

### The Enhanced Collaborative Model (ECM) Task Force to Combat Human Trafficking

is a U.S. Department of Justice Office for Victims of Crime (OVC) grant-funded program that brings together key partners to develop, expand, or strengthen multidisciplinary task forces to address human trafficking. With this approach, local, state, or tribal service providers; law enforcement; prosecutors; and other collaborators can:

- Identify victims of trafficking,
- Access a comprehensive array of service options, and
- Seek justice for victims by implementing victim-centered and trauma-informed investigations and prosecutions.

#### THE WINDOWS SERIES



Foundations Edition



Case Spotlight Edition



Disciplines Edition

## INTRODUCTION

The **Windows Series** offers insights into the ECM model and task forces with examples from the efforts of ECMs nationwide. These examples showcase different structures, successes, innovations, and ideas that:

- demonstrate a commitment to addressing serious crime and supporting victims and survivors;
- illustrate the spectrum of activities and approaches employed by the ECMs;
- share successful strategies to encourage stakeholder cooperation;
- enhance public awareness by highlighting the nature and scope of work;
- offer a behind-the-scenes look at the field and its day-to-day work to a wider audience.

The **Foundations Edition** looks at how different task forces have approached or implemented key parts of the ECM model, including co-leadership models, enhanced collaborative efforts, engagement with lived experience expertise, statewide efforts, and efforts to identify and respond to labor trafficking.

## LEADERSHIP

Leadership is a core element of ECM task forces, and the ECM Model promotes a co-leadership setup where law enforcement/prosecutor partners share the role with service provider partner(s). Having a balanced, comprehensive, and collaborative leadership team enhances community engagement, ensures multiple

perspectives, and fosters sustainability and adaptability. All of these elements are crucial for effectively addressing the multifaceted challenge of human trafficking. This Window offers insight into how different ECM task forces have created collaborative leadership.

## Contra Costa Human Trafficking Task Force



**FUNDED PARTNERS** | Contra Costa District Attorney’s Office & Community Violence Solutions



**GEOGRAPHY** | Contra Costa County, California

The **Contra Costa Human Trafficking Task Force** uses a core team co-leadership model. The team is comprised of a representative from both the funded law enforcement and service provider partners, acting as co-chairs, and three seats each for additional law enforcement and service provider partners.

One way the **Contra Costa Task Force** ensures collaborative leadership is by having an equal number of law enforcement and service provider members on its core team.

The Task Force director acts as a neutral, nonvoting member. This balanced representation, including equal numbers of law enforcement and service providers, as well as both funded and nonfunded partners, promotes trust and accountability and helps ensure a focus on responding to all forms of trafficking. Decision making within the core team is based on a “gradients of agreement” scale that emphasizes consultation, discussion and consensus building, further strengthening relationships of trust and collaboration at the leadership level.

The core team is responsible for ensuring the Task Force fulfills its mission, goals, objectives, and key activities and adheres to its guiding principles.

Among other tasks, it serves as the official decision-making body of the Task Force by:

- providing final approval for protocols, policies, and procedures;
- overseeing Task Force membership development;
- strengthening the Task Force sustainability; and
- ensuring that the Task Force has a clear strategic plan and steadily implements it.

*Unless otherwise cited, this information was provided via an interview with Katrina Natale; December 2023.*

## Washington Advisory Committee on Trafficking



**FUNDED PARTNERS** | Seattle Police Department (SPD) & International Rescue Committee



**GEOGRAPHY** | Western Washington—primarily King, Snohomish, and Pierce counties

The **Washington Advisory Committee** on Trafficking (WashACT) leadership team is comprised of lead organizations and co-chairs Seattle Police Department, International Rescue Committee and the United States Attorney’s Office. Other members include the WashACT Coordinator, four subcommittee chairs, an evaluation partner, the HSI

The **Washington Advisory Committee** on Trafficking is led by a team of three co-chairs, subcommittee chairs, and several other key partners. This group guides Task Force efforts and serve as Task Force representatives in their everyday work.

(Homeland Security Investigations) Group Supervisor, SPD's grant-funded labor trafficking detective, and the SPD Grant Manager.

The Leadership Team meets every six to eight weeks. WashACT's leadership team guides the Task Force's direction in a range of ways: providing input on task force activities; sharing and discussing developments in their respective fields and potential impacts and responses, setting the example for strong collaborations with broader task force membership, and serving as trainers for WashACT-facilitated events. They provide this input during regularly scheduled leadership team meetings, over E-mail as necessary, and as WashACT representatives in their everyday work.

Having a leadership team that performs the roles above is important to ensure that the Task Force's work is informed by a range of perspectives and experiences. The leadership team is a sounding board for the Task Force to act upon the best shared knowledge. Consultation with the leadership team on task force work also develops buy-in for activities that the Task Force undertakes, because it led the decision-making process behind those activities. As supporters, they can lead by example, participate confidently, and represent the Task Force within their network of members and non-members.

*Unless otherwise cited, this information was provided via an interview with Vanessa Hunsberger; December 2023.*

## Utah Trafficking in Persons Task Force



**FUNDED PARTNERS** | Utah Attorney General's Office & Asian Association of Utah



**GEOGRAPHY** | State of Utah

### The **Utah Trafficking in Persons**

#### **(UTIP) Task Force**

is a statewide task force led by an executive board. The Board meets monthly and makes decisions regarding updating task force goals and plans and reviewing and approving member applications,

procedures, and protocols. It is comprised of 11 members - 6 permanent and 5 elected from the UTIP membership for 2-year renewable terms. The permanent positions include representatives from the Utah Attorney General's Office, the U.S. Attorney's Office, the Asian Association of Utah, Homeland Security Investigations, and the Utah Department of Public Safety. The permanent positions maintain a continual purpose and vision, while the term positions allow for a wide range of expertise and innovative ideas. The board's composition allows for a variety of perspectives, which helps the Task Force make decisions, adapt to changing circumstances, and sustain efforts amidst turnover.

The **Utah Task Force** has an Executive Board that provides leadership for their statewide efforts.

*Unless otherwise cited, this information was provided via an interview with Anna Fletcher; April 2024.*

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## KEY TAKEAWAYS

- Task forces benefit when the leadership structure is thoughtful and designed for the unique circumstances of the jurisdiction, and includes multiple perspectives.
- Having the task force leadership team meet regularly for updates and decision-making promotes ongoing focus and accountability.
- The shared leadership task force model helps build trust between law enforcement and the community, which is crucial for community engagement.