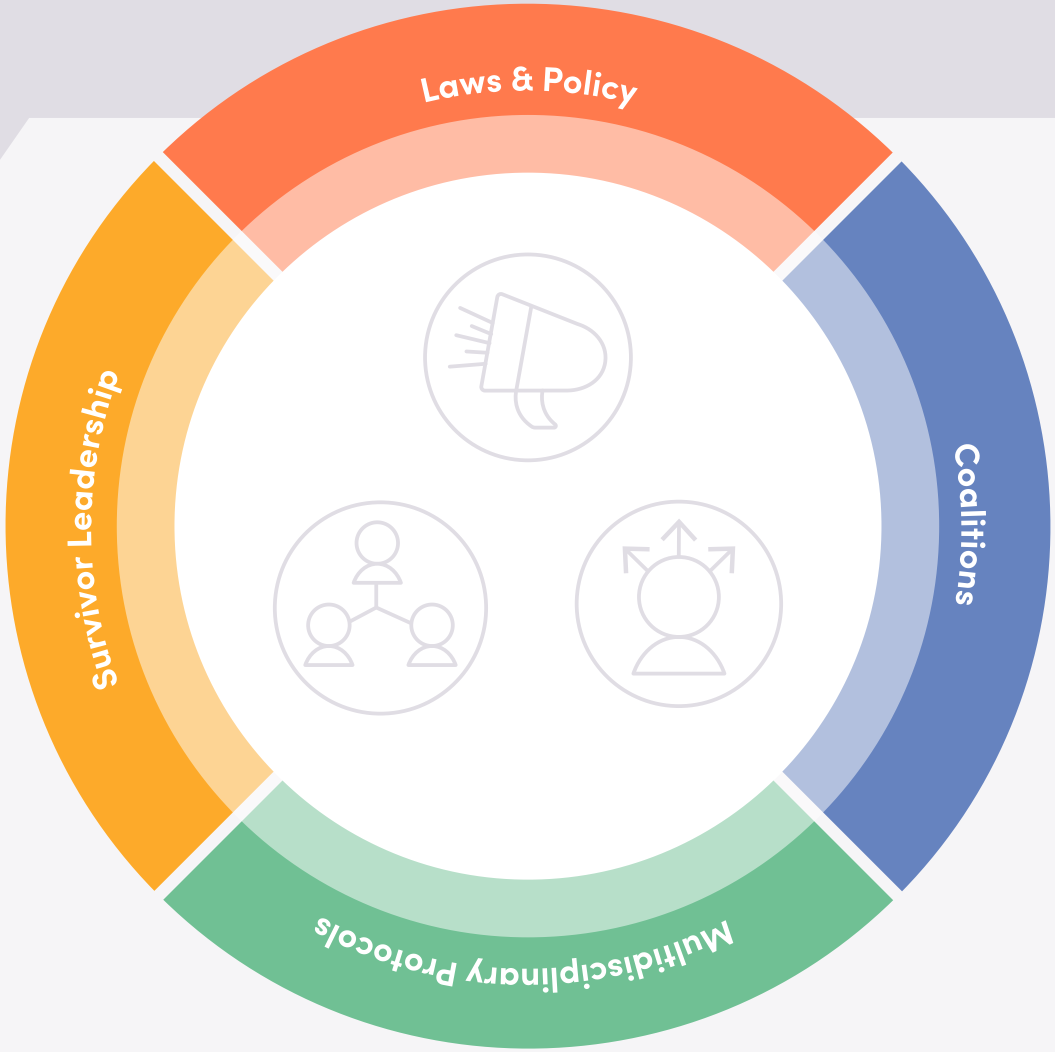
The CRCSE *Action Tools*

Moving from Principles to Change

There are many strategies for making change. We will walk you through our four main action tools to help you achieve the most impact in your community.



How do I use *these tools?*

Within each Action Tool, we'll walk you through the four main activities and steps we took to make change. You'll find worksheets, resources, and examples you can build off of to drive your team toward positive change.

Depending on where you are in your process, you can:

- Use each activity in a linear fashion
- Pick and choose the information that's most relevant to you
- Grab these activities and worksheets and take them with you to meetings and ideastorming sessions
- Find blank templates of the worksheets in the appendix to meet your needs

Activities

Plan

Build

Implement

Reflect & Monitor

Key

Worksheets

Links to outside Resources — Resource

Links within the toolkit — Link

Coalitions

Coalitions are formal or informal multidisciplinary groups that come together to break down silos, share information, learn from each other, and collectively problem solve. They include advisory boards; state, regional, or local level coalitions and task forces; multidisciplinary teams; or ad hoc, one-time, or single purpose convenings.

Here you will learn how to design and convene your cross-disciplinary coalitions to meet your community's needs.

Coalitions

Plan

1 Determine the goal.

Use the **Goals Setting Worksheet** to help you identify the best structure to meet your goals.

2 Convene the leadership team.

- Identify key functions, expectations, and decision-making process of leadership body
- May be one or several individuals or organizations

3 Identify and connect with stakeholders.

Identify partners and agencies that are or should be working on your issue.

Revisit The Principle:
CONNECT & COLLABORATE

Use the **Stakeholder Mapping Worksheet** to guide your Ideating.

- Map this landscape to bring together diverse experiences, expertise, and perspectives

4 Build on what exists.

Explore opportunities for coordination, expansion or spinoff with groups already focused on youth that will build on interest/momentum.

Existing groups may include local, regional or state workgroups, task forces, or steering committees related to:

- Juvenile justice
- Child welfare
- Youth homelessness
- Mental, physical or reproductive health
- Trauma

5 Determine how youth and survivor perspectives will be represented.

Revisit The Principle:
ELEVATE VOICES

Link to Toolkit:
SURVIVOR LEADERSHIP

- Prioritize the leadership of youth and survivors on your staff and among your collaborative partners, and identify external advocacy groups, survivor-led organizations, and advisory boards or councils you can tap into
- Determine how these or other youth and survivor perspectives will be represented in your collaboration

6 Determine costs.

Determine whether funding or other resources are necessary and/or available to ensure the coalitions are sustained over time.

- Consider applying for grants, seeking funding from public agency partners, and/or pursuing legislative budget ask

7 Research legal requirements.

Research local, state, and federal legal or policy requirements related to multidisciplinary collaboration and information sharing in order to identify opportunities and/or barriers to collaboration.

For example:

- Required parties in MDTs
- Limitations on confidentiality/sharing of information
- MDT requirements tied to funding streams

Setting Goals for Your Collaboration

Deciding on the goal and structure of the collaboration is an important step in launching a productive collaborative body. You might have goals already defined for you by law or state, county or agency leadership. What your goals are can help you determine how you structure the group, and vice versa.

Print Letter or Tabloid Size

Steps

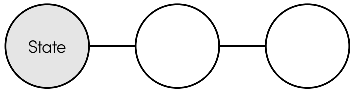
1. Circle all possible goals of the coaltion you're building.
2. Consider related sub-goals (if any).
3. List stakeholders you need to include to achieve those goals.
4. If you haven't already decided, determine which type of structure will help you to best achieve your goals.

Link:

BLANK GOAL SETTING TEMPLATE

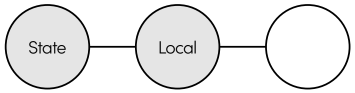
TYPES OF COLLABORATION | POSSIBLE GOALS | SUB-GOALS & STAKEHOLDERS

STATE LEVEL COLLABORATIONS



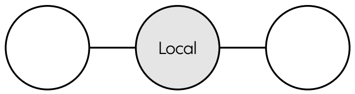
- Identify, develop and/or consult on statewide policy changes
- Share promising practices
- Address issues facing providers
- Create feedback loop between direct service providers and policymakers

ADVISORY BOARDS



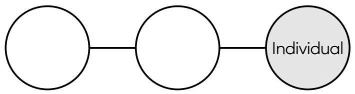
- Advise/consult on local or state level policy and practice changes
- Increase awareness through an event, training or conference
- Develop or influence legislative agenda

REGIONAL & LOCAL COLLABORATIONS



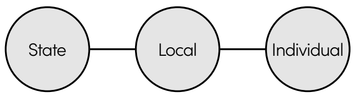
- Address policy changes, service provision and program development
- Leverage and pool resources across jurisdiction(s) and agencies
- Communicate about cross-jurisdiction issues
- Build/monitor a protocol

MULTIDISCIPLINARY TEAMS



- Coordinate care for and service provision to individual youth and families
- Create space for youth to provide input on decisions that impact their lives

ONE-TIME/SINGLE PURPOSE CONVENINGS



- Share information about a particular topic
- Address a specific issue or challenge
- Increase awareness through an event, training or conference

Mapping Your Stakeholders

A stakeholder map is a visual representation of the people or groups who may participate in your coalition. Stakeholder mapping will also allow you to see opportunities for support and resources and to broaden your network of potential collaborators.

Print Letter or Tabloid Size

Steps

1. Ideastorm all potential stakeholders.
2. Based on goal of coalition, circle stakeholders who would best contribute to that goal.
3. Identify champions within agency/ organization to participate in coalition – considering line staff through leadership.
4. Think broadly about whether your current partners/contacts can help make connections to a wider network of stakeholders.

Link:

BLANK STAKEHOLDER MAP

Plan

YOUTH-RELATED COALITIONS

- Juvenile Justice
- Child Welfare
- Youth Homelessness
- Youth Health (mental, physical & reproductive)
- Trauma
- Other

COMMUNITY-BASED ORGANIZATIONS

- Youth Development Organizations
- Mental Health Providers
- Survivor-led Organizations
- Anti-trafficking Organizations
- Youth Policy Advocacy Organizations
- Tribal/Native Organizations
- Legal Services
- Other

COLLABORATION GOAL

PUBLIC AGENCIES & GOVERNMENT

- Law Enforcement
- Courts & Attorneys
- Probation
- Child Welfare
- Mental Health
- Public Health
- Education
- Policymakers
- Governor/Mayor/Board of Supervisors Offices
- Health Services
- Other

PROFESSIONAL ASSOCIATIONS

- Unions
- County Directors Associations
- Housing Provider Associations
- Other

Build

1 Identify and recruit members.

- Ensure a diverse body of individuals and organizations.
  - Geographic
  - Leadership and line staff
  - Public agencies and community-based organizations
  - Survivors and youth
- Identify standing members vs limited time partners
- Determine selection process (formal or informal)

2 Align on shared goals.

- Align group on shared goals and values
- Agree upon clear expectations and community norms
- Seek input from members about necessary agenda items or topics of interest

Print the **Guideposts Checklist** and take it to your meeting. Use it as a tool to spark discussions and create alignment amongst partners.

3 Navigate partner dynamics.

Evaluate existing dynamics or tension points between potential partners. Plan strategies for navigating these tensions and problem solve through challenges.

4 Convene the coalition using inclusive practices.

- Solicit group input on frequency and structure of the group (time-limited, ongoing, membership only, open to public)
- Select location
- Select meeting times
- Ensure location and times are inclusive:
  - Consider different locations to engage broader membership
  - Consider whether any participants will require transportation support to attend
  - Youth may not be able to attend during school hours
  - Nighttime requires childcare

5 Plan and hold meetings.

Print out the **Sample Agenda Worksheet.**

- Set agenda with feedback from members and circulate in advance
- Prepare speakers/presenters in advance
- Encourage active participation of all members
- If there will be remote participants, test (and retest) technology and circulate visual aids (such as slidedecks) in advance

6 Ongoing work of the coalition.

Link to Toolkit: BUILD PROTOCOLS

Link to Toolkit: BUILD LAW & POLICY

- Grow awareness through resource gathering, research, and presentations
- Develop policy/guidance as needed
- Establish smaller workgroups to learn about or create protocols/policy
- Explore opportunities for formalizing guidance of the workgroup through legislation, rules, regulations, or protocols from state or local agencies

10 Guideposts: Aligning Partners on Principles

Remember back to our vision and the three Principles from earlier in the toolkit. In order to level-set, we start here. We reflect upon our own alignment with these guideposts and encourage all collaborative partners to discuss and agree on these principles right from the start. To make it easier, we've broken down the three Principles into smaller chunks we call guideposts that you can discuss one by one.

Print Letter or Tabloid Size

Steps

1. Take these 10 guideposts to your first meeting, and use them to guide your discussion of the foundational principles with your partners. You may be aligned on some and disagree on others.
2. Be curious about disagreements. Take the time to get on the same page.
3. Revisit these guideposts at future meetings as needed.
4. Ideastorm, discuss, and document any additional guideposts that are important to your group's goals.

Link:

BLANK ALIGNMENT TEMPLATE

Build

PRINCIPLES	GUIDEPOSTS	ALIGNMENT
	1. Youth should feel safe, cared for and happy	Aligned? ☐ Yes ☐ No (why?)
GROW AWARENESS	2. Commercial sexual exploitation is child abuse	Aligned? ☐ Yes ☐ No (why?)
	3. While CSE can happen to youth of any age, race/ethnicity, socioeconomic status, or location, it disproportionately impacts youth who identify as African American, LatinX, Native American, LGBTQ and/or have prior system involvement	Aligned? ☐ Yes ☐ No (why?)
	4. Youth who have been exploited have experienced trauma and should not be criminalized for what has happened to them	Aligned? ☐ Yes ☐ No (why?)
	5. Language and terminology matters - the words and labels we use symbolize and communicate beliefs and judgments, both good and bad, that directly impact how adults view and interact with youth, and how they view themselves	Aligned? ☐ Yes ☐ No (why?)
ELEVATE VOICES	6. Each youth is a unique individual with a diverse set of goals, desires, strengths and needs beyond their exploitation	Aligned? ☐ Yes ☐ No (why?)
	7. Youth and survivor voice, priorities and leadership should be centered in decision-making about how to prevent and address exploitation	Aligned? ☐ Yes ☐ No (why?)
CONNECT	8. Relationships are everything - healthy, consistent relationships are transformative for youth impacted CSE; developing and supporting those relationships should be prioritized	Aligned? ☐ Yes ☐ No (why?)
	9. Multi-disciplinary collaboration is essential to effectively serving youth impacted by CSE	Aligned? ☐ Yes ☐ No (why?)
	10. Policies and practices should include a comprehensive response that addresses the youth's holistic needs and be trauma-informed, culturally-supportive, and gender sensitive and inclusive	Aligned? ☐ Yes ☐ No (why?)

Coalitions

Reflect & Monitor

Consistency in membership and flexibility to evolve are key to maintaining engagement and commitment.

Create a schedule for yourself or your team to:

- Conduct regular evaluations/assessments from members on content and usefulness
- Reflect on attendance and membership
  - Maintain engagement of existing members
  - Identify and recruit missing partners
- Regularly revisit whether goals are being met
- Share with members how their feedback is impacting the body's work moving forward
- If your coalition involves youth, seek regular feedback from the youth

"The CSEC Action Team has demonstrated that a diverse and broad collaboration among people from different disciplines can elevate a social problem and alter how we think about it. For too long we have allowed children, disproportionately girls of color, to be sold for sex and criminalized for it. The CSEC Action Team was instrumental in shifting public perception and generating the political will needed to secure dedicated state funding to change our practices from a punitive to protective response."

Stacey Katz
Executive Director,
Westcoast Children's Clinic

Outlining Meeting Structure/Agenda

Creating a detailed agenda and circulating it to participants before a meeting will help you stay on track with your meeting goals, keep all partners on the same page, and ensure your meeting is productive and action oriented. Tailor this sample agenda for your own meeting, depending on the goals you've identified. Don't forget to create an annotated agenda for the facilitators that contains all the behind-the-scenes information.

Print Letter or Tabloid Size

Steps

1. Fill in the sample agenda. Cross out/ add items depending on your meeting goals.
2. Create an annotated agenda for meeting facilitators with reminder cues of discussion points and transitions.
3. When you're ready to send out your final agenda, circulate it along with the previous action items so participants recall what they were supposed to do and are prepared to report out.

Link:
BLANK AGENDA TEMPLATE

Reflect & Monitor

1
WELCOME & INTRODUCTION
(10 MINS)

Assigned to: ....

2
GOALS & AGENDA OVERVIEW
(5 MINS)

Assigned to: ....

3
REVIEW ACTION ITEMS FROM PREVIOUS MEETING
(10 MINS)

Assigned to: ....

4
PRESENTATION 1: SHARING PROMISING PRACTICES
(45 MINS)

Assigned to: ....

Sample Presentation Topics:
+ Evaluation data from CSE treatment interventions
+ Housing provider on CSE-specific housing model
+ Curriculum overview for parent empowerment program or prevention program

Facilitator Tip:
+ Indicate who is in charge of leading each agenda item and notify those people in advance so they are prepared.
+ Remember to include bios for presenters.

5
BREAK
(10 MINS)

Facilitator Tip:
+ Include estimated times for each agenda item and don't be afraid to move people along if they go past the allotted time. Leave time for breaks, transitions between items and Q&A.

6
PRESENTATION 2: GROUP DISCUSSION
(45 MINS)

Assigned to: ....

Sample Discussion Topics
+ Cross-county identification of CSE youth
+ Safe use of cell phones
+ Development of specialized courts

Facilitator Tip – Discussion Questions
+ What does this issue look like in your city or county?
+ What strategies or tools have you developed to address it?
+ Would a unified regional or statewide policy or guidance help to address it? If so, what would the key components be?
+ How might/should this group tackle the issue? *Members to gather information and report back next time; create a subgroup to develop guidance or recommendations; reach out to legislators*

7
ADVISORY BOARD UPDATES
(10 MINS)

Assigned to: ....

8
LEGISLATIVE UPDATES
(15 MINS)

Assigned to: ....

9
MEMBER ANNOUCEMENTS & APPRECIATIONS
(10 MINS)

Assigned to: ....

10
NEXT STEPS & ACTION ITEMS
(5 MINS)

Assigned to: ....

Coalitions *in Action*

Case Study

Statewide Collaboration
Through the CSEC Action Team

The CSEC Action Team was one of the first strategies we implemented to foster collaboration around the issue of CSE in California. It was created in 2013, at first as a working group, and ultimately as an official subcommittee of the statewide Child Welfare Council, in recognition that CSE was an issue of child abuse that should be addressed in a multi-disciplinary way.

The Action Team has grown into a broad coalition of over 150 members including: survivors, community-based organizations, judges, child welfare social workers, case managers, administrators, probation and law enforcement officers, medical providers, mental health providers, academics and researchers, legislative staff and policy advocates, tribal partners, and state and local government partners.

The CSEC Action Team meets quarterly, and serves as a policy and education body, where folks share issues and challenges they are seeing on the ground facing youth impacted by CSE; and highlight, evaluate the impact, and support replication of promising and innovative practices for serving youth. It also creates space for elevating issues or concerns at the local level that require regional, statewide or other coordinated responses, and develops creative policy recommendations and solutions.

Additionally, quarterly meetings are topically focused and usually include one or two substantive presentations from organizations or agencies doing innovative work. We have had presentations on exploitation within the Native American community, family-based housing models, and therapeutic models designed specifically for children and youth who have experienced CSE, to name a few. We also provide time for discussion with presenters, updates on key legislation, and to share about upcoming events.

Some issues the CSEC Action Team have tackled are:

- Harm reduction with CSE youth
- Cell phone guidance
- Data standardization and tracking outcomes

Learn more about the CSEC Action Team

TAKEAWAYS

Collaboration works

Engaging with a broad group of stakeholders with varying interests and expectations can be difficult, but the difficulty pays off when you see the impact it can make on the ground. Building and maintaining this coordination and collaboration with partners trickles down to our work directly with youth.

Center youth and survivors from start to finish

The more involvement of youth and survivors in your coalitions, the better. People with lived experience and allies should partner in leading the groups, outreach to stakeholders, agenda planning and ongoing facilitation.

Use a backbone organization

A small leadership team, or a backbone organization, that coordinates the group's efforts is critical to remaining organized, maintaining momentum, and driving the work forward. This role can be time consuming, so there should be adequate funding to support positions devoted to this work.

Get to know your team

Successful collaboration isn't just about the work you can create together; it's about the relationships. Learn about your partners as individuals, celebrate their successes, and support them through challenges.

Survivor Leadership

Survivor leadership is an essential component of any reform movement. Many survivors and youth who are passionate about this issue are already in leadership, staff or volunteer positions across a range of public agencies, community-based organizations and advocacy groups. Increasing these paid employment opportunities is critical. Survivor expertise, ideas, and perspective can also be incorporated into reform efforts in other formal and informal ways: advisory boards, focus groups, surveys, individual consultation opportunities, ambassador programs, conference presentations, and trainings. Here you'll find information about how to build an advisory board in an inclusive, trauma-informed and survivor-centered way.

Plan

1 Convene the leadership team.

- Determine whether leadership will be survivors, partners/allies, or a combination
- Identify key functions and expectations of the leadership body:
  - Selection of members
  - Meeting planning and facilitation
  - Project management

2 Determine the goal.

Goals could include (may include a combination):

- Discrete, short-term goals: Plan an event during human trafficking awareness month; present at a conference
- Longer-term reform objectives: Develop legislative agenda; provide ongoing feedback to a statewide body that is monitoring and responding to issues arising at the state and local level related to CSE
- Professional development of members

Top Tip

Survivors and youth must be compensated fairly for their time and contribution to the work – either through full employment, consulting fees, or stipends. Do not recreate the dynamics of exploitation by expecting survivors and youth to share the knowledge and expertise they bring for free.

3 Determine the anticipated costs and budget.

Survivors/youth must be compensated fairly for their time and expertise

Projected budget should account for:

- Reasonable stipend for time spent on pursuing group goals.
- Travel and accomodations
- Per diems - food
- Ancillary support - coaching and other self care
- Professional development and/ or mentorship
- Length of term

- Funds should be made available ahead of time so members do not have to expend out-of-pocket expenses
- Consider applying for grants, making request from government partners, and/or pursuing legislative budget ask

Top Tip

Look for both formal and informal opportunities for member leadership in professional development and self-care through work on the advisory structure.

4 Consider what supports may be needed to ensure members are able to fulfill stated goals.

- Informal mentorship (between survivors, or survivors and partners/allies)
- Space for self-care and coaching at meetings and convenings
- Built-in or linkages to mental health support
- Meetings in locations that minimize triggers
- Safe lodging with flexibility in room selection and location

Build

1 Select members.

- Determine number of members
- Seek out diverse group of members with varying lived and professional experience
- Establish a clear selection process
- Share with applicants expected time commitment, compensation, goals and activities of the board

Use the **Considerations When Selecting Advisory Board Worksheet** to guide you.

2 Convene the board.

What to do at the first meeting:

- Revisit previously identified goals with members and refine as needed
- Review and agree upon clear expectations and community norms for members and support staff/allies/partners
- Determine how roles and responsibilities of members and staff/allies/partners may differ and interact with each other
- Determine structure for individual and group feedback both from members themselves and external stakeholders
- Do some team building and have some fun!

Top Tip

Do not ask or require survivors to retell their own stories. Some people feel comfortable or are empowered by sharing their experiences, while others do not.

3 Ongoing work of the advisory board.

If holding ongoing meetings, use time to:

- Complete substantive project work
- Team building
- Encourage member leadership, professional development opportunities for members (including outside training or workshops, member-to-member teaching, skills building excercises)
- Self care and coaching

Substantive project work may include:

- Ideastorming issues and/or possible solutions
- Written guidance documents
- Focus groups
- One-on-one, project-based consultation
- Conference presentations or trainings
- Participate in ongoing regional or statewide coalitions

4 Conduct outreach to expand influence of the board.

- Develop materials and communications strategy to promote advisory board
- Align outreach with goals, such as by developing relationships with key legislators
- Identify initiatives in the community that align with goals of the advisory body and proactively seek to get involved
- Share positive feedback from individuals who have received consultation from the advisory structure

"The only word to truly describe how I feel being on this board is empowered. I'm surrounded by supportive staff and influential board members. When we come together to come together to work and problem solve, I see the determination in everyone to ensure that no other child faces the trauma we've experienced."

Lizzie Smith
Former Advisory Board Member

Selecting Advisory Members

This worksheet will help you think through key considerations for selecting members of your advisory board in a trauma-informed, survivor-centered way.

Print Letter or Tabloid Size

Steps

1. Review the different considerations for selecting members, and think through whether there are any others we missed.
2. Based on the goal of your advisory structure, choose your approach on each one.
3. Communicate your expectations clearly to potential members in the application process.

Link:

MEMBER SELECTION TEMPLATE

Build

Creating a Trauma-Informed, Survivor-Centered Selection Process

NUMBER OF MEMBERS

Our Advisory Boards have had 8-12 members. Consider how to balance having enough members to represent a diversity of experiences, while keeping the membership small enough to be nimble, encourage personal relationships and honor individuality.

DIVERSITY OF MEMBERSHIP

Survivors with non-dominant narratives are less represented in advocacy efforts. Consider seeking out members with different demographic, sexual orientation, gender identities and expression, socioeconomic backgrounds, as well as experiences with varying types of exploitation (third-party exploiter, "survival sex," familial exploitation).

WHO SELECTS MEMBERS

Determine who will select members (survivors, allies, funder/contracting agency, or some combination), including who will be the final decision maker(s) should a disagreement arise. This determination should be made prior to the interview process and be clear to applicants.

DISTANCE FROM EXPLOITATION

Consider whether there should be a requirement that members be removed from exploitation for a certain amount of time. More time may mean members are further along in their healing process and participation less triggering. Closer proximity to their own exploitation or relationships with people still involved in the life can provide valuable insight into an ever-changing issue.

PROFESSIONAL CONNECTION TO YOUTH AND/OR CSE

Revisiting and relying on personal experiences alone can be triggering and taxing on members. Consider selecting some members who have both personal and professional connections to the issue to broaden the range of experiences upon which members can draw. Including some members who are not professionally connected to the issue can be helpful to highlight the diversity of possible paths.

ENGAGEMENT IN SELF-CARE

All survivors are at different places in their healing journeys, depending on proximity in time and place to exploitation, the types and extent of healing and mental health services they have available/accessed, among other factors. Consider asking potential members about how they take care of themselves and encourage participation in ongoing mental health care and other self care support.

Other Considerations

EXPECTATIONS AROUND SHARING PERSONAL EXPLOITATION EXPERIENCES

Retelling one's story is not a prerequisite to sharing learnings and expertise. We instead ask members to confirm they are comfortable being publicly recognized as a member of a group that indicates they have a history of exploitation, and leave it up to members to decide (both in the interviews and throughout participation) how much, if any, to share about their own experiences.

Survivor Leadership

Reflect & Monitor

Reflect on challenges and successes to address issues and build on what has worked for the future.

- Employ internal feedback structure(s) to reflect on individual, group, and leadership performance and progress
- Seek feedback from outside stakeholders on impact of survivor input on projects
- At the end of the tenure: collectively with the body and key outside stakeholders, review successes and challenges to assess whether any changes need to be made in the structure or focus of the future
- Revisit and update, as necessary, group goals and expectations documents, and considerations for selecting members
- Assess sufficiency of resources
- Regularly seek input from members throughout their tenure about whether they have sufficient supports to engage in the work fully and safely, and adapt if additional supports are needed

"Prior to joining the Survivor Advisory Board, my relationship to my own trauma was somewhat fraught. When I worked with a client who had experienced exploitation, I internally identified with them and did my best to advocate. I also still felt the shame and responsibility of what had happened to me as a child, and therefore wasn't able to be fully present when I was hearing their experiences, lost in my own memories. Connecting to the Survivor Advisory Board was an opportunity for me to bring my personal experience out of the shadows and use it to help other people."

Jessie Slafter
Mental Health Attorney & Social Worker, East Bay Children's Law Offices, Former Advisory Board Member

Survivor Leadership *in Action*

Case Study

Driving Statewide Reform Through Survivor Leadership

California's CSEC Action Team Advisory Board, the first of its kind in the nation, has been a strong influence on state and local policy across California and beyond, as well as a powerful experience for all of the participants involved – members and partners/allies alike.

Over two cohorts and four years, the Board has provided dozens of expert consultations to the California Department of Social Services (CDSS), local agencies, and outside organizations, presented to state legislators and staff, and led trainings at conferences across the country. Some recent accomplishments of the Board members include:

- Presenting to the Child Welfare Roundtable in January 2020 on key issues that California is missing in its provision of services to youth impacted by CSE
- Providing input on training curricula for youth, providers and caregivers
- Participating in workgroups and providing feedback on CDSS's harm reduction guidance series
- Contributing to the development of innovative housing models for serving youth impacted by CSE

The Board has also been a place where members and partners have built strong relationships and bonds, provided mutual support, and built professional development skills. Some of the professional development topics and team building activities have included:

- Communications strategy training
- Legislative process and advocacy
- Developing a career trajectory
- Bowling
- Italian cooking and pasta-making class

To request a consultation with the Advisory Board, visit us:

Learn more CSE Advisory Board Consultation Form

TAKEAWAYS

Build genuine relationships
Prioritize the development of strong, consistent, reciprocal relationships among members and between members and partners/allies. Make sure that there is time and space for team building and informal relationship building in addition to the substantive work. This is an opportunity for all to grow and connect both professionally and personally.

Create space for healing
Participation in an advisory structure can be both empowering and triggering for members. Recognize that individuals may cycle in and out of exploitation, and that the group can be a powerful avenue for healing and support.

Grow together
Be prepared to learn from each other, grow, and make mistakes together - survivors and partner/allies alike. Priorities, roles, experiences, and expectations of members and partners/allies may not align. That's okay. From the start, make space for frank conversations to work through potential tensions, and align on what you can accomplish together.

Practice honesty and humility
Bring your whole self to the work, and celebrate when others do the same. The process can be humbling and uncomfortable for all involved. Both the work and the relationships developed will benefit from honesty, humility, and shared commitment.

Survivors drive the work
Think expansively about how and where the members' expertise and influence can be elevated. An advisory board is one way, and should not be a standalone strategy. Survivor leadership must be woven in through employment in key positions and throughout all advocacy in your community.

Value survivor leaders beyond exploitation
The experience of exploitation is only one piece of a person, and does not define survivors either personally or professionally. Compensate survivors fairly for their contributions, while not tokenizing or undervaluing other expertise and skills they bring.

Laws & Policy

Changing laws, regulations and agency policies, both at the state and local level, is often a fundamental component of any reform movement. Here we include information both about how to drive policy change, and how to support implementation of those changes through guidance documents, directives, and training.

Plan

1 Build issue awareness.

Build common understanding among the public and policymakers about how CSE impacts your community to garner support and mobilize action.

Revisit The Principle:
GROW AWARENESS

- Identify existing forums for reaching high level policymakers, such as committees or coalitions of legislators, their staff, or other stakeholders that work on similar issues
- Draft and disseminate reports, issue briefs, and other easily digestible material
- Highlight ways in which CSE is happening in your community, not just in faraway places

2 Survey existing laws.

Get a sense of the legislative landscape in your community to help you identify opportunities for legislative change.

Use the **Surveying Your Statutory Landscape Worksheet** to help you identify opportunities for change in your local CSE policies.

Visit the **Shared Hope International's Report** on CSE-related laws and state report cards.

3 Connect with advocacy partners, including survivor leaders.

Revisit The Principle:
CONNECT & COLLABORATE

- Build a coaltion to lead the policy advocacy effort (may be one or several individuals or organizations)
- Identify which partners will be lead on:
  - Drafting
  - Coordinating with legislative offices
  - Communicating with co-authors of bill
- Decide which partners will be co-sponsors or co-authors of bill, and formal roles of supporting partners, if any

4 Determine the goal.

Based on what you discover by surveying your laws (Step 2), strategize and prioritize where to focus your efforts.

Consider:

- Where there is the most need
- Where there is the most opportunity
- What is feasible or attainable

Top Tip

Consider whether a multi-year, scaffolded strategy is needed to prioritize certain changes before others can be made, such as developing a service infrastructure through the child welfare system and/or community-based organizations while moving away from a juvenile-justice focused intervention.

5 Identify and connect with stakeholders.

Reach out to a broad range of impacted people to anticipate challenges and build alliances.

- Conduct outreach to youth, survivors, staff (from line level to leadership) to understand real life implications and concerns
- Identify natural supporters, neutral parties, and likely opponents

Use the **Stakeholder Mapping Worksheet** to guide your ideation efforts.

6 Determine costs.

- Determine the anticipated cost of the legislative change, if any
- Identify whether resources are available or can be leveraged from other related areas
- Decide whether a separate budget ask is needed

Surveying Your Statutory Landscape

Surveying the existing laws in your jurisdiction will help you see what is already in place to address CSE, identify areas of opportunity for change, and prioritize where to focus your advocacy efforts. As a youth law organization, we focus here on those aimed at identifying, protecting, and supporting youth impacted by CSE.

Print Letter or Tabloid Size

Steps

1. Review whether your jurisdiction has laws or regulations in the different areas listed in this landscape and keep notes on the blank worksheet.
2. If yes, are there ways to strengthen or amend the laws to better support youth?
3. If no, what can you add or change?
4. Return to this map later to help prioritize areas of action with your advocacy partners.

Link:

BLANK STATUTORY LANDSCAPE

Plan

How Can Our Laws Protect & Serve Youth Impacted by CSE?

CHILD ABUSE & NEGLECT DEFINITIONS

Including commercial sexual exploitation and/or human trafficking explicitly in your child abuse and neglect laws will ensure that CSE is treated as the child abuse it is, and makes clear that identifying youth impacted by CSE should trigger a mandated report to the child protection hotline.

PENAL CODE RE: PROSTITUTION & SAFE HARBOR LAWS

Changing penal codes to prevent the arrest and prosecution of minors for prostitution, solicitation, or related offenses is critical to ensure that youth are not criminalized for their own exploitation. Some jurisdictions go further to prevent CSE victims from being arrested, prosecuted and/or sentenced harshly for crimes arising out of their exploitation or trauma.

MULTIDISCIPLINARY COLLABORATION & INFORMATION SHARING

Serving youth in a collaborative way may require legal changes to permit (or require) collaboration and information sharing across agencies that typically operate in silos and are subject to confidentiality restrictions while maintaining/maximizing youth agency over disclosures of their personal information.

SERVICES FOR EXPLOITED YOUTH

Legal changes can be made to create or encourage the development of specialized services, housing, and other supports provided through the child welfare, health, and mental health systems and/or community-based services. This can be accomplished through legal requirements, legislatively created opt-in programs, and/or dedicated funding streams.

PROTECTION IN THE COURT PROCESS

Amending the penal code and/or criminal procedure regulations can provide protections for victims, especially youth victims, called to testify against their exploiters. This may include options for virtual or sealed proceedings, testimony preparation, and immunity from prosecution for potentially criminal acts by the victim arising out of their exploitation.

PREVENTION

Changes to the education code or human/social services codes can prioritize prevention services, including education on CSE as well as comprehensive sexual education that includes components regarding healthy relationships.

TRAINING REQUIREMENTS

Funding and other legal requirements can ensure that individuals or fields that interact regularly with youth impacted by exploitation (such as law enforcement, social workers and teachers) receive regular and comprehensive training on CSE and strategies for better serving youth impacted by exploitation.

Mapping Your Stakeholders

A stakeholder map is a visual representation of the people or groups who will be impacted by your legislation. Stakeholder mapping will also allow you to see opportunities for support and resources, or to identify potential opponents so you can plan accordingly.

Print Letter or Tabloid Size

Steps

1. Ideastorm potential stakeholders. Think about groups that have influence in this space, those who will benefit most and those who may be impacted negatively.
2. Circle key stakeholders with whom you should start discussions and build early alliances.
3. Underline potential opponents and strategize with partners about how to address opposition.
4. Think broadly about whether your current partners can help make connections to a wider network of stakeholders.

Link:

BLANK STAKEHOLDER MAP

PROFESSIONAL ASSOCIATIONS

- Unions
- County Directors Associations
- Housing Provider Associations
- Other

COMMUNITY-BASED ORGANIZATIONS

- Youth Development Organizations
- Mental Health Providers
- Survivor-led Organizations
- Anti-trafficking Organizations
- Youth Policy Advocacy Organizations
- Tribal/Native Organizations
- Civil Legal Organizations
- Other

POLICY GOAL

PUBLIC AGENCIES & GOVERNMENT

- Law Enforcement
- Courts & Attorneys
- Probation
- Child Welfare
- Mental Health
- Public Health
- Education
- Policymakers
- Governor/Mayor/Board of Supervisors Offices
- Health Services
- Other

PROFESSIONAL ASSOCIATIONS

- Unions
- County Directors Associations
- Housing Provider Associations
- Other

Build

1 Draft the Bill Language.

- Using your **Statutory Landscape Worksheet**, identify where in existing law your changes should be situated and implications of different locations
    - Child abuse and neglect law
    - Penal code
    - Family law
- Review draft legislation with lawyers and others to identify unforeseen or unintended consequences
- Include accountability mechanisms in bill language (including reporting requirements, data to be collected, tracking funding allocations and spending)
- Include all of your asks in initial language, recognizing that final language is often a compromise

2 Choose a Legislative Sponsor/Author.

- Focus on:
    - Legislator's interest and experience
    - Geographic, personal or policy alignment with the issue
    - Where your bill will fall in their list of priorities
- Identify an eager and experienced legislative staffer, which can be equally or more important than the right sponsor/author
- Build relationships with longstanding staffers who can arrange meetings with influential offices (e.g. committee chairs)

3 Source Legislative Testimony.

- Hearing directly from someone with lived experience is incredibly powerful
- Include testimony from multiple youth/survivors to avoid tokenizing and encourage understanding of the diversity of experiences
- Pair survivor/youth testimony with an advocate's providing complementary, non-duplicative information
- Coordinate with author's office on testimony

Top Tip

Testifying about difficult or personal life experiences in public can be very challenging. The individual should evaluate whether they are ready, and work with the advocacy partners and those close to them how to best avoid retraumatization, and what types of support they need before, during, and after testimony (such as mental health support, travel costs, appropriate clothing).

4 Organize Outreach & Lobby Days.

Link to Sample Letter of Support

Link to Fact Sheets

- Coordinate with your legislative staffer to meet with committee staff, potential supporters, and opponents to advocate for your bill
- Convene a diverse group of stakeholders including survivors and youth
- Provide overview of bill language and rationale to legislators
- Consider holding a press conference or larger briefing to raise awareness of bill
- Link with broader communication strategy

Laws & Policy

Implement

Link to NCYL Policy Compendium

Link to Harm Reduction Guidance Series

Link to CA Department of Social Services – All County Information Notes and Letters

Contact our team for sample county policies

Guidance & Local Level Policy Changes

Collaborate with implementing agencies to develop rules, regulations and guidance documents to help partners put the new laws and policies into practice, and ensure consistency across counties. This may include:

- State level regulations or guidance documents that spell out or interpret new obligations or practices required by federal and state law changes
- State level guidance documents that highlight promising practices and approaches
- County or local level changes to agency policies or protocols that inform day to day work – such as changes to internal child welfare, probation, or law enforcement agency policies

Train, Train, and Then Train Some More!

Widespread training to all of those impacted by the policy change is critical to ensuring the policy change translates into practice:

- Consider who needs to be trained
- Consider how to train
- Connect with organizations that oversee training for large groups of stakeholders to integrate new content into their trainings (for example, Commission on Peace Officer Standards and Training; Judicial Council of California)
- Couple initial trainings with follow-up, booster trainings to reinforce new information and skills later on

Laws & Policy

Reflect & Monitor

CSE in LA County – An Exploration and Evaluation of Placement Experiences and Services Received

Make time to reflect on whether the policy is working.

- Gather, review and report on data on impact of legislation
- Assess whether the budget ask was sufficient
- Assess whether policy change is meeting initial goals and whether there are unforeseen consequences
- Decide whether "clean up" legislation is necessary to fill gaps or address unintended consequences
- Accompany reporting with formal research and evaluation, whenever possible

Laws & Policy *in Action*

Case Study

The Importance of Survivor Voice in California's Journey to Decriminalization of Exploited Youth

In 2016, ensuring that children could no longer be arrested for prostitution seemed far off for California. We had spent the last two years building a service infrastructure to serve exploited youth through the child welfare system and community-based organizations, rather than through the juvenile justice system. But some legislators still felt that putting kids in juvenile hall for their own protection was the safest approach, and that it wasn't the right time for decriminalization. Senator Holly Mitchell, a representative from Los Angeles, decided to pursue legislation anyway to ensure that "no such thing as a child prostitute" was clear not only in language, but also in law. It was a leap, but that leap emboldened advocates, and gave us hope that it just might work.

The case had to be made to key legislators, and they needed to hear it straight from someone with experience. Lizzie had been criminalized for prosititution as a child. She had spent time in juvenile hall during her teenage years. Later, as an advocate, her legislative testimony changed hearts and minds, and was critically important to securing the votes needed to pass monumental legislation in California several years before we thought it was possible.

Lizzie's Testimony

"While in detention I was treated as a criminal and not as a victim of sexual exploitation. I would be so upset and angry that I was in jail with actual criminals that I then felt I should be one. I became involved in illegal activities...The thing that helped me [was] work[ing] with community organizations who met me where I was at in my healing process and gave me the supportive resources that I needed to help me get back in school, get my drivers permit, find and keep a job. It was this community network that helped me believe that I'm not a criminal and was actually a victim....Supporting exploited youth is very complex, I understand that we all want them safe but we need to go about it the right way. If we are telling these youth that they are not child prostitutes and that they are victims of sexual exploitation and that what has happened to them is not their fault, then we need to treat them that way. We wouldn't send a rape victim to jail for their protection so why are these children treated any different? As a victim, not a criminal."

– Lizzie Smith, *Former Advisory Board Member*

Law & Policy *in Action*

A Scaffolded Approach to Legislative Change

↗ Clarifying CSE is Child Abuse and Establishing Statewide CSEC Program SB 855 (2014)

Why This Bill Was Needed
Commercial sexual exploitation was not explicitly recognized as a form of abuse under existing child abuse laws and definitions. Child welfare agencies did not recognize their role in serving children and youth who were commercially sexually exploited, and these youth were primarily served through the juvenile justice system.

How the Law Works
SB 855 clarified the definition of child abuse in California's Welfare & Institutions Code, § 300(b) to make clear that youth who experienced CSE could be served by the child welfare system. It also created the statewide CSEC Program, a dedicated funding stream to counties to develop CSE-specific services through an optional program. Recognizing that multi-disciplinary collaboration was essential, it required opt-in counties to develop multi-disciplinary protocols, led by child welfare.

↗ California's Preventing Sex Trafficking and Strengthening Families Act SB 794 (2015)

Why This Bill Was Needed
There were no federal requirements that states have processes in place to identify and track children and youth who had been commercially sexually exploited. Children who go missing or who are homeless are at increased risk of CSE, and public agencies needed to take proactive steps to locate those children and find appropriate placements.

How the Law Works
SB 794 required that social workers and probation officers: 1) identify children receiving child welfare services who are, or are at risk of becoming, victims of CSE; 2) document these children in the case management system; 3) determine appropriate services; and 4) receive relevant training. It also required counties to report youth who go missing from care, attempt to expeditiously locate them, conduct a debrief upon their return to determine whether they were exploited while absent, and determine an appropriate, subsequent placement.

↗ California's Preventing Sex Trafficking and Strengthening Families Act SB 794 (2015)

Why This Bill Was Needed
California's Penal Code allowed for the arrest and prosecution of children and youth under 18 for prostitution and related offenses (such as loitering with intent to solicit), resulting in criminalization of youth for their own sexual exploitation. Advocates were ready to move forward with this bill because a service infrastructure for providing supports outside of the juvenile justice system had been built through SB 855.

How the Law Works
SB 1322 amended the Penal Code sections on prostitution to render them inapplicable to people under age 18, meaning that law enforcement could no longer arrest youth on prostitution charges.

↗ California's Preventing Sex Trafficking and Strengthening Families Act SB 794 (2015)

Why This Bill Was Needed
Although SB 1322 mandated that children no longer be arrested for prostitution, law enforcement needed training to understand their new role in engaging and supporting children and youth who were being exploited outside the context of arrest and detention.

How the Law Works
Advocates sought mandatory training for all law enforcement on CSE, and funding for the new training. However, the final bill eliminated the mandate and funding. Instead, it required the Commission on Peace Officer Standards and Training (POST) to create an optional training curriculum on human trafficking for police officers.

TAKEAWAYS

Take time to plan
Changing the law requires significant up-front strategy, planning, and resources. Take the time to identify a core group of partners to lead the efforts; engage an influential legistlative champion; and collaborate with a broad stakeholder group to implement a thoughtful and inclusive advocacy and communications strategy.

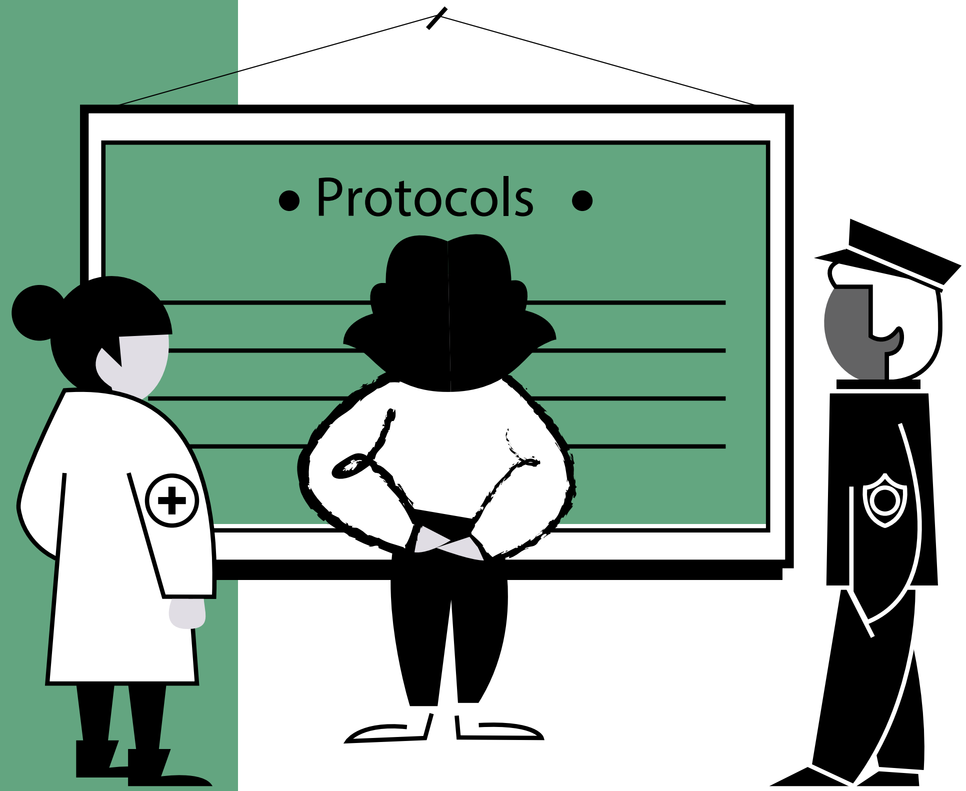
Focus on implemetation
Implementation is as important, if not more important, than getting the law changed. So is the monitoring of that implementation. Ask folks on the ground how it's working, monitor data carefully, and track how funds are being used to see if your bill is having the intended impact.

Use a scaffolded approach
Be prepared for a multi-year effort. You may have to scaffold your approach to create building blocks for future change, introduce the same bill multiple times over several years, or push for clean up legislation for further training, resources, or to clarify the language after the law passes.

Multidisciplinary Protocols

Multidisciplinary protocols and Memoranda of Understanding (MOUs) are agreements among diverse stakeholders that demonstrate their commitment to collaborate toward a shared goal. The process of creating shared protocols and MOUs can help partners to identify and agree on common goals, establish clear processes, define roles and responsibilities, and create mechanisms of cross-agency accountability. These documents can set forth general agreements to collaborate, or can be specific to one topic, point in time, or process.

Here we share strategies for developing new multidisciplinary protocols to support youth through collaboration.



Multidisciplinary Protocols

Plan

1 Determine the goal.

Identify the problem to be solved by the protocol.

Use the **Intervention Points Worksheet** to identify where your community can better serve youth through collaboration.

2 Convene the leadership team.

- Identify key functions, expectations, and decision-making process of leadership body
- May be one or several individuals or organizations

3 Identify and connect with stakeholders.

Ideate possible solutions with a broad group of stakeholders, including:

- Survivors/youth who have lived experience
- Agencies who will implement proposed protocol
- Organizations in other jurisdictions that have addressed the problem
- Existing collaborations or workgroups can be leveraged to develop a protocol

Use the **Stakeholder Mapping Worksheet** to guide your ideastorming.

4 Build your multi-disciplinary workgroup.

Revisit The Principle:
CONNECT & COLLABORATE

See Action Tool:
COALITIONS

- Identify key players needed to address the problem the protocol intends to solve
- Distinguish between required and optional participants
- Once key players are identified, establish regularly scheduled meeting time and location that is convenient for partners in order to ensure consistency and predictability of participation

5 Learn about current roles and responsibilities of key players.

Use the **Ecosystem Mapping Worksheet** to identify the key players, where new bridges can be built, and roles can be expanded.

Information gathering techniques include:

- Group discussions
- Individual meetings with partners
- Observation of partners in their existing roles (ex. visits to juvenile hall, ride-alongs with law enforcement, shadowing childrens social worker)
- Examining existing written policies and practices
- Reviewing youth case files and interviewing youth

Top Tip

Walk in your partners' shoes. Observation and experiential learning demonstrate your willingness to understand a partner's perspective, while also giving you insight into how their roles might be impacted or change in a protocol. These relationships and experiences are critical to both protocol development and implementation.

6 Determine costs.

Determine the anticipated costs of development and implementation of the protocol:

- If resources are needed, check whether they are available or can be leveraged from other initiatives or whether to seek additional resources
- Consider applying for grants, making requests from government partners, and/ or pursuing a legislative budget ask

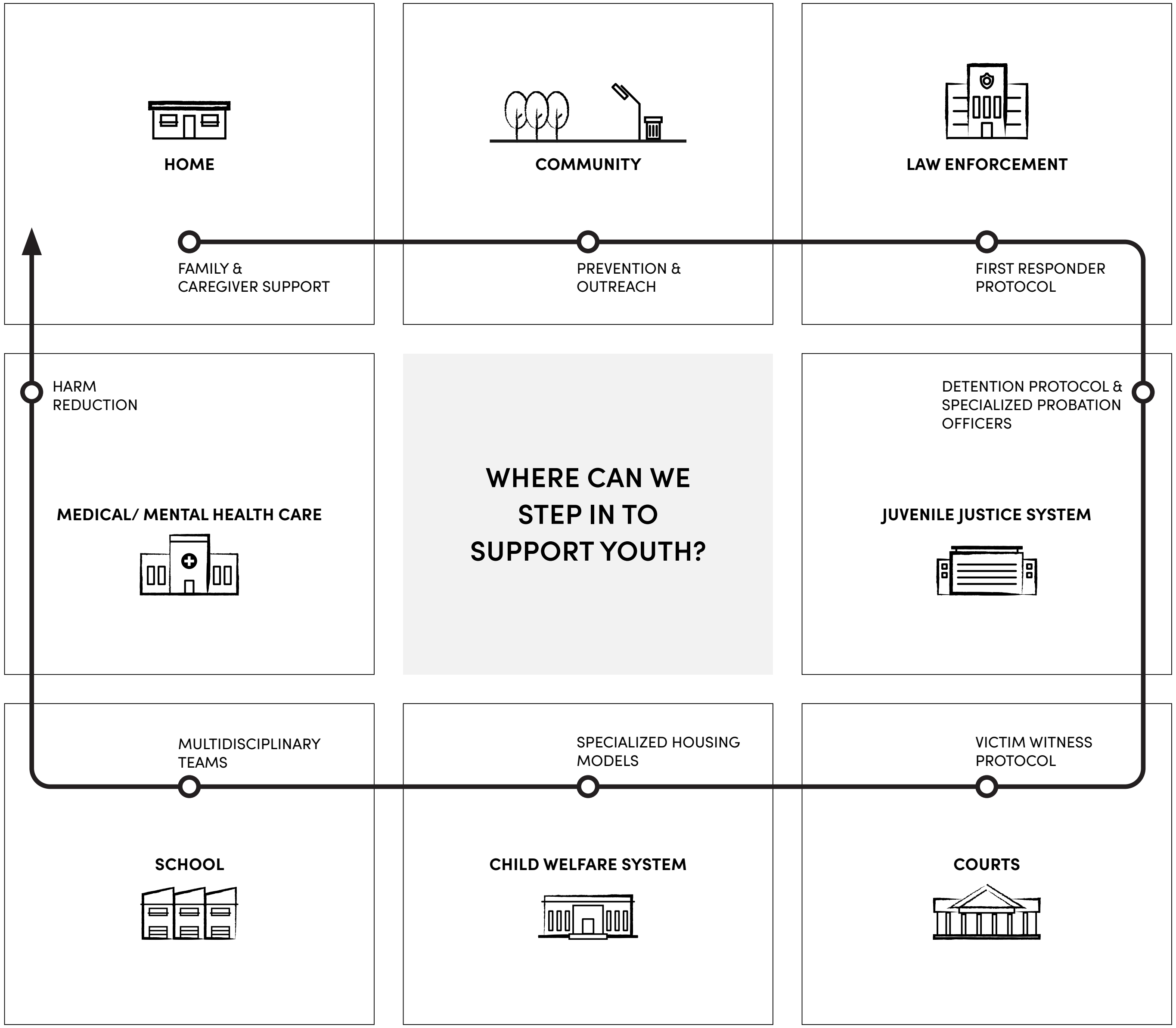
Identifying Protocol Intervention Points

Remember back to the three youth experiences we shared earlier in the toolkit - Monica, Jo and Frankie. The purpose of this activity is to revisit the range of potential intervention points, and to identify where you can better collaborate through a protocol to meet youth needs, and cultivate their strengths and goals. Though this map looks different for every youth and in every community, you can use this as a jumping off point.

Print Letter or Tabloid Size

Steps

1. Assess how your community is (or isn't) serving youth at each of the decision-making points on this map.
2. Add any missing decision-making or intervention points where additional collaboration would benefit youth.
3. Circle where partners are already working well together.
4. Place an X over places where collaboration is not happening or could be improved.
5. Use this map to prioritize where your community would benefit most from a multidisciplinary protocol.
6. Use examples from our **Protocols in Action** to get ideas about what you can build.



Link:
INTERVENTION TEMPLATE

Mapping Your Protocol Ecosystem

This ecosystem map is a visual representation of all of the different partners that youth interact with in a particular situation. It shows their current roles and responsibilities, and how they are (or aren't) working together now to serve youth. Use this to ideastorm how each can better support youth in their individual roles, and how they can better connect and collaborate to achieve the stated goal of a protocol.

Print Letter or Tabloid Size

Steps

1. Identify partners who may or will play a role in your protocol and write in their current roles and responsibilities relevant to the protocol.
2. Ideastorm ways that enhancing existing individual roles can improve services and supports for youth.
3. Ideastorm ways that coordination or collaboration can be enhanced or smoothed to improve supports and services for youth.
4. Write in overarching responsibilities that all partners will share.

Link:

ECOSYSTEM MAP SAMPLE

Plan

ALL PARTNERS
Overarching Responsibilities Shared by All Participants.

1 PARTNER A

Current Roles & Responsibilities

New Roles & Responsibilities

2 PARTNER B

Current Roles & Responsibilities

New Roles & Responsibilities

3 PARTNER C

Current Roles & Responsibilities

New Roles & Responsibilities

PROTOCOL GOAL

OTHER

Current Roles & Responsibilities

New Roles & Responsibilities

4 PARTNER D

Current Roles & Responsibilities

New Roles & Responsibilities

5 PARTNER E

Current Roles & Responsibilities

New Roles & Responsibilities

6 PARTNER F

Current Roles & Responsibilities

New Roles & Responsibilities

Build

1 Develop an outline of the proposed protocol.

Use the **Protocol Outline Worksheet** to build out the structure for your proposed protocol.

Include:

- Problem statement describing why we need this protocol
- Key terms and definitions
- Goals and shared guideposts
- Partner roles and responsibilities
- Data to be collected
- Resources needed
- Implementation planning

- Obtain group agreement before drafting full protocol

2 Draft protocol.

- Clearly delineate each partners' new responsibilities at each step of the way
- Build upon existing protocols from other jurisdictions or protocols that address different issues among similar populations

3 Seek and incorporate feedback at multiple stages.

Check in with partners on:

- Whether the protocol meets goals
- Whether the protocol is feasible
- What feedback, if any, leadership has on proposed approach and feasibility
- What additional resources are necessary to implement the protocol

Ways to collect feedback:

- Circulate written draft
- Set up separate meetings with individual partners or smaller groups of partners
- Focus groups or surveys

Top Tip It may be useful to select an outside organization or a neutral entity to serve as lead or take on discrete roles, such as drafting the protocol. Having a neutral, outside individual or organization can help ease and navigate tensions.

4 Navigate partner dynamics.

- Identify and work through conflicts in existing mandates/roles and friction points among partners
- Explore if external pressure is needed to bring reluctant partners on board. If so, call on:
  - Leadership (e.g., Board of Supervisors, agency heads)
  - Other jurisdictions' approaches
  - Broad coalition of advocates and survivors

5 Obtain buy in from external stakeholders throughout protocol development.

Do not wait until the end to get buy in. Anticipate and navigate possible pushback from external stakeholders during protocol development.

Consider:

- Leadership (e.g., Board of Supervisors, agency heads)
- Community support on the ground
- Youth/survivors
- Line staff who will have new day-to-day responsibilities under the protocol

Top Tip Protocols can take months or years to develop. Don't get discouraged. Consider running small pilots to test parts of the protocol as you go, and make adjustments as needed.

Outlining Your Protocol

This activity will help you to develop a strong outline of your protocol before you start drafting to ensure your protocol will be organized, clear, and include all of the necessary components. Starting with an outline also gives you an opportunity to check in with partners before you go full steam ahead with drafting the protocol.

Print Letter or Tabloid Size

Steps

1. Use this outline to build out the main steps of your protocol.

2. Use extra copies of the worksheet if you have additional partners or responsibilities.

3. Review this with your partners before you draft the protocol to make sure everyone is on the same page.

Link:
EXTENSION: ADDITION PARTNERS

ISSUE/ PROBLEM STATEMENT	GOALS

PARTNER A ROLES & RESPONSIBILITIES	PARTNER B ROLES & RESPONSIBILITIES	PARTNER C ROLES & RESPONSIBILITIES

DATA TO BE COLLECTED	RESOURCES NEEDED

"I felt like how me and my advocate really bonded even though my family wasn't there to see me, she was. She was there that night with me through the whole process, and then she even came the next morning and talked with me. Having her there and just being able to talk to someone helped. I'm just like...You know, at least someone's expecting me to do better, knowing I can do better."

Youth
speaking to her experience after being identified as CSE through the First Responder Protocol

"When I first started working with youth who trusted me enough to disclose exploitation, I was often faced with barriers while trying to help them. We started talking more and figuring out ways that we could coordinate care of our suspected and identified exploited youth. The kids at Central [juvenile hall] started seeking us out for help. And they started to heal."

Dr. Marya Monares
Physician, Los Angeles County Department of Health Services, Juvenile Court Health Services, Partner in development of Detention Interagency Protocol

Implement

Final Approval & Agency Agreements

Once the collaborative partners have agreed on the content of the protocol, you may have to take a few additional steps to formalize it. Keeping leadership in the loop throughout the development of the protocol will ensure there are no surprises and make these final steps smoother:

- Obtain final approval and signatures from partner agency, county, or state leadership
- Develop an Operational Agreement, Memorandum of Understanding, or other multi-agency agreement required by agency partners to formalize collaboration

Implementation Planning

Use the Implementation Plan worksheet to think through and make decisions about:

- Whether to roll out to a pilot area or population
- Infrastructure or logistical changes that may be necessary
- Materials, such as quick reference guides and pocket cards, to highlight the purpose, outline key responsibilities, and provide contact information for partners
- Data to be collected

Train, Train, and Then Train Some More!

Widespread training to all of those impacted by the protocol is critical to ensuring the written protocol translates into practice:

- Consider who needs to be trained
- Consider how to train
- Connect with organizations that oversee training for large groups of stakeholders to integrate new content into their trainings (for example, Commission on Peace Officer Standards and Training, Judicial Council of California)
- Couple initial trainings with followup, booster trainings to reinforce new information and skills later on

Reflect & Monitor

Make time to reflect on whether the protocol is working.

- ☐ Establish a regular monitoring committee with dedicated representatives of each partner to discuss issues, problem solve challenges, celebrate successes, and plan for expansion, if applicable
- ☐ Collect and regularly review data to determine whether the protocol is making desired impact on youth (or not)
  - ☐ Include quantitative data, such as numbers of youth impacted and demographics
  - ☐ Include qualitative data, such as interviews and surveys with youth and workers on the ground to see how the protocol has shifted practice
- ☐ Reflect on lessons learned from early implementation and make changes or build on successes

Creating an Implementation Plan

An implementation plan helps you to think through all of the components required to transform your written protocol into practice. The implementation plan should be jointly created by the leadership team along with folks who will making the protocol a reality on the ground.

Print Letter or Tabloid Size

Steps

1. Review each component of the plan and fill in what your community will need to implement the protocol.
2. Identify who will be in charge of each item and a proposed timeframe for completion.
3. Revisit the plan throughout to see if any additional resources or changes are needed.

TIMELINE & ROLLOUT

Person in Charge: Timeframe:

- [ ] Pilot Area
- [ ] Pilot Populations
- [ ] Full Rollout

TRAINING

Person in Charge: Time frame:

- [ ] Consider who needs to be trained
  - Who needs to be trained first?
  - What level of staff needs to be trained?
  - How to ensure staff on all shifts and new staff are trained?
- [ ] Consider training approaches
  - Multidisciplinary
  - Individual agencies
  - One-on-one coaching
- [ ] Identify who will conduct the training
- [ ] Identify what level of training is needed
  - Introductory (CSEC 101)
  - Protocol-specific training

INFRASTRUCTURE CHANGES

Person in Charge: Timeframe:

- [ ] Dedicated Email Address/ Contact Lists
- [ ] Information Sharing/ Consent Requirements
- [ ] Confidential Meeting Spaces
- [ ] Schedule Changes
- [ ] Other

MATERIALS NEEDED

Person in Charge: Timeframe:

- [ ] Quick Reference Guides/ Cheat Sheets
- [ ] Flowcharts
- [ ] Posters
- [ ] Pocket Cards

DATA TO BE COLLECTED

Person in Charge: Timeframe:

Demographic
- How many youth are being served through the protocol? Who is most impacted?

Outcomes
- How are youth outcomes changing (or not)?

Meeting goal
- Have we achieved the goal of the protocol?

Youth perspectives
- How do youth perceive the new process is impacting them?

REFLECT ON IMPLEMENTATION

Person in Charge: Timeframe:

- [ ] Review checklist of protocol elements
  - What is already being done?
- [ ] Lessons learned from early implementation that can be used during full implementation:
  - What worked well?
  - What hasn't worked?
  - Are there additional roles needed that are not accounted for?
  - Are there any early solutions developed that can be applied broadly?

Multidisciplinary Protocols in Action

Case Study

Catalyzing Innovation Through County Protocols

Multidisciplinary protocols have been one of our team's core strategies for creating and piloting new, innovative, collaborative responses to serving youth experiencing CSE across California. This has often meant working closely with county partners, which provides an opportunity to be creative, tailoring the response to local needs, resources, and priorities; and also allows for some trial, error, and learning before rolling out a new process or program on a broader scale.

Over the years, we've worked with a range of counties - big and small, resource-rich and resource-stretched, urban and rural. We've partnered on developing county-specific protocols in Los Angeles, Santa Clara, San Diego and San Francisco, and helped build a Tri-County regional model with Monterey, San Benito, and Santa Cruz.

This work requires taking the time to get to know the ins and out of the county we are working in:

- What and who are the drivers of local politics and decision-making, such as mayors, Boards of Supervisors, county child welfare directors' associations
- Who are strong voices for change, both internally, like visionary agency directors and staff, and externally, like NCYL, other community-based organizations, and youth and families
- What are the leverage points and strategies, such as a timely county initiative on a related issue, like homelessness, or county implementation of new state requirements regarding foster care placements

In LA County, we've facilitated cross-agency collaboration to develop the Law Enforcement First Responder Protocol, Detention Interagency Identification and Response Protocol, and the Victim Witness Testimony Protocol.

These innovative practices resulted from close partnerships with committed changemakers, including youth and survivors, champions within the juvenile justice and child welfare systems, law enforcement, health and mental health providers, and community advocates. To get the resources and attention needed to make them a reality, together with our partners we worked closely with county leadership: we cultivated relationships with children's and justice deputies for the County Board of Supervisors, encouraged Supervisors to be champions for the issue, and helped shape local policy by pushing for Board motions and funding allocations for the protocols and other local initiatives.

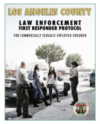
This collective advocacy paid off, and Los Angeles has become a leader in the state and the country. Alongside these protocols, LA has also developed a number of other model practices, such as widespread training on CSE, specialized units within the Probation Department and Department of Children and Family Services, and two specialized courts, to serve youth impacted by CSE.

Learn More All Hands on Deck: Identifying and Supporting Commercially Sexually Exploited Youth in the Juvenile Justice System

Learn More Building Bridges: How Los Angeles County Came Together to Support Children and Youth Impacted by Commercial Sexual Exploitation

Multidisciplinary Protocols *in Action*

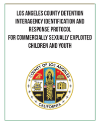
↗ Law Enforcement First Responder Protocol



Goal of the Protocol
To identify exploited and at-risk youth and provide an immediate, coordinated response to stabilize youth in a period when engagement is pivotal, while laying the groundwork for long-term safety and stability. This approach was put into place to avoid arrest and detention, and instead to provide youth with a victim-centered, service-based approach.

How it Works
Within the first 90 minutes of identification, law enforcement engages with youth in a trauma-informed, victim-centered manner, makes a child abuse report to the child protection hotline, assesses the youth for any urgent medical or other needs, and transports the youth to a staging area. A specialized advocate and specialized social worker or probation officer meet with the youth and ensure basic needs are met, and hold a multidisciplinary meeting to establish a safety plan. Within the following 72 hours, the advocate and others check in with the youth regularly to ensure their needs are met, and the youth received a full medical and mental health screen at a Department of Health Services Medical Hub. The advocate continues to provide case management services for a minimum of 90 days, or longer as needed.

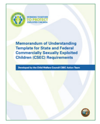
↗ Detention Interagency Identification & Response Protocol



Goal of the Protocol
To identify youth experiencing CSE who are incarcerated in county detention facilities due to offenses related and unrelated to exploitation, provide coordinated services while youth are in the hall, and plan for smooth transitions back to the community.

How it Works
The Detention Protocol encourages all agencies working with youth in detention - including Probation, Department of Mental Health, Department of Health Services, and the County Office of Education - to proactively identify youth experiencing CSE by training of staff, implementing CSE-specific screening, and engaging in non-judgmental conversations with youth. It outlines partners responsibilities for cross-agency collaboration, and provision of services to youth while they are in detention and throughout their transition back to the community.

↗ State Memorandum of Understanding template



Goal of the Protocol
1) To make it easy for counties to opt into in the voluntary California state CSEC Program, which provides funding to counties to serve CSE-impacted youth; and 2) synthesize the legal requirements from California's CSEC Program and the federal Preventing Sex Trafficking and Strengthening Families Act.

How it Works
The MOU template provides a model for counties opting into the CSEC Program, which requires that counties create a multidisciplinary process for serving youth impacted by CSE. The MOU template covers key areas that each county's multi-disciplinary process must address, including identification, reporting, service provision, and cross-system responses at key intervention points. It prompts counties on the information they need to fill in, with examples of responsibilities of the partner agencies that can be adapted for their own purposes.

↗ Victim Witness Testimony Protocol

Goal of the Protocol
To support youth impacted by CSE and called to testify as witnesses in criminal cases against their exploiters. This approach aims to reduce re-traumatization and risks to youth safety, while facilitating accurate testimony.

How it Works
The VWTP creates a clear process for notifying youth and adults important to them about expected testimony, which triggers the creation of a Victim Witness Support Team. The Team works closely with the youth to help them prepare for testimony, streamline courtroom logistics, and provide mental health, advocacy, and other supports before, during, and after testimony.

TAKEAWAYS

Build commitment
Take the time at the beginning to understand the diverse interests in the group, build alignment, a common vision, and trusting relationships among partners. When you're asking someone to take a leap and try something new, there has to be buy-in and shared commitment.

Promote consistency
Consistency among partners is key. Encourage agencies to designate committed representatives who will be around for the long haul. Building a protocol requires time, focus and trust which can be undermined when there is too much turnover.

Understand motivations
Support reluctant partners to see how a collaborative process will both benefit youth and help them do their jobs more effectively. Understanding each partners' motivations is helpful in identifying areas where partners can support each other while formulating a process that benefits everyone.

Focus on implementation
Drafting the protocol is often the more straightforward part -- implementing it well takes time and constant monitoring. Monitoring has dual purposes: holding people accountable to fulfill their responsibilities, and problem-solving to ensure the protocol continues to achieve its desired goals.

Always come back to youth
Remember that the goal of all of this hard work is to make a positive impact on youth. It's easy to get tied up in the details of building a new process, wordsmithing a protocol, and negotiating partner roles and conflicts. Always come back to the reason you're here: to support the youth that brought you to this work.

Closing Words
& Acknowledgements

You made it to the end of the toolkit.
Congratulations and thank you!

In this toolkit, we've shared our learnings, the strategies we've developed, our missteps, and a little about the people who have inspired us over the years.

We hope that this toolkit will help and inspire you on your own reform journey. And we hope you will take it with you and be a changemaker in your community. Call us for help if you need it, we'd be happy to roll up our sleeves with you. And don't forget to come back and let us know how it goes!

We would like to deeply thank the partners, survivors, and youth we have had the privilege of working with, learning from, and advocating tenaciously alongside throughout this journey. This toolkit is as much their learnings and teachings as our own.

Special thanks to our partners from:

- California Department of Social Services, Child Trafficking Response Unit
- Child Welfare Council
- Children's Law Center
- CSEC Action Team, the Executive Committee, and current and former members of the Advisory Board
- Rights4Girls
- WestCoast Children's Clinic
- Our County partners in Los Angeles, Monterey, San Benito, Santa Clara, Santa Cruz, San Diego, & San Francisco

"Your most important part in their lives is right now, in this moment. So what are you going to do with your very important part? You're going to be hopeful. You're going to be optimistic. You're not going to give up."

Sawan Vaden,
Survivor Advocate & Program Director, Community Against Sexual Harm (CASH), Former Advisory Board Member

What Are We Doing Now?
2021 Update

Grow Awareness

Research, Evaluation & Data Collection

To grow the knowledge base related to CSE, we are partnering on research projects to improve data collection and to evaluate the effectiveness of services and programs designed for youth impacted by exploitation.

These include:

- *Implementing the findings of an original research collaboration on housing and specialized services in LA County and a follow-up action plan aimed at transforming the research findings and recommendations into practice on the ground*
- *A National Institute of Justice funded research project to create a program model for studying and replicating LA County's specialized child welfare and probation units for CSE youth*
- *Recommendations to the state to improve data collection about CSE and youth outcomes*

Laws & Policy

Co-Sponsoring Critial Legislation to Support Survivors in Sentencing

We are partnering with a broad coalition to co-sponsor new legislation in California, AB 124 (Kamlager) which supports survivors of violence, including intimate partner violence, sexual violence, and human trafficking, by providing trauma-informed charging, sentencing, and resentencing relief by requiring judges to give great weight to the impact of trauma on the person's behavior.

Guidance on Harm Reduction, Cell Phone Usage, and Multidisciplinary Teaming

We are continuing to collaborate with the California Department of Social Services, practitioners, and survivors, to develop and roll out practical guidance documents to improve multidisciplinary teaming, increase the use of harm reduction strategies, and clarify cell phone policies for youth impacted by CSE. The harm reduction guidance for probation officers, social workers, caregivers, and law enforcement have been released, and guidance for courts and others are on the way.

Grow Awareness / Multidisciplinary Protocols

Developing and Sharing Innovative Practices on the Ground in LA County

We are continuing to work with county partners to highlight, develop and pilot new models of serving youth. We are formalizing the innovative practices of LA County Probation's Child Trafficking Unit through a shareable manual. We also collaborated to produce a new report that provides a deep dive into the county's efforts over the last decade to address CSE, which have made the county a national model. We are also excited to support our LA partners in launching a pilot of the Victim Witness Testimony Protocol in Spring 2021.

Grow Awareness / Elevate Voices / Connect & Collaborate / Coalitions

Leading and Participating in Coalitions

We continue to co-facilitate the statewide CSEC Action Team, bringing together hundreds of stakeholders on a quarterly basis to learn about and problem-solve around the issue of exploitation. This year, we're focusing on the adultification of black girls, the impact of Covid-19 on exploitation, supporting parenting youth impacted by CSE, and other topics. We also participate in a number of local and national coalitions addressing the issue of trafficking.

Elevate Voices / Survivor Leadership

Welcoming a New Survivor Advisory Board

We are co-facilitating and staffing the third, two-year cohort of the CSEC Advisory Board, along with partners from West Coast Children's Clinic. We are also conducting focus groups with youth and families to inform the development of new guidance on multidisciplinary teaming.

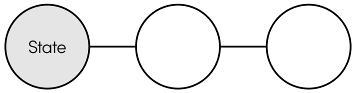
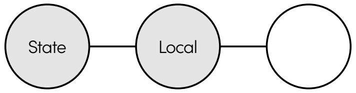
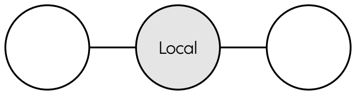
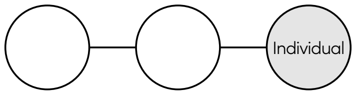
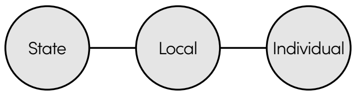
Expanding Focus to Underserved and Underidentified Populations

We have projects in the works to study the impact of CSE on LGTBQ+ youth, male, and gender expansive youth. We are also hosting an Equal Justice Works Fellow, whose two-year project focuses on exploitation among Native youth. We've made a lot of progress identifying and serving cis-gender girls, but want to ensure that the policies, programs and services we help develop are inclusive of all youth impacted by exploitation.

Blank Templates

Coalitions Worksheet Template

Setting Goals for Your Collaboration

TYPES OF COLLABORATION	POSSIBLE GOALS	SUB-GOALS & STAKEHOLDERS
STATE LEVEL COLLABORATIONS 	• Identify, develop and/or consult on statewide policy changes • Share promising practices • Address issues facing providers • Create feedback loop between direct service providers and policymakers	
ADVISORY BOARDS 	• Advise/consult on local or state level policy and practice changes • Increase awareness through an event, training or conference • Develop or influence legislative agenda	
REGIONAL & LOCAL COLLABORATIONS 	• Address policy changes, service provision and program development • Leverage and pool resources across jurisdiction(s) and agencies • Communicate about cross-jurisdiction issues • Build/monitor a protocol	
MULTIDISCIPLINARY TEAMS 	• Coordinate care for and service provision to individual youth and families • Create space for youth to provide input on decisions that impact their lives	
ONE-TIME/SINGLE PURPOSE CONVENINGS 	• Share information about a particular topic • Address a specific issue or challenge • Increase awareness through an event, training or conference	

Link back to:
WORKSHEET INSTRUCTIONS

Coalitions Worksheet Template

Mapping Your Stakeholders

YOUTH-RELATED COALITIONS

COMMUNITY-BASED ORGANIZATIONS

COLLABORATION GOAL

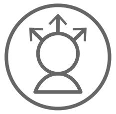
PUBLIC AGENCIES & GOVERNMENT

PROFESSIONAL ASSOCIATIONS

Link back to:
WORKSHEET INSTRUCTIONS

Coalitions Worksheet Template

10 Guideposts: Aligning Partners on Principles

PRINCIPLES	GUIDEPOSTS	ALIGNMENT	NOTES
	1. Youth should feel safe, cared for and happy	Aligned? ☐ Yes ☐ No (why?)	
 GROW AWARENESS	2. Commercial sexual exploitation is child abuse	Aligned? ☐ Yes ☐ No (why?)	
	3. While CSE can happen to youth of any age, race/ethnicity, socioeconomic status, or location, it disproportionately impacts youth who identify as African American, LatinX, Native American, LGBTQ and/or have prior system involvement	Aligned? ☐ Yes ☐ No (why?)	
	4. Youth who have been exploited have experienced trauma and should not be criminalized for what has happened to them	Aligned? ☐ Yes ☐ No (why?)	
	5. Language and terminology matters - the words and labels we use symbolize and communicate beliefs and judgments, both good and bad, that directly impact how adults view and interact with youth, and how they view themselves	Aligned? ☐ Yes ☐ No (why?)	
 ELEVATE VOICES	6. Each youth is a unique individual with a diverse set of goals, desires, strengths and needs beyond their exploitation	Aligned? ☐ Yes ☐ No (why?)	
	7. Youth and survivor voice, priorities and leadership should be centered in decision-making about how to prevent and address exploitation	Aligned? ☐ Yes ☐ No (why?)	
 CONNECT	8. Relationships are everything - healthy, consistent relationships are transformative for youth impacted by CSE; developing and supporting those relationships should be prioritized	Aligned? ☐ Yes ☐ No (why?)	
	9. Multi-disciplinary collaboration is essential to effectively serving youth impacted by CSE	Aligned? ☐ Yes ☐ No (why?)	
	10. Policies and practices should include a comprehensive response that addresses the youth's holistic needs and be trauma-informed, culturally-supportive, and gender sensitive and inclusive	Aligned? ☐ Yes ☐ No (why?)	

Link back to:
WORKSHEET INSTRUCTIONS

Outlining Meeting Structure/Agenda

1

WELCOME & INTRODUCTION
(10 MINS)

Assigned to: ....

2

GOALS & AGENDA OVERVIEW
(5 MINS)

Assigned to: ....

3

REVIEW ACTION ITEMS FROM PREVIOUS MEETING
(10 MINS)

Assigned to: ....

4

PRESENTATION 1: SHARING PROMISING PRACTICES
(45 MINS)

Assigned to: ....

5

BREAK
(10 MINS)

6

PRESENTATION 2: GROUP DISCUSSION
(45 MINS)

Assigned to: ....

7

ADVISORY BOARD UPDATES
(10 MINS)

Assigned to: ....

8

LEGISLATIVE UPDATES
(15 MINS)

Assigned to: ....

9

MEMBER ANNOUCEMENTS & APPRECIATIONS
(10 MINS)

Assigned to: ....

10

NEXT STEPS & ACTION ITEMS
(5 MINS)

Assigned to: ....

Link back to:
WORKSHEET INSTRUCTIONS

Survivors Leadership Worksheet Template

Selecting Advisory Members

NUMBER OF MEMBERS

DIVERSITY OF MEMBERSHIP

WHO SELECTS MEMBERS

DISTANCE FROM EXPLOITATION

Creating a Trauma-Informed, Survivor-Centered Selection Process

PROFESSIONAL CONNECTION TO YOUTH AND/OR CSE

ENGAGEMENT IN SELF-CARE

Other Considerations

EXPECTATIONS AROUND SHARING PERSONAL EXPLOITATION EXPERIENCES

Link back to:
WORKSHEET INSTRUCTIONS

Laws & Policy Worksheet Template

Surveying Your Statutory Landscape

CHILD ABUSE & NEGLECT DEFINITIONS	PENAL CODE RE: PROSTITUTION & SAFE HARBOR LAWS	MULTIDISCIPLINARY COLLABORATION & INFORMATION SHARING

SERVICES FOR EXPLOITED YOUTH	How Can Our Laws Protect & Serve Youth Impacted by CSE?	PROTECTION IN THE COURT PROCESS

PREVENTION	TRAINING REQUIREMENTS

Link back to:
WORKSHEET INSTRUCTIONS

Laws & Policy Worksheet Template

Mapping Your Stakeholders

PROFESSIONAL ASSOCIATIONS

COMMUNITY-BASED ORGANIZATIONS

POLICY GOAL

PUBLIC AGENCIES & GOVERNMENT

PROFESSIONAL ASSOCIATIONS

Link back to:
WORKSHEET INSTRUCTIONS

Multidisciplinary Protocols Worksheet Template

Identifying Protocol Intervention Points

Link back to:
WORKSHEET INSTRUCTIONS

Sample Protocol Ecosystem

ALL PARTNERS
Overarching Responsibilities shared by all participants.

1. Call child protection hotline if reasonable suspicion of CSE
2. Notify facility's CSEC Coordinator & Probation's Child Trafficking Unit
3. Notify Department of Health Services and Department of Mental Health
4. Participate in Multi-Disciplinary Team meetings

PROTOCOL GOAL

Identify/Provide Services to CSE Youth in Detention and Support Healthy Transition to Community

1 PROBATION: MOVEMENT & CONTROL

Current Roles & Responsibilities
Facilitate youth's initial interaction and screening prior to being admitted into juvenile hall

New Roles & Responsibilities
- *Coordinate with health care staff*
- *Flag potential youth impacted by CSE based on initial screening info*
- *Provide confidential exam space and transport youth to hospital for forensic exam, if requested*

2 PROBATION: INTAKE & DETENTION CONTROL

Current Roles & Responsibilities
Conduct in-depth screening & assessment to understand youth's needs, including medical or mental health needs

New Roles & Responsibilities
- *Check for previous identification as youth impacted by CSE and warning signs during intake*
- *Connect with DMH and DHS to address urgent needs*

3 PROBATION: CSEC COORDINATOR

Current Roles & Responsibilities
Coordinate between Child Trafficking Unit & facility staff

New Roles & Responsibilities
- *Keep list of all youth identified as experiencing CSE in facility*
- *Serve as main point of contact with partners*
- *Organize and facilitate MDTs*
- *Provide initial/ongoing support to all youth experiencing CSE*
- *Support facilitation of prevention/intervention groups*

4 DEPARTMENT OF HEALTH SERVICES: JUVENILE COURT HEALTH SERVICES

Current Roles & Responsibilities
Provide health care to all youth in detention facilities

New Roles & Responsibilities
- *Conduct screening by talking to youth about CSE*
- *Conduct CSE-specific health assessment*
- *Provide urgent and ongoing treatment for injuries, and sexual/reproductive health care*
- *Determine whether forensic exam is needed*

5 DEPARTMENT OF MENTAL HEALTH

Current Roles & Responsibilities
Provide mental health care to all youth in detention facilities

New Roles & Responsibilities
- *Review assessments for indicators of CSE*
- *Administer CSE Identification Tool (CSE-IT screening)*
- *Determine mental health needs and provide appropriate treatment*

6 LA COUNTY OFFICE OF EDUCATION

Current Roles & Responsibilities
Provide education to all youth in detention facilities

New Roles & Responsibilities
- *Provide behavioral or mental health support related to CSE in educational setting.*
- *Make accommodations for absences/tardiness related to CSE, including court appearances and medical or mental health appointments*

OTHER

Current Roles & Responsibilities

New Roles & Responsibilities

Link back to:
WORKSHEET INSTRUCTIONS

Outlining Your Protocol (Additional Partners)

PARTNER: ROLES & RESPONSIBILITIES	PARTNER: ROLES & RESPONSIBILITIES	PARTNER: ROLES & RESPONSIBILITIES

PARTNER: ROLES & RESPONSIBILITIES	PARTNER: ROLES & RESPONSIBILITIES	PARTNER: ROLES & RESPONSIBILITIES

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