC task force to me is a well, if it seems like particularly, then it is the commercial sexual exploitation of children and that's what it focuses on. So it's really harnessing all of the different. Resources that may be needed to provide support for current youth who are currently being trafficked and youth who are trying to get out of the life. So, yeah, it's really about a harnessing of resources and networking and connecting and. Making sure, like I mentioned before, the safety net is like the image that I have.
			Internal Policies	Code if there is discussion surrounding the presence or absence of formal or informal TF policies or procedures	We have no official documents. It's all very come as you are living together kind of work. So there aren't necessarily formal policies driving that because we looked at a lot to King County generally when I was starting to form a task force. I connect a lot with Laura and connected a lot with Kelly as well and trying to learn what works and what doesn't. So formal policies and procedures never necessarily came up.

Starting a Task Force	The story and process by which regional task forces have formed and the mission/root goals that motivated their conception		Inception	Code if there is discussion surrounding who started a regional task force and/or how the task force begun	I'm like, OK, then create a task force. And so that's what I did. There was no like, this is how you do it. Nothing. It was more like, how am I going to do it? And so prior to my job, I was the program manager for Breakthrough for Families. And I used to do a I don't know if you heard of wraparound services where, you know. So anyway, I used to like coordinate meetings and do this kind of meetings all the time . And I had created really good contacts. And so when they said that I needed to do this, I didn't really have. Like a list of people to call nothing, I had nothing, it was like blank slate, and so I just reached out to the people I knew and I'm like, hey, I am doing this. And so this is my thing. This is what I do. So I thought. I'm not going to say that I'm starting because then it sounds like, oh, I don't want to be part of that. So more like you, Loung something. And it's exclusive that everyone can be in it. Only some people can be in it. And so I sent invitations only to certain people. And I ask that, you know, just in this, I said it was going to be an exclusive meeting for now to see who needs to be at the table, who does not want to be to a meeting like that right now. And I had a really big turn out in. Yeah. And so then after that, it was like, what do we want to see? What do I want to see really? Because people show up and they really don't. Everyone's busy, so it was it's more like, what do I want to see?
			Mission	Code if a formal mission statement is given	our official mission was that Starr is committed to increasing education, cultivating countywide awareness and strengthening cross-sector collaboration in order to combat human trafficking in Snohomish County.

			Mission formation	Code if the process by which a mission was established is discussed	Laura did a SWOT analysis with us, which I thought was really helpful. So that strong weaknesses opportunities threats and then kind of from that, we look for a common thread for what seemed to be really important to members and then discussed. But those were the goals that we wanted to pursue as a group.
SCC	Discusses role and level of understanding of SCC operations from task force perspective		Unclear on SCC	Code if task force member is not sure about a SCC function	I don't know if the intention is just that, you know, to make sure everyone's informed about the work going on or if the intention is support for things like that. That's not clear to me.
			Role of SCC	Code if task force member discusses how the SCC functions or benefits task forces	I say it's all the state leadership connections is being able to come together, brainstorm and talk about what they are doing, what we are doing, and they are, in a way, coordinating and bringing everyone together to the table to hear what is happening in your community,
			Unfamiliar with SCC	Code if task force member does not know about the SCC	I'm not super familiar with, necessarily, what's been going on with that committee.
Accountability	The presence or absence of various data points and mechanisms by which task forces ensure they are accomplishing their goals		Data	Code if task force member names data collection practices	I think I think one measure would be how long they stay engaged. And then another measure would be whether or not they come back to reengage when they need it
			Lack of measure of success	Code if member discusses an absence of formal success measures (i.e. no data collection methods)	Interviewer: How do you know if your task force is making progress on an issue or goal that it has Interviewee: Fine question, I don't think we do know. I. I really don't think that our work is done. Anything to elicit an answer to that question.
			Potential measure of success	Code if member names anecdotal success measure but no data currently exists to corroborate it	I think that there is a higher level of awareness right now in our county than than there would be otherwise. I do think that that's true. But I don't think that we have anything that actually measures that

					that's true. That's like my anecdotal opinion.
			MOU	Code if member names the absence or presence of MOUs in task force	we had we had an MOU in Kitsap and I'm and we talked about having an MOU in Pierce County. And we have an MOU in terms of our MDT that we do our monthly meeting where we discuss local victims, but I don't think we have an MOU in Pierce County.
Task Force Goals	The goals of the task force as understood by task force members and coordinators		TF Goal as understood by member	Code if member mentions a formal or informal task force goal	It's it's more about sort of networking, I think...demand reduction in particular for children.
			TF Goal as understood by Coordinator	Code if coordinator mentions a formal or informal task force goal	I think most of the goals, even in with the outreach, you have to get the buy in from the community, to want to be to outreached to. How do you engage with businesses that they don't see it as a problem? How do you bring the right people to the table if they don't see it as a problem or maybe their business perpetuates that problem?
Confusion / Uncertainty	The different ways in which task force members name being confused or uncertain regarding task force functions or the role of members within the task force		TF Member Unsure	Code if member is unclear on an internal task force practice or external task force function	there's certainly someone who is calling the meeting to order and sending out, you know, sending out the invitation. But I haven't seen an indication for, like, agenda items or such
			TF Coordinator unclear on role	Code if coordinator is not clear as to their duties or role	It was my task in the job description with Warren was form a task force. I'm like, OK, then create a task force. And so that's what I did. There was no like, this is how you do it. Nothing. It was more like, how am I going to do it?
			Confusion around TF scope	Code if member or coordinator voices there being confusion around what a TF is supposed to be	It seems like people have very different ideas about what a task force is and means.

TF Strengths	The various strengths members and coordinators voiced regarding their task force and the work they have accomplished		Cohesion and Collaboration	Code if member discusses people in TF working cohesively and collaboratively	I believe, everybody in the task force had a say in it. And, you know, they all work together to put it together. So it wasn't just like one organization came up with it. So I think it's very well put together by everyone. And it kind of really expresses everyone's mission, which is the common mission
			Positive Norms	Code if members speak of inter-group respect or positive norms at TF meetings	everybody's voice in the meetings is, you know, respected and and if they if there's a disagreement, you know, it's not it's not a personal attack, just like, oh, I see it. I don't know that that's going to work for us or from our way we see it. So it's very professional and pleasant to be in those meetings.
			Model TF	Code if members discuss another TF that is a strong model to emulate	we looked at King County for a lot of those answers. Their task force have been very successful over the last six or so years. Now, a lot in part due to having that full time task force coordinator. So we need one of those.
			Success in supporting CSEC/Y	Code if members name systemic benefits TF has brought to CSEC/Y	I mean, having a multidisciplinary team and having the Child Advocacy Center hosting those, that's huge having. And Muyu with. Martin Hall in and juvenile court is huge, you know, having those relationships, because they you are they are connecting those clients directly with advocacy and support, having started one with one with a vision of a pilot program at St. Margaret's for CSEC and then turning into two rooms and they now having juvenile court acquire funds to pay for their own room. That's huge. And having, you know, now having all of this awareness signs throughout the community, it's it's huge

TF Barriers	The different barriers that inhibit the task force from reaching its full potential of systemically supporting CSEC/Y		Coordinator not funded	Code if member or coordinator speaks about the challenges surrounding a lack of a funded coordinator position	we don't have a paid position that is sort of organizing and holding accountability and just keeping us moving forward. I think that that's the big one. Always expecting volunteers when all the volunteers who are still part of the task force and don't have the authority to step up and start making decisions
			MOUs not upheld	Code if members discuss how MOUs may exist but are not being enforced or acted upon	Not everybody is abiding by what they signed on in the MOU.
			Coordinator overworked	Code if there is discussion of coordinator being spread too thin	so it's just. It makes it hard, you know, I think that it will be great if we could have. Like Kelly, Kelly is specifically, that's her job, you know, where it's me is. I on Tuesdays, I'm on the crisis line on every other month, I am on weekend on call, I have a lot of clients. I also do community presentations and, you know, a lot of other things that come up. And it's and then I still run the task force.
			Systemic Obstacles	Code if member discusses systemic deficiencies standing in the way of supporting CEC/Y	We have such decentralized services, the fact that we rely on nonprofits to do government work and the fact that government funds nonprofits to do that so that they enable this system, this very dysfunctional system of not providing social services to people
			Data collection difficulties	Code if obstacles to collect data are named	it's hard for our agency to collect data on sexual exploitation just because we were required to report all of our client services to a state database that doesn't specify sexual exploitation....I think we lose quite a bit because a lot of times survivors aren't reporting to us what they might say. They might tell their story more like it's DV or like SA without specifying commercial sexual exploitation,
			Turnover	Code if members/coordinators discuss how member/coordinator turnover impacts TF operations	one barrier is the maintenance of a task, which is why the difficult decision to choose to pursue another opportunity.

			General funding	Code if funding issues are discussed aside from lack of coordinator funding	My position is funded. However, there are some pretty pretty decent stipulations around funding that I can do with this position, because the primary purpose of this funding is actually to serve directly serve victims. And so while they were willing to build the task force, coordinator role into that, I don't have funds to necessarily pour into the task force, but it's not directly related to victim services. And so that gets hard because do you make an ask to task force members when you want to do funding for certain things of the task force? Do you make an ask to the community? There's a lot of lines that can be blurred and muddled in making those kind of requests.
			Siloing	Code if inefficiencies from different members doing similar work in different ways is discussed	I think coordination can be a challenge, making sure that everyone's on the same page around work. There's a lot of people who are doing work in very different ways of making sure we're not duplicating or wasting efforts or missing a really vital services

Appendix 5. State comparison matrix of task force practices outside of WA State.

	Minnesota	Oregon	New York	Nevada
Term Used to Describe Group	Protocol Team (AKA: Systems Change Team) (SVJI, 2018)	Regional CSEC Task Force	Critical Teams	Regional CSEC Task Force
Group Scope	Adapting the Safe Harbor protocol to the community-level (protocol development) / enabling systems change (SVJI, 2018)	Regional CSEC Task Forces in Oregon are certified through the Trafficking Intervention Advisory Committee (TIAC). The TIAC operates out of the State Department of Justice and Attorney General	Follow the Blueprint of Systems of care in NY State (OFCS, 2015)	Adapting CSEC protocol developed by Nevada CSEC Coalition to regional needs (NCPCSEC, 2018)
Group Goal(s)	“Ensure that whatever system a sexually exploited youth may encounter, changes are implemented to ensure both proper identification of that youth, as well as a response that upholds the values and guiding principles of No Wrong Door to the fullest extent possible.” (SVJI, 2018)	To build a strong response to child sex trafficking and to provide meaningful access to services for all survivors of trafficking in Oregon.	“An effective county-level response to the commercial sexual exploitation of children (CSEC) and child trafficking, a local network of stakeholders” (OFCS, 2015).	To combat commercial sexual exploitation of children in Nevada with a trauma-informed and victim-centered approach (NCPCSEC, 2018).
Population(s) Served	CSE children & youth aged 24 and under (SVJI, 2018)	Children (up to 17 years old) and youth (18-24 years old)	CSEC 17 and under	CSEC under the age of 18 years
Group Membership	(At a minimum) - Local law enforcement - Community-based advocates - Medical professionals - Child protection and child welfare	- Law enforcement - State Department of Justice and Attorney General - Sexual assault/domestic violence service providers - Non-profits serving CSEC/Y	- Youth Bureaus - Local, state and federal law enforcement - Prosecutors - Judges - Nongovernmental/voluntary social service providers and advocates	- Law enforcement - FBI/Homeland Security - Juvenile probation - Child welfare - Mental/behavioral health - Public health - Attorney general - District Attorney

	<ul style="list-style-type: none"> - Prosecution (adult and juvenile) - Probation and corrections (adult and juvenile) - Juvenile public defenders (SVJI, 2018) 	<ul style="list-style-type: none"> - Survivors of sex trafficking - Tribal members 	<ul style="list-style-type: none"> - Survivors - Health care providers - Mental health care providers - School systems - Immigrant services providers - Service providers for youth with intellectual and developmental disabilities - LGBTQ service providers (OFCS, 2015). 	<ul style="list-style-type: none"> - Dependency/Juvenile Court - School District - CSEC mentor-advocates - CSEC survivors and/or parents of CSEC survivors
Measures of Success/ Effectiveness	<p>(NOTE: <i>State-level measures</i>)</p> <ul style="list-style-type: none"> - Number and type of CSEY/Y-specific services that are population specific and culturally relevant, trauma informed, and victim-centered - Number of new policies and programs that meet above criteria - Number of housing beds for CSEY/Y - Number of stakeholder trainings and number of stakeholders trained - Number of teams implementing protocol (Atella et al., 2019) 	<ul style="list-style-type: none"> - Formal certification has led to more standardization among regional task forces. - Grant funding via the Victims of Crime Act (VOCA) allowed for a full-time coordinator position within every regional task force - ‘Train the trainer’ workshops to ensure each regional task force coordinator has the skills to facilitate large meetings, navigate difficult conversations and aid in conflict resolution - All regional task force coordinators and the TIC engage in monthly calls in order to share information, best practices and new opportunities to better support CSEC 	<ul style="list-style-type: none"> -Collect data on the demographics of those using. -Tracks the number of youths identified by each county and which organizations identified them. -Tracked services that were funded through safe harbor funds (OFCS, 2015). 	<p>Nevada’s measures of success were focused on case/client specific data and not on task force level performance.</p>



I What is a CSEC task force?

A task force “consists of individuals who respond to, serve, or impact on commercially sexually children or youth. The primary responsibility of the Task Force is to foster a coordinated community response to CSEC”.¹

What does CSEC/Y stand for?

CSEC stands for commercially sexually exploited children. Commercially sexually exploited children refers to anyone aged 17 and under who has taken part in a sexual act in exchange for a material item such as money or food, willingly or unwillingly. The acronym “CSEC/Y” is used to refer to commercially sexually exploited children and youth. Youth in this toolkit refers to those aged 24 and under.

What does a CSEC task force do?

- A task force brings together individuals from all sectors that interface with CSEC/Y and provides the opportunity for networking between organizations.
- Identify gaps in services for CSEC/Y and find ways to fill these gaps.
- Coordinate or promote CSEC training in their community and ensure that their task force region has a trainer capable of running a CSEC training.
- CSEC related tasks such as educating the community on CSEC/Y or work to reduce demand for sex from minors in their community.
- Determine if current CSEC-related laws are being implemented and ensure that procedures are in place to meet the requirements of new policies and laws.

¹ Center for Children & Youth Justice. (2016). *REVISED: Washington State model protocol for commercially sexually exploited children*. <https://ccyj.org/wp-content/uploads/2018/07/Revised-Protocol-Feb-2016-v2.pdf>



I Starting a Task Force: Phase 1

An effective task force that systemically supports Commercially Sexually Exploited Children and Youth (CSEC/Y) should have dedicated coordination and a shared mission among members as well as be victim-centered and trauma-informed in its collective actions.

Identifying the Coordinator

The Coordinator is the glue that holds task forces together and should be established early on.

General duties

- Organize and facilitate meetings.
- Bring in new members and facilitate networking among current members.
- Represent the task force in all outward facing circumstances.
- See the *Task Force Coordinator* toolkit for more information.

This position should be paid. It is a time intensive role with many responsibilities. See the *Task Force Coordinator* toolkit for a more comprehensive outline of coordinator duties and qualities, as well as funding strategies.

Recruiting members

A task force consists of many, victim-centered stakeholders who should also be trauma informed. Some of the most crucial are listed below. A more comprehensive list of ideal task force membership can be found in the *Structure* toolkit along with steps for joining a task force.

- Sexual Assault & Domestic Violence Service Providers.
- Youth Homelessness Service Providers.
- Local Law Enforcement Representatives.
- Representatives from the Prosecutor's Office.
- Human Trafficking Survivors.
- Child Protective Services Representatives.
- Community Advocates.

As the task force continues to evolve, the formation of subcommittees may be helpful to home in on specific focus areas or projects. Subcommittee examples include:

- Reducing the demand for sexual exploitation of children and youth.
- Raising awareness about CSEC/Y, locally.
- Educating community members about sexual exploitation.
- Raising awareness about ballot initiatives.

Establishing a shared mission

All members should know the overall mission of their task force. Creating a formal mission statement should be an agenda item at the first task force meeting and subsequent members should know of the mission prior to joining. Some example mission statements are provided below:

“Work together in a coordinated effort to improve the statewide response and capacity to identify and support commercially sexually exploited youth and hold accountable those who exploit them.”

- Washington Model Protocol, p. 42

“STARR is committed to increasing education, cultivating countywide awareness and strengthening cross-sector collaboration in order to combat human trafficking in Snohomish County.”

- Snohomish County Task Force Mission Statement

What is victim-centered?

Victim-centered means listening to CSEC/Y. This holistic approach considers each person’s trauma history and gives youth a voice. While adults’ priorities may be providing safety and curbing trafficking, youth also need the ability to make decisions for themselves, to build relationships with adults they can trust, and experience a reason to leave their exploiters (Washington Model Protocol p.41).

What is trauma-informed?

Trauma-informed means approaching individuals from the perspective of “what has happened to you” rather than “what is wrong with you.” Within the context of CSEC/Y it also means recognizing that individuals may have past trauma such as a history of physical abuse or neglect at the hands of a caretaker. As such, organizations supporting CSEC/Y should be thoughtful of triggers that may make children and youth relive their trauma unnecessarily. Overall trauma-informed services focus on respecting the survivor and working towards building a trusting relationship. Further information regarding trauma-informed services can be found online. See the link below for Washington Coalition of Sexual Assault Programs.

Helpful links

- Washington Coalition of Sexual Assault Programs:
<https://www.wcsap.org/resources/publications/special-editions/creating-trauma-informed-services>



I Sustaining a Task Force: Phase 2

Once a CSEC task force has been established, the task force can tackle different projects specific to their community and strengthen the structure of their task force.

Structure-related activities:

- Recruiting intentionally to increase diversity of membership on the task force.
- Building out subcommittees.
- Creating meeting norms such as giving out kudos for accomplishments at every meeting.
- Creating MOUs with organizations for data collection or to establish membership responsibilities.
- Coordinating guest speakers for meetings in order to educate task force members on CSEC/Y related issues.

Task force activities:

- Working on reducing demand in the community, such as through the Ending Exploitation Collaborative's model program. See the Helpful links section for their website.
- Putting on events in one's community to educate about CSEC/Y.
- Coordinating CSEC/Y trainings that are specific to certain occupations, such as law enforcement.
 - Refer to the Training Toolkit for more detailed guidance.
- Creating and posting multilingual educational signs in the community on how to identify CSEC/Y as well as how to access help.
- Working with service providers to ensure that they are educated in providing trauma-informed and victim-centered response with CSEC/Y.
- Creating a website for the task force.
- Tracking of initiatives or state legislation pertaining to CSEC/Y and ensure practices are being adjusted in accordance with new standards when new laws are passed.

Helpful links

- Ending Exploitation Collaborative: <https://seattleops.org/ending-exploitation/>



I Structure of a Task Force

A formalized structure within a task force is crucial to the systemic response to CSEC/Y. Task forces without consistent leadership, for example, tend to struggle to maintain direction and momentum toward their goals.

Leadership

The Task Force Coordinator is the leader of a task force. The Coordinator is the main point of contact for the task force and ties together members by organizing task force meetings, connecting stakeholders, recruiting members, and keeping the momentum of the task force going. Having a judge as a Task Force Chair tends to give more power and legitimacy to a task force. The Coordinator informs the Chair about meeting agendas, status of on-going projects, and seeks support as needed. Judges can also speak with authority when it comes to policy matters.

Subcommittees

Task forces can include subcommittees to work on specific goals. The Coordinator helps form subcommittees which members voluntarily join and work independently while providing project status updates to the Coordinator. Possible subcommittees and scopes of work are outlined below and may be adapted to a task force's specific needs.

- **Demand reduction.** This committee collaborates with prosecutors, law enforcement, and other potential community stakeholders in reducing demand for CSEC/Y in a task force's community.
- **Outreach.** This committee's goal is to create CSEC/Y-related physical and digital media for training and educational purposes. Social media management and creation of task force websites may also be undertaken by an outreach committee.
- **Education.** This committee may aim to get connected with schools and create awareness about CSEC/Y in the community, among other education-focused activities.

Membership

Generally, the process of membership is simple where the leadership team admits CSEC/Y-serving organizations to the task force. Prospective organizations should have the best interests of CSEC/Y in mind, which includes serving them through a victim-centered and trauma-informed lens. It is important to create an inclusive environment where current members openly welcome new organizations to task force meetings. Task Forces are free to create their own protocols for onboarding new members. Often, members are admitted through a referral process where current member organizations refer potential organizations to the leadership team.

A memorandum of understanding (MOU) between member agencies and the task force helps to confirm the membership of agencies and, in some circumstances, enable a task force to receive grants. MOUs are not mandatory, however. The member agencies of a task force can include, but are not limited to:

- Local law enforcement.

- Community advocates.
- Child Protective Services (CPS).
- Youth service providers (social services, housing, homeless youth case workers, etc.).
- School personnel.
- Public health.
- Prosecutors.
- Defense attorneys.
- Healthcare providers (medical, community-based mental health).
- Federal law enforcement.
- Human trafficking survivors.
- Tribal communities.
- LGBTQ+ representatives.

What are Community Advocates?

Community advocates are individuals who focus on building trusting relationships with CSEC/Y. They typically work out of domestic violence or sexual assault service providers and receive extensive training in regard to working with CSEC/Y. They are the only ones who do not release information without the child or youth's consent but are surrounded by mandatory reporters. Thus, they should not be the first point of contact with the child or youth and are usually brought into the situation by a mandatory reporter such as a teacher or homeless youth service provider. Community advocates are important in the response to the sexual exploitation of children and youth because most trafficked youth have had poor experiences with law enforcement and service providers. Consequently, it is common for CSEC/Y to reject services or run away from supports. A community advocate is a dependable bridge back to services, as they are someone the child or youth can always contact and have an honest conversation with regarding their options moving forward.

Why is diversity in membership important?

In Washington, although the majority of the population is White, people of color are disproportionately represented among CSEC/Y victims. Task forces can benefit from more intentionality around recruiting task force members who are people of color. Additionally, it is important to have a diverse occupational membership because CSEC/Y may come in to contact with many community agencies and organizations as outlined above. Furthermore, task force member agencies can suggest changes to their home organizations to better serve CSEC/Y based on information gathered through collaborating with task force members who belong to different sectors.



| Task Force Coordinator

Task force coordinators are central to and lead task force operations. Established at the outset or shortly after a task force is established, coordinators fulfill critical duties that are essential to a task force's ability to create or improve its community's systemic response to commercially sexually exploited children and youth (CSEC/Y).

Coordinator duties

While each task force's needs and operations are unique, coordinator duties generally include, but are not limited to:

- Scheduling task force meetings.
- Creating meeting agendas & running meetings.
- Working with the task force chair to align task force priorities and activities.
- Mission and vision statement creation.
- Goal setting and communication of goals.
- Alignment of goals with task force activities.
- Creating and managing formal agreements between the task force and its member agencies/groups.
- Establishing buy-in from community agencies, organizations, members, and officials.
- Vetting new task force members.
- Maintaining task force member listserv.
- Setting up events.
- Hosting and/or providing training.
- Applying for funding.
 - State: Washington State Office of Crime Victim Advocacy (OCVA) funding.
 - Federal: U.S. Department of Justice Victims of Crime Act (VOCA) funding.

Coordinator qualities

Useful knowledge, skills, and abilities of coordinators generally include, but are not limited to, the following:

- Written and oral communication.
- Networking.
- Mediation.
- Negotiation.
- Persuasion.
- Conflict identification, avoidance, and resolution.
- Coordination.
- Collaboration.
- Meeting facilitation.
- Group dynamics.
- Delegation.
- Grant proposal writing.

What does it look like to establish buy-in?

Coordinators commonly need to garner interest in and support for task force activities. Stakeholder buy-in may be needed when recruiting new task force member organizations or building community interest in a task force-led initiative. Additional example scenarios where buy-in may be needed include, but are not limited to:

- Obtaining funding from a community stakeholder.
- Introducing an age-appropriate curriculum into local schools in support of a demand reduction initiative.
- Achieving adoption of a screening tool at a community organization likely to come into contact with CSEC/Y.

What types of events do coordinators typically organize?

Task force events vary widely. Events can be recurring or held as needed based on task force priorities or even community needs. Example events a task force coordinator might organize and/or host include, but are not limited to:

- Specialized training sessions.
- Guest speakers.
- Community movie nights aimed at increasing awareness around CSEC/Y.
- Posting CSEC/Y awareness posters in the community.

Helpful links

- **Washington State Office of Crime Victim Advocacy (OCVA) funding:**
<https://www.commerce.wa.gov/serving-communities/crime-victims-public-safety/office-of-crime-victims-advocacy/ocva-grants-and-funding/>
- **U.S. Department of Justice Victims of Crime Act (VOCA) funding:**
<https://ovc.ojp.gov/funding/types-of-funding/formula-grants>



I Task Force Chair

The Task Force Chair is a voluntary position that provides supplemental leadership alongside the Coordinator and sits on the State Coordinating Committee (SCC). There may be multiple Chairs on a task force and the Coordinator themselves can hold a Chair position. However, one of the Chairs should be a judge. Their inclusion provides numerous benefits to the task force which are elaborated on below.

Judges typically have busy, rigid schedules, and thus may not have the capacity to attend all meetings. Consequently, the Coordinator should stay in dialogue with judges outside task force meetings and relay all meeting minutes to keep them informed on task force conversations and initiatives. Additionally, Coordinators and Chairs may plan meetings together to ensure all priority topics are covered.

What makes a judge a strong chair?

- Their participation increases task force legitimacy.
- They provide the task force with a direct connection to the justice system.
- They work closely with the Prosecutor's Office.
- They have relationships with local law enforcement.
- They can help advocate for policy changes.

Duties of a chair

- Represent the task force at Statewide Coordinating Committee meetings.
- Work closely with the Coordinator to:
 - Onboard new members.
 - Decide new task force initiatives.
 - Advocate for policy changes.



I Training

Stakeholder training is an essential component of creating a victim-centered and trauma-informed systemic response to commercially sexually exploited children and youth (CSEC/Y). In addition to general training on the issues surrounding sex trafficking and associated warning signs, or “red flags,” role-specific training is essential to ensuring that no matter which system CSEC/Y interact with, responders and providers are equipped to meet victims’ and survivors’ needs.

Task force training scope

Task forces are charged with ensuring both basic and advanced CSEC/Y training is available within their jurisdiction. Training should be available year-round to professionals at all levels and of all types.

Role-specific recommendations

Training recommendations vary based on stakeholders’ roles within the systemic response to CSEC/Y. While general task force members likely require basic training on the issues surrounding CSEC/Y, professionals engaged in case-level response (multidisciplinary team members) require in-depth, specialty-specific training. Moreover, task forces should help ensure all local law enforcement are basically trained on issues surrounding CSEC/Y, including risk factors to help identify at-risk children and youth. The Model Protocol outlines role-specific training recommendations, which are briefly summarized below.² See the Model Protocol for complete guidance.

- **Local law enforcement:** Minimal CSEC/Y training should be given to all local law enforcement officers. Moreover, at least two should receive in-depth CSEC/Y training – preferably sergeants or detectives. In-depth training should enable officers to take charge of scenes where CSEC/Y are identified or suspected, as well as how to contact CSEC/Y-trained community advocates to immediately meet with victims.
- **Advocates:** Community-based agencies should ensure at least two domestic violence/sexual assault (DV/SA) or similar types of advocates received in-depth CSEC/Y training. Training should include how to interact with and assume responsibility for CSEC/Y, as well as case management.
- **Child Protective Services (CPS):** Minimally, each Department of Social and Health Services (DSHS) region should have at least two locations with at least two Child Protective Services (CPS) social workers and one CPS supervisor (per location) who have in-depth CSEC/Y training. Meaning, each DSHS region should have four CPS social workers and two CPS supervisors – at a minimum – who have received in-depth training. Training should include safety planning and placement options.

² Center for Children & Youth Justice. (2016). *REVISED: Washington State model protocol for commercially sexually exploited children*. <https://ccyj.org/wp-content/uploads/2018/07/Revised-Protocol-Feb-2016-v2.pdf>

- **Service providers:** For providers delivering youth services (such as those serving runaway and homeless youth), at least a portion of the provider's staff should receive in-depth CSEC/Y training. Training should include CSEC/Y screening and guidance on appropriate services or referrals as needed.
- **Prosecutors:** Prosecutors' offices should have at least one deputy prosecutor with in-depth CSEC/Y training who reviews cases and filing on juveniles. Training should include identifying, engaging, and working with CSEC/Y.
- **Defense attorneys:** Each county should have at least one public defender with in-depth CSEC/Y training. Training should include how to identify and work with CSEC/Y in a trauma-informed manner, motivational interviewing to develop trust, and knowledge of local resources and services available for CSEC/Y.
- **Others:** Task forces should identify any other community stakeholders pertinent to the systemic CSEC/Y response. Once identified, task forces should determine appropriate levels of training for each stakeholder.

Training resources

In addition to task force-organized events, training and resources are available through organizations such as CCYJ and the King County CSEC Task Force. It should be noted that this list is not all inclusive and is subject to change. Task forces should verify training availability as needed.

- **CCYJ**
 - Annual Training of Trainers (TOT): *Responding to Sexual Exploitation and Trafficking of Youth*.³
- **King County CSEC Task Force**
 - CSEC 101: *Responding to the Sexual Exploitation and Trafficking of Youth*.
 - CSEC 102: *And Boys Too*.
 - CSEC 103: *At the Margins: The Sex Trafficking of LGBTQ+ Youth*.
 - CSEC 201: *Engaging Men to End Commercial Sexual Exploitation*.
 - CSEC 202: *Understanding and Responding to Running Away Behavior in CSEC*.
 - CSEC 401: *Survivor Centered Programming*.
 - CSEC 402: *Walk With Me*.
 - CSEC 404: *Human Trafficking in Indian Country: Identify and Respond*.
 - Lunch and Learn sessions, workshops, guest speakers, videos, and podcasts.

Helpful links

- **King County CSEC Task Force:** <https://www.kingcountycsec.org/>
 - See Podcast, Videos, Trainings, and Events tabs.

³ This training may be available in your region via a certified trainer (check with CCYJ).



I Data Collection

When a task force creates goals, it is important to establish data measures in order to understand if a task force is making progress toward those goals. Some measures of success will have to be developed by task forces in order to tailor them to their needs and goals.

Data collection measures

Task forces commonly collect the following data to measure success toward their goals:

- **Attendance.** This can be used to track attendance as well as identify what sectors are not currently represented on the task force and should be intentionally recruited to the task force.
 - Number of attendees at task force meetings.
 - Which sector task force attendees belong to.
- **Trainings.** This can be used to understand which sectors are more prepared to work with CSEC and which sectors may need to be intentionally reached out to about the importance of partaking in CSEC training.
 - Number of training attendees.
 - Which sector trainees belong to.
- **Interconnectedness of CSEC services.** This data can be used to understand what organizations CSEC are referred to and where there are gaps in services or knowledge of services.
 - Method. One method is to use King County’s model of sending a survey to all organizations who have a member on the task force with a list of all CSEC service providers in the task force regional area. Task force members are then asked each of the following three questions in regard to each organization on the list:
 - Do you know of this organization?
 - Do you communicate with this organization in regard to CSEC/Y?
 - Do you refer CSEC/Y to this organization? (Jacobson & Pullman, 2019)
- **Criminalization of CSEC/Y and buyers of sex from minors.** This data can be used to understand if CSEC are being criminalized in the community and if efforts need to be taken to reduce arresting CSEC/Y, as well as if there are efforts to reduce demand in the community.
 - Arrest rates of CSEC/Y.
 - Arrest rates of buyers of sex from minors.

Memoranda of Understanding (MOU)

MOUs between a task force and outside organizations can be used to create formal data collection agreements. MOUs can define what data organizations will collect, how data will be collected, and how data will be shared – and with whom. This can be used to ensure smooth data sharing for a period of time or to remind organizations of their agreement if data sharing practices fall behind.



| Statewide Coordinating Committee

The Statewide Coordinating Committee (SCC) essentially serves as the voice of task forces to Washington State legislators, among other important duties, and is composed of legislators, as well as representatives from the Governor’s and Attorney General’s offices, state and local agencies, advocacy groups, and others. Convened by the WA State Office of the Attorney General, the SCC is positioned to assess and advocate for policy changes to improve the effectiveness and efficiency of community anti-CSEC/Y activities. Complete details on the SCC’s roles and responsibilities can be found by reviewing RCW 7.68.801.

How do task forces interact with the SCC?

By submitting an annual report

Each task force should address the following topics in its annual report to the SCC:⁴

- Incidence of CSEC/Y in local community or region, to include data on perpetrators, geographic data and location trends, and other relevant data.
- Coordinated community or regional responses to CSEC/Y and associated results.
 - For example, demand reduction practices or training initiatives.
- Recommendations on policy and/or legislative changes that could improve community or regional systems responses to CSEC/Y.
- Recommendations on strategic local opportunities and/or investments for state or federal funding to address CSEC/Y.

By attending the annual SCC meeting

Chairs or designees from each task force are expected to discuss or provide updates on topics including, but not limited to:⁵

- How legislation has or will potentially impact task force activities, efficiency, and/or effectiveness.

⁴ Commercially Sexually Exploited Children Statewide Coordinating Committee, RCW 7.68.801 (2020). <https://app.leg.wa.gov/rcw/default.aspx?cite=7.68.801>

⁵ CSEC Statewide Coordinating Committee (2021, May 18). [Annual Meeting Agenda]. <http://agportal-s3bucket.s3.amazonaws.com/uploadedfiles/CSEC%20Statewide%20Coordinating%20Committee%20051821%20Agenda.pdf>

- Updates on task force activities and initiatives.
- Task force needs and barriers to systemically support CSEC/Y.
- How task force activities have led to improvements in the lives of children and youth who are, or are at risk of, being exploited.

By reaching out as needed

Task forces can communicate with the SCC as needed by contacting the SCC directly and by contacting CCYJ. Reasons for contacting the SCC include, but are not limited to:

- Make recommendations for policy and/or legislative changes outside of annual meetings and reports.
- Obtain contact information for other task forces.
- Answer questions about data collection.
- Answer questions about implementing the Model Protocol (see Helpful links below).
- Learn about funding options.

How to contact the SCC

To contact the SCC directly, task force representatives can email the staff point of contact within the WA State Attorney General's office, Assistant Attorney General Kyle Wood, at: KyleW@ATG.WA.GOV (be sure to check the SCC website for the most up-to-date contact information). Furthermore, task force representatives can contact Project Respect staff at CCYJ. See the Helpful links section below for links to each.

Helpful links

- **RCW 7.68.801:** <https://app.leg.wa.gov/rcw/default.aspx?cite=7.68.801>
- **SCC website:** <https://www.atg.wa.gov/commercially-sexually-exploited-children-statewide-coordinating-committee>
- **CCYJ Project Respect staff contacts:** <https://ccyj.org/about-us/staff/>
- **Revised Washington State Model Protocol (2016):** <https://ccyj.org/wp-content/uploads/2018/07/Revised-Protocol-Feb-2016-v2.pdf>

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