

*Strategies to*  
**End  
Commercial  
Sexual Exploitation  
of Youth**

A toolkit for  
collaborative action.

Authored by  
National Center  
for Youth Law

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*We seek to eliminate the commercial sexual exploitation of children and youth by bringing people together, changing perceptions, building trust, transforming systems, and empowering youth and survivors to thrive.*

*Join us.*

## Welcome

Over the last decade we, at the National Center for Youth Law, and our partners have undertaken significant efforts to address the commercial sexual exploitation of children and youth (CSEC/Y) in California. Throughout those ten years, we have realized tremendous gains in the way children are viewed and treated, encountered our fair share of stumbling blocks, and learned many lessons along the way. We want to share our best learning with you.

This toolkit is a collection of advocacy strategies, case studies, resources, on-the-go tools, and lessons learned. You can use it to get ideas, build upon what has been done before, avoid reinventing the wheel, and learn from the successes and challenges others doing this work have faced.

What we share here is what has been our approach to reform. There are many other ways to approach this issue. We hope sharing what we've learned will inspire you and help guide reform in your community. And we hope you'll share with us and others what you learn. By working together, we can leverage our strengths and make a broader impact on children and youth nationwide.

- **Collaborative Responses to Commercial Sexual Exploitation Initiative,**  
*National Center for Youth Law*

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Let us introduce  
*ourselves...*

# The National Center for Youth Law

## Our Organization

The National Center for Youth Law (NCYL) advances justice by amplifying youth power, dismantling structural inequities, and building the policies, practices and cultures foundational to a world in which all youth thrive.

Our work weaves together research, public awareness, policy development, technical assistance and impact litigation to ensure governmental systems adequately and appropriately support children and youth.



# NCYL's Collaborative Responses to Commercial Sexual Exploitation Initiative

## Our Team

As a campaign of NCYL, the CRCSE Initiative is a team of passionate attorneys and advocates who seek to eliminate the commercial sexual exploitation (CSE) of children and youth, and create collaborative, youth-centered, trauma-informed responses for youth impacted by CSE. Informed by and in collaboration with survivors of commercial sexual exploitation, our objective is to support children, youth, families, and caregivers who have been affected by CSE to be safe, to heal, and to achieve their goals.

## What We Do

- Advocate for legal and policy changes at the federal, state, and local level
- Develop innovative practices on the ground
- Identify and share promising practices
- Expand the knowledge base through original research
- Build coalitions
- Support survivor leadership
- Center youth and survivors in the work
- Serve as a backbone organization supporting individual partners to achieve collective system change

Visit us at [youthlaw.org](https://youthlaw.org) to learn more.

"When we saw kids being locked up for their own exploitation, we had to step in. This type of injustice cuts to the core of why we do this work, and we had to stop it."

---

Kate Walker Brown  
Director, Collaborative Responses to  
Commercial Sexual Exploitation Initiative,  
National Center for Youth Law

### How We Began This Work

In 2010, one of our attorneys, Fiza Quraishi began working with a young woman through a collaborative court in Alameda County, California, designed to serve youth in the juvenile justice system who have unmet mental health needs. This young woman opened our eyes — she shared that nearly all of the girls she was in juvenile hall with were locked up on prostitution-related charges. The system was treating her and her peers, who were disproportionately girls of color, like criminals for their own sexual exploitation. This realization cut to the core of NCYL's mission — dismantling structural violence and inequities that harm youth and prevent them from thriving. We decided to take the issue head on.

Realizing early on that ending commercial sexual exploitation requires a comprehensive approach tackling deep-seated oppression, systemic inequalities, racism, biases, poverty, and long-held beliefs about exploitation; we identified our lane — building collaborative responses to address this issue. We are committed to taking on our ambitious goal by partnering with agencies, advocates, community partners, survivors and youth to make this broader vision a reality. Throughout, we've kept that young woman's message at the forefront of our efforts and have continued to center youth and survivors in our work. While we've made a lot of progress, much work remains.

## Our Team Approach

### Compassion

We bring our full selves to the work, even when it is hard. Create space for other perspectives, especially when you aren't sure you agree. Lead with empathy, thoughtfulness and love.

### Creativity

We did it one way, but there is no one way to get there. Every jurisdiction will start in a different place and have different needs and strengths. Don't be afraid to think outside the box and innovate.

### Flexibility

You probably won't get it right the first time. Observe how things are working, and evolve and adapt if they aren't. Trip, dust your knees off, and try a different path.

### Patience

The process of changing long-held beliefs, building trusting and lasting relationships, and transforming systems can be long and complex. You may not see the fruits of your labor right away. Focus on planting the seeds.

### Tenacity

You might get resistance from others who don't believe this is happening in your community, or that they don't have a role to play in change. Keep showing up. Keep pushing.

"NCYL approaches this work earnestly, and with integrity and urgency. They have been a driving force in building a movement across California. Their work has made a profound impact on young people here."

---

Honorable Stacy Boulware Eurie  
*Superior Court of Sacramento County,  
CSEC Action Team Co-Chair*

Be Compassionate.

Be Creative.

Be Flexible.

Be Patient.

***Be Tenacious.***

# A Snapshot of Our Reform Journey

Our reform journey in California was multifaceted and leveraged the strengths and expertise of many partners. We started small - capturing the attention of a few key individuals and forming a small workgroup to conduct research and build awareness. We then increased our efforts bringing together a wider range of stakeholders including survivors, and have since made enormous strides to change the laws, systems, and practices in California to identify, support and serve youth impacted by CSE.

➔ Learn more about our Reform Journey and the partners involved at [youthlaw.org](http://youthlaw.org).

**1**

First we worked to **GROW AWARENESS**. We presented about CSE to an existing forum of high level decision-makers, the statewide Child Welfare Council.

**2**

We worked to **CONNECT & COLLABORATE** with a diverse group of stakeholders, researched the main challenges, and drafted a report to highlight the need for collaboration.

**3**

We worked alongside survivors and direct service providers to **ELEVATE VOICES** and ensure our proposals were grounded in lived experience.

**4**

The report served as a springboard for advocacy. We engaged in a public awareness campaign to change perceptions and create shared understanding.

We centered our work on **Our Principles** and created conditions for action!

**5**

We built **COALITIONS** and commitment to the issue through presentations and ultimately the creation of the statewide CSEC Action Team.

**6**

We helped to form a Survivor Advisory Board for the CSEC Action Team, which centered **SURVIVOR LEADERSHIP** in driving this work forward.

**7**

We advocated for changes to **LAWS & POLICY** to prohibit the arrest of youth for prostitution and ensure access to services.

**8**

We built **MULTIDISCIPLINARY PROTOCOLS** to develop innovative, collaborative solutions for serving youth, and we continue to make sure what we're doing is working.

What are you going  
to do to celebrate  
*each youth as an  
individual?*

# Youth Trajectories

## Exploitation in the Lives of Three Youth

We've learned from youth that CSE can take many forms, looks different for everyone, and often flies under the radar. We share three examples here. There is no single path into exploitation or out of it, nor is any young person's path linear.

Exploitation is also just one piece of a longer journey. Each youth has their own identity, history, relationships, goals, strengths and needs. Each point along the trajectory is an opportunity for those in the youth's lives to support the youth in getting their needs met, while also celebrating and cultivating their individuality and working toward their dreams.

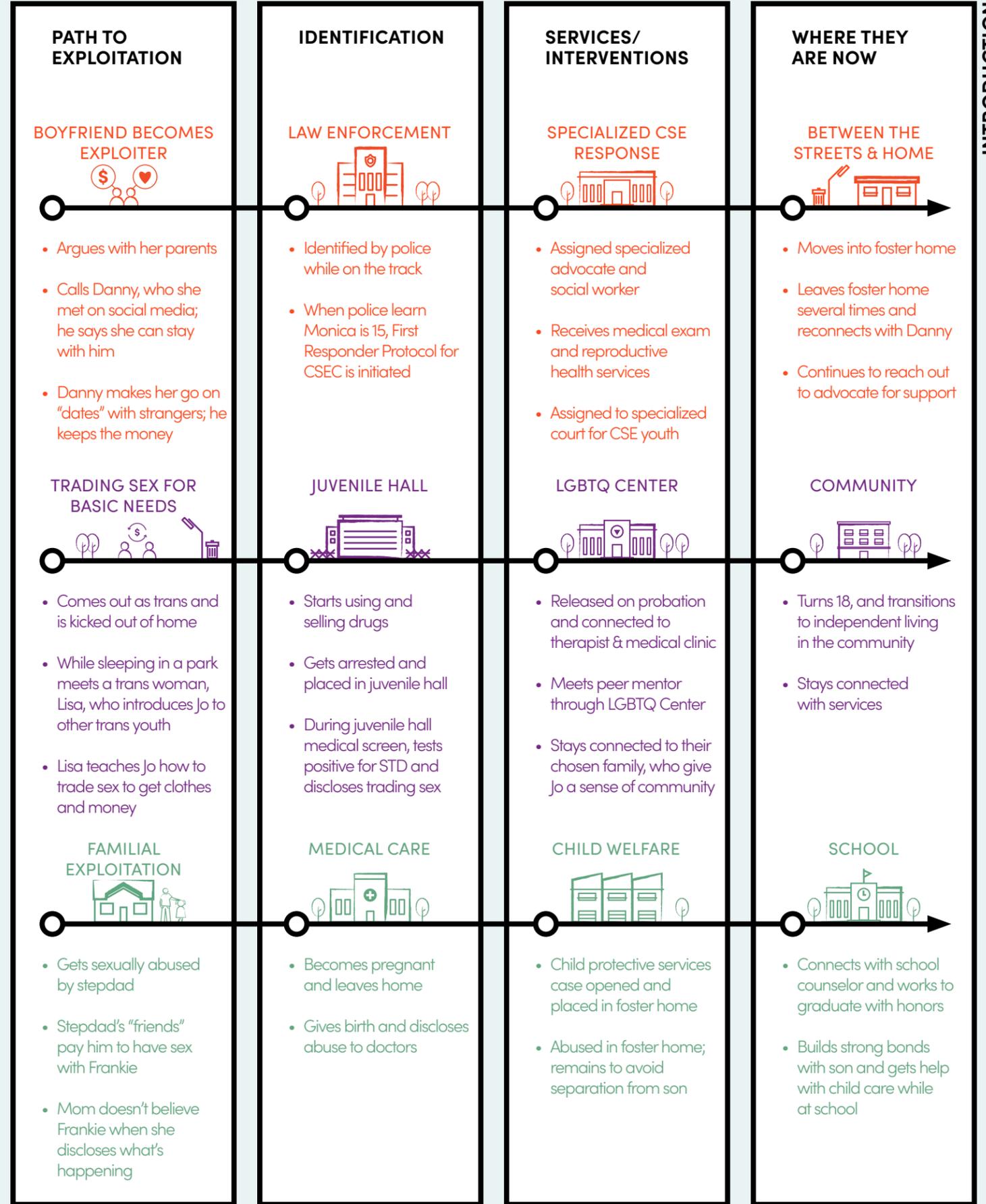
**MONICA** has big dreams for her future, and she's excited to have a boyfriend like her friends do. She doesn't like to be with the other guys, but her boyfriend says it's normal, and he takes care of her like no one else ever has. Even though Monica didn't like her advocate at first, she is always there when she needs her. She even takes her to dance classes, something Monica loved doing as a kid, and helps her feel in control of her body and her life.



**JO** tried their best to appease their parents by ignoring their feelings that they were in the wrong body, but it didn't work. They love their self selected family, and says if they hadn't found them, they might be dead somewhere. They feel good when the men tell them that they're beautiful. But it's all tough to deal with, and drugs help. Meeting their mentor at the LGBTQ Center makes them feel part of something important, and they hope to become a peer mentor to other trans youth going through the same things.



**FRANKIE** always loved school, but it became hard to focus when the abuse and exploitation started. She never imagined being a mom and having so many responsibilities as a teenager, but she is juggling it all for herself and her son's future. Even though her family won't speak to her because they don't believe what happened, she's getting services to help with child care, and is excited to be back in school. She hasn't felt this safe and stable in a long time.



Great principles  
don't just guide us,  
*they inspire us to act.*

# The CRCSE Principles

Our core beliefs drive our core strategies. In all of our reform efforts, these principles are where we start, and they are where we return to time after time. From planning how to move the effort forward, to reflecting on what we've done and generating ideas on how to do better for kids, we are always striving to incorporate these three principles. Return to them as you move through the toolkit, and throughout your advocacy in your community.



## Grow Awareness

Build a shared level of understanding about the impact of commercial sexual exploitation



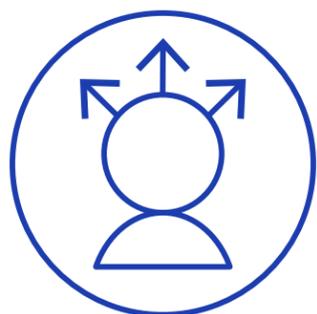
## Elevate Voices

Empower those impacted by exploitation and those working directly with youth to be the strongest voices for change



## Connect

Work with others across a wide spectrum of disciplines to make an impact



## Grow Awareness

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Cultivating a knowledge base about commercial sexual exploitation is a foundational step in any reform effort. This is two-fold: First, it's about ensuring broad recognition that "it's happening here," which builds the public support you need to inspire outrage and action. Then, it's about deepening the knowledge among key partners, which allows for more thoughtful change through new policies and practices.

Growing awareness about the issue is an ongoing process. Our job is to constantly sharpen our lens to know what exploitation looks like in our communities, be aware of how the landscape is shifting, devise new strategies to best serve our youth, and evaluate how those strategies are working.

### → *Growing Awareness is critical because it:*

- Mobilizes potential partners, reformers, advocates, and champions around a common cause
- Shifts long-held beliefs, attitudes, and culture that perpetuate exploitation, the hypersexualization of children, and criminalization of exploited youth
- Equips youth with knowledge and tools to understand exploitation, make safe choices, support their peers, and be strong self-advocates
- Enables individuals to better identify youth who are at risk or experiencing exploitation and effectively intervene
- Expands the use of practices proven effective through evaluation and research
- Creates a common language

"When children are sold for sex or forced to sell sex to survive, it is clearly child abuse. Shining light on the decades long but misguided response of our society to these children was our first major victory and a springboard for all of our future advocacy."

Leslie Heimov  
Executive Director, Children's Law  
Center of California, CSEC Action  
Team Co-Chair

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## Grow Awareness

### Case Study

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Inspiring Action in  
California's Child  
Welfare Council

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## "Wait, is this happening here?"

A decade ago, commercial sexual exploitation of children was underrecognized and misunderstood. People believed children were choosing to engage in prostitution. They thought that punishing them through the juvenile justice system was a way to stop it, or at least to keep them safe or off the streets. But locking kids up was a bandaid and only made things worse. We knew that to change how our communities treated these children, we had to raise the alarm bell that this was exploitation and human trafficking happening right in our back yards. CSE had to be recognized as the child abuse that it was.

We started our search for a forum to elevate this issue in our state. NCYL is a member of the California Child Welfare Council, a legislatively created body charged with improving outcomes for youth who are in or at risk of entering the foster care system. For months, we worked to get on the meeting agenda, and eventually were given five minutes to speak. When NCYL attorney Kate Walker Brown presented to the group, the members were shocked, hands

clapped over their mouths - wait, this is happening here?

Over the next few months, NCYL collaborated with partners, including West Coast Children's Clinic, MISSEY, and public agency partners, judges, and other nonprofits to gather more information about the issue. After researching and gathering information from survivors, youth-serving organizations, and public agencies from across the country, NCYL published the groundbreaking report, Ending the Commercial Sexual Exploitation of Children: A Call for Multi-System Collaboration in California, to shed light on the issue and to call for multidisciplinary action.

Once people had information about what was really going on, the stage was set for action to address it.

 [Learn More](#) Ending Commercial Sexual Exploitation of Children: A Call for Multi-System Collaboration in California

“ Prostitution  
isn't the oldest  
profession,  
it is the oldest  
oppression. ”

---

Audrey Morrissey  
*Associate Director & National  
Survivor Leadership Director,  
My Life My Choice*

## The -Isms of Exploitation

Commercial sexual exploitation disproportionately impacts people and groups that are already marginalized. Many types of trauma and systemic oppression intersect to create heightened vulnerability:

- Historical and institutional racism
- Gender- and sexual orientation-based discrimination and violence including homophobia and transphobia
- Poverty, economic inequality and housing instability
- Family instability and separation
- Immigration status, including undocumented or mixed status
- Intergenerational trauma
- Patriarchy and misogyny
- Colonialism and capitalism

Practices that police and surveil low income communities, certain communities of color, and immigrant communities more than others contribute to higher levels of system involvement and overcriminalization of certain youth

and families, while pushing others who are being victimized into the shadows.

- African American, Native American, and LGBTQ youth are over-represented among those impacted by exploitation
- Youth with histories of abuse, and involvement in the child welfare or juvenile justice systems are also disproportionately impacted
- Familial exploitation is difficult to identify because it is more actively hidden, youth may not recognize the abuse as exploitation, or may be conflicted about disclosing due to feelings of familial loyalty or love

## What we still don't know

Exploitation is hard to track and data is inconsistent. We're trying to improve data collection so we can truly understand the scope and prevalence of exploitation.

[Learn More](#) CSEC Action Team Data Workgroup Recommendations

### IMPACT OF SYSTEM INVOLVEMENT

# 60 to 90%

of youth who have experienced CSE have histories of abuse or neglect.

[Learn More](#) Sexual Abuse to Prison Pipeline

[Learn More](#) Equality Model US

# 98%

Many youth impacted by CSE have histories in both the child welfare and juvenile justice systems. In LA County, 98% of Probation-involved youth impacted by CSE have histories in the child welfare system.

### ADULTIFICATION

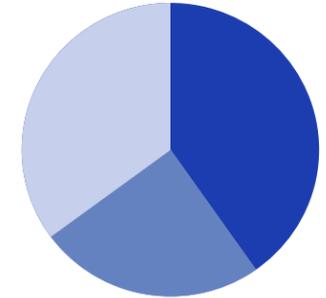
Studies show that black and brown girls are perceived as older than their white peers. This misperception contributes to over-sexualization, over-criminalization, and misguided beliefs that they exercise more choice about engaging in commercial sex, and therefore are to blame for their own exploitation.

[Learn More](#) End Adultification Bias

[Learn More](#) Girlhood Interrupted: The Erasure of Black Girls' Childhood

[Learn More](#) Blind Discretion: Girls of Color & Delinquency in the Juvenile Justice System

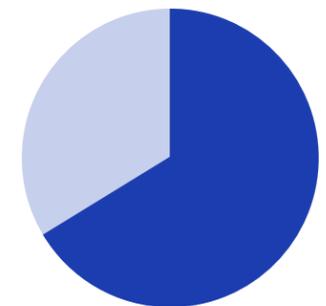
### RACIAL DISPROPORTIONALITY



Survivors of CSE are disproportionately girls and women of color:

Across the country, 40% of suspected human trafficking victims are African American, and 24% are Latinx; Native women and girls are also over-represented.

[Learn More](#) Racial & Gender Disparities in the Sex Trade



In LA County, 2/3 of youth impacted by CSE are African American; only 7.4% of the child population in LA is African American.

[Learn More](#) CSE in LA County - An Exploration and Evaluation of Placement Experiences and Services Received

## Language matters

Language and terminology matter – they symbolize and communicate attitudes, beliefs and judgments, both good and bad; they directly impact who people believe are deserving of help; and they shape how others view us and how we view ourselves. The effort to change policies and practices related to youth impacted by CSE has been, and must continue to be, accompanied by a campaign to change hearts and minds. Language is one of our greatest tools in this work.

## No Such Thing as a Child Prostitute

Until recently in California, and still in about half of the states in the U.S., children under 18 could be arrested for prostitution. The terms “child prostitute,” “underage prostitute,” and “child sex worker” were and are still routinely used in the media, by criminal justice system stakeholders, and the public more generally. But there is no such thing as a

child prostitute. The term “child prostitute” implies consent and blame, and trivializes the egregious abuse experienced by the most vulnerable members of our communities. It suggests that what would be sexual abuse or assault in any other context becomes consensual sexual contact as soon as money is left on the bedside table.

The No Such Thing Campaign, led by Rights4Girls, seeks to erase the very notion of “child prostitute” in language and in law. Partnering with the No Such Thing campaign in 2015 was a critical part of our strategy in California leading up to legislative and policy changes to improve and create more humane and youth-friendly responses to CSE in our state recognizing these children as deserving of help and not punishment.

 [Learn More Rights4Girls: No Such Thing Campaign](#)



Rights4Girls **No Such Thing** campaign directly challenged existing language to recognize CSEC as exploitation and abuse of children.

## Train, Train, and Train Some More

Widespread training – of the public, law enforcement, child welfare staff, probation officers, medical providers, caregivers, community members, and many others – has been a critical part of growing awareness about CSE across the state and the country. This awareness-building resulted in more people recognizing the warning signs of exploitation among the youth they care for, and intervening when they identified that a youth was being exploited or was at high risk. Training not only shifts mindsets, but also hearts, supporting people working with youth to be more understanding, compassionate, and non-judgmental – attitude shifts that are felt directly by youth and can transform relationships and lives.

### Spotlight on LA County training

LA County recognized early on the need to prioritize training. They started by training people working directly with youth, and then realized that everyone played a role in spotting and stopping exploitation. Now every county worker in LA County, from Children's Services to Public Works, receives training on CSE.

### Spotlight on law enforcement training

In addition to general awareness training to the masses, more in-depth training is needed for individuals interacting directly with youth. For example, when the law changed in 2016 to no longer criminalize exploited youth under 18 by arresting them, officers needed new strategies and tools to effectively engage with the population – a significant shift from the long standing approach of arrest and detention. In 2018, we advocated for the passage of AB 2992, a new law to create training for law enforcement on CSE. This added layer of training beyond basic understanding of exploitation helps to provide law enforcement officers with the tools necessary to make early and significant impact on youth by developing rapport and connecting them to supportive services instead of arresting or turning a blind eye to exploitation. Training was an important part of making decriminalization of youth a reality.

 [Learn More](#) Board of Supervisors motions requiring training

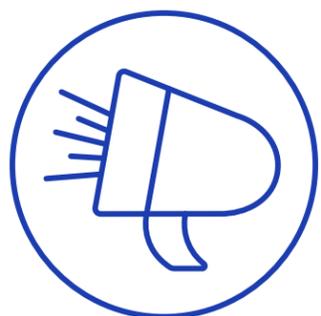
 [Learn More](#) AB2992 Law Enforcement Training

"It was a day that changed my life. It was when I first learned that this exploitation wasn't something happening thousands of miles away in a foreign country. In fact, it was happening right here, in our community, to the very girls I was charged to protect."

**Michelle Guymon**  
*Director, Child Trafficking Unit,  
LA County Probation Department*

 [Learn More](#) LA County CSEC Online Training

Over the years, the CRCSE team has attended and developed a wide range of trainings. To learn more these trainings and think through what your community might need, please contact our team. [www.youthlaw.org](http://www.youthlaw.org)



## Elevate Voices

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Every movement needs leaders. And every youth is an individual – in how their exploitation began, how they experienced it; how they find support, healing, and happiness; and how and whether they identify as a survivor. By empowering youth and survivors to share their experiences and expertise, and people on the front lines to share theirs, change is driven by the people who know best and who will be most impacted. It matters in everyday interactions with youth regarding decisions that affect their lives, and in broader reform efforts. Ensure everyone has an equal seat at the table. Listen. Make changes based on what is shared.

### → *We Elevate Voices because it:*

- Shifts agency, power, and choice back to those who have been exploited
- Ensures reforms are driven by real life goals, needs, and priorities of those most impacted
- Dismantles structural inequities and oppression that led to exploitation in the first place
- Enables use of firsthand knowledge – both from survivors and direct service providers – to ideastorm innovative approaches and to assess successes and failures
- Encourages sharing of multiple perspectives which reduces the risk of using one person's story to represent everyone (tokenizing)
- Builds community and camaraderie among people with shared experiences
- Ensures proposed reforms are realistic and feasible

## More Than a Seat at the Table

Early on in our education and advocacy efforts with the CSEC Action Team, there were one or two individuals who had experienced commercial sexual exploitation involved and at the table ideating approaches and making decisions. Soon, however, we realized that there had to be more space at the table for survivors to lead these efforts, both because the few survivor participants were sometimes tokenized, and because the need to center survivor input and leadership in reform efforts at the state and county levels far exceeded the capacity of one or two people.

To identify the most effective and appropriate ways of centering the perspectives of individuals who had been affected by CSE in policy work, we reached out to organizations around the country and sought input from survivors and survivor-led organizations on their ideas. Ultimately, we decided on a board of ten members, which increased to 12 in the second cohort. This structure would ensure that multiple perspectives would be represented. We also recognized the importance of not

just seeking information and consultation from the board, but facilitating space for members to drive their own policy agendas, grow as professionals, and create and deepen personal connections with each other and other professionals working on reform efforts.

Survivors are leading reform in both formal and informal ways. The Advisory Board is a more formal structure, as are focus groups and surveys. Survivors also contribute unique perspectives and expertise in their professional roles side-by-side with allies, and as community members - whether or not they publicly identify as survivors.



better @ the  
table photo  
here

**"Being part of the board  
has allowed me to view  
firsthand how policies are  
created through the process  
of our government system  
and the end result of how  
things really function in real  
life dealing with our youth."**

Kristina Fitz  
*Former Advisory Board Member*

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**Elevate Voices**

## Case Study

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**Centering Youth Voice in  
Research in Los Angeles  
County**


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## Breathing life into research

In 2018, NCYL partnered with Los Angeles County's Probation Department, Department of Children and Family Services, and Cal State Los Angeles to produce a first-of-its-kind research report analyzing the impact of Los Angeles County's specialized services for youth impacted by CSE, and exploring how different housing options affected stability and well-being of youth who had experienced CSE.

The stories, experience, and feedback of youth and survivors breathed life into the research, recommendations, and ultimate action. They provided a rich and complex picture of who the impacted young people are: their goals, interests, and hobbies; their friends and families, both birth and chosen; the challenges they have faced - through exploitation and beyond; and the resilience and strength that have helped them to endure and thrive. It highlighted the ways in which our quantitative data can fall short of representing the wholeness of the individuals impacted by exploitation, and the opportunities

for system and community partners to support them to regain agency over their own lives and achieve their goals.

It was critical to the research team that the voices, perspectives, and expertise of young people were centered in this research, in combination with the quantitative data collected from child welfare and probation. To do this, we surveyed over 120 youth, and conducted in-depth interviews and case file reviews of six youth. Youth and survivors participated in our follow-up Research to Action Summit, where we came together with a broad range of stakeholders to ideastorm actionable steps to turn the research recommendations into a reality. CSEC Survivor Advisory Board members provided feedback on our final recommendations and action plan.

We thank these young people for their generosity and courage in sharing with us, and encourage you to read more in the full report.

[Learn More](#) CSE Research to Action Brief

[Learn More](#) CSE in LA County - An Exploration and Evaluation of Placement Experiences and Services Received

"I could talk more I guess now. I was able to voice my opinions and how I felt more without getting into trouble."

Youth  
describing her relationship  
with specialized probation officer

“ The youth and survivors we work alongside are our best teachers. They are not merely a number. They are not a "CSEC." They are unique individuals with lives, passions, and experiences beyond exploitation. And they are experts, collaborators, and drivers of change. ”

---

Mae Ackerman-Brimberg  
*Senior Attorney, National Center for  
Youth Law, Collaborative Responses  
to Commercial Sexual Exploitation  
Initiative*

# The Harm of Overlabeling

In the effort to better identify youth who have experienced CSE, raise awareness about the issue, and develop specialized services for youth who have experienced it, the term “CSEC” became widespread, referring both to the act of exploitation and to the children who had experienced it. But what started as a useful and descriptive label for what had happened to a child and to help connect them to relevant services now can have the opposite effect.

Once attached, the label can stick with a youth for years, beyond the point where exploitation is a relevant issue for them, or can lead people to view the youth only as “a CSEC,” rather than as a whole person with individual goals, interests and needs. Sometimes the label even prevents youth from accessing services, housing or other supports because of misperceptions around what it means to have been exploited and fears that the youth might be a “bad influence” on others. And we now even hear youth and service providers alike referring to a young person “CSECing” on the street. Those of us working to shift policy and practice must take deliberate steps to counteract the potential harm of over-labeling, **focusing on what has happened to a child, rather than making it who they are.**

*For more information on the harms of over-labeling and methods for countering in data collection systems, see CSEC Action Team data workgroup recommendations.*

Elevate Voices  
Education

The Importance of  
Language

## Strength-based, people first language

Changing our language means more than just how we refer to children and youth impacted by exploitation. The general public and media use terms to refer to exploitation in ways that protect, anonymize, and even glorify the people causing the egregious harm. Further, using a systems-focused lexicon, rather than a strengths-based, people-focused one, also does a disservice to the young people we serve.

**Consider reframing some of these common terms:**

- Pimp → **Exploiter or Trafficker**
- John/trick → **Purchaser**
- Case or caseload → **Child or Family**
- CSEC → **Youth impacted by or experiencing exploitation**
- Bed → **Space for Youth to live**
- Placement → **Home**
- Runaway or AWOL → **Youth who left home or care**

"A director of a residential placement told me we don't accept CSEC youth. Every explanation he gave to me was discriminatory – why won't you accept our children? Our children need love, no matter if they have been exploited or not."

La Toya L. Gix  
Executive Director,  
Divine Interventionz,  
Former Advisory Board Member



## Connect & Collaborate

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For many youth and survivors, strong, supportive, healthy relationships are one of the most transformative, critical elements of their healing journeys. Trauma and exploitation come in cycles, so fostering consistent connection through the ups and downs is paramount. Reform efforts must always center on strengthening and supporting genuine connections.

Youth who experience exploitation interact with a myriad of people and systems – juvenile court, child welfare, probation, mental health, medical, public health, law enforcement, education, attorneys, families, caregivers and housing providers, mentors/youth development organizations, and survivor leaders – all of whom must work together, in recognition that no single individual or agency can effectively meet the holistic needs of a youth and support their goals. This isn't always easy. It requires including nontraditional partners, working through historical rifts, and building trust.

→ ***Connection & Collaboration are critical because they:***

- Coordinate a wide range of systems, community organizations, and impacted people
- Reduce retraumatization by ensuring that youth don't have to tell and re-tell their stories
- Avoid duplication of services to make service provision more efficient and cost effective
- Close unnecessary gaps in service for youth
- Encourage openness and transparency from the people serving on the front lines through high level management and policymakers
- Allow for a shared understanding of each agency and organization's roles, responsibilities, and legal mandates
- Expand the use of promising practices across multiple disciplines and communities
- Model positive relationships between youth and safe, healthy adults and peers

"Your team is everything. It wasn't a placement that saved my life; it wasn't a program that saved my life; it wasn't a curriculum that saved my life. It was the people that saved my life."

Oree Freeman  
Survivor Advocate,  
Former Advisory Board Member

"I never know what will be the light switch moment for this young person, so I imagine that every moment could be the light switch moment. It's going to make the difference."

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

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Connect & Collaborate  
Case Study

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Relationships as Healing

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## It takes a village: From survivor to thriver

*Oree Freeman is a national trainer and survivor advocate, a student, and a proud mother to her daughter. After enduring sexual abuse and trauma as a young child, she was trafficked at 11 years old. At age 15, with support from a staff member at her group home, she was finally able to leave the life. Relationships have been transformative for her - both in her own healing and now in her professional life.*

"For me and my survivor sisters, I've learned that you can't do the work on your own. As a victim, survivor, and a thriver, it takes a village. Consistent relationships help to heal broken wounds. When I was getting out of the life, I needed consistency when I didn't know what consistency was. I came from a life of chaos. It was important for adults in my life to be consistent because it showed trustworthiness. It showed me that someone was willing to be there for me even when I didn't trust them, that they were reliable, and that they loved me unconditionally. They had my best interest at heart. They showed up in spaces where I was alone. They showed up, especially in those hours

when they were told not to because those were the hours when I was most vulnerable. If they didn't show up, I don't know where I would be right now.

Mrs. Woolfolk, my probation officer, was more than a PO. She was the mom that I had within the system. I could talk to her about boys, what was right or wrong, about college and the experiences I hoped to get in higher education. The most important thing she taught me was about accountability and respect. I never questioned that she had my back, even when I was in trouble. But she also held me accountable because she knew that I knew better.

Now, as a big sister to others going through the same things, I try to be that for them. All they want is to be able to talk to someone without nagging. I don't tell them they are wrong, but allow them to vent and process, and see there are other options for their lives. When I was a kid, I didn't have any other choice. So much was taken out of me. You lose the genuine, friendly kid you were in order to survive. When you see other women standing up in a room, being powerful and having voice, I saw it was available for me, too. When I saw it was available, I jumped at it."

“ When we work together, and stay focused on the kids, there is a collective energy and passion that not only drives the work forward, but also lifts us up when challenges feel insurmountable. ”

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Allison Newcombe  
*Attorney, Associate Director, National  
Center for Youth Law, Collaborative  
Responses to Commercial Sexual  
Exploitation Initiative*

"We knew building collaborative partnerships could be a challenge. NCYL took the time to do ridealongs and understand the challenges from law enforcements' perspective. They genuinely valued the role we played, and we got a better understanding of how valuable the services they provide would be. We quickly saw that success comes with partnerships, and by working together, we could make a huge impact on survivors of human trafficking."

Lieutenant Eric Hooker  
Long Beach Police Department

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## Connect & Collaborate Case Study

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### Building Partnerships in LA's First CSE Protocol

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## Invest time, build trust

Building early alliances was a critical first step in our work to understand this issue and ultimately build responses. Young people who have been or are at risk of commercial sexual exploitation interact with a ton of public systems and community partners. We began meeting with those entities individually and in groups trying to understand key points of interaction with youth and intersection among each other. We viewed those individual meetings as opportunities to have candid conversations and to get a broad range of perspectives on what might work. We also sat down with survivors and survivor-led organizations to learn the system pitfalls and bright spots. We gathered groups to begin building trust and coming up with shared solutions.

These collaborations didn't always go smoothly. Although there were some eager to roll up their sleeves and be champions, there were others who were skeptics. In 2013, as we were beginning to build the First Responder Protocol in Los Angeles County, one police officer sat in the back of the room, leaning back in his chair with crossed arms. He didn't audibly dismiss our proposals, but he certainly conveyed his skepticism with his frequent eye rolls and looks of incredulity. We spent time trying to understand his concerns with creating an alternative to arresting youth for prostitution, and did ride-alongs to see the situations he and his colleagues faced when encountering and identifying young people who were being exploited.

Ultimately, after months of cultivating trust and building what we and our other collaborative partners thought was a solid process for avoiding the arrest of youth and initiating a quick, service-based response, we got the officer to buy in and try the approach once. The Protocol called for child welfare or probation and community-based advocates to arrive on the scene within 90 minutes of his officers calling a report to the child protection hotline. The officer, believing it wouldn't work, pulled out a stopwatch. At the 72-minute mark, the advocates arrived, and we knew we'd crossed a threshold. He, and we, believed that this could actually work. The officer became one of the most fervent advocates for the approach, and saw the benefit of treating these young people as victims rather than criminals.

Making change that will impact the lives of the youth we serve often requires a leap of faith. And it also requires taking the time to forge relationships and build trust, in each other and in the process. It is that connection and trust that youth continually ask for and tell us makes the difference in their lives. If we can't do it among agencies and organizations, then we can't do it effectively for our young people.

[↗ Learn More LA County First Responder Protocol](#)

[↗ Learn More LA County First Responder Protocol, What We've Learned](#)

# Keeping Our Principles *at the Core*

As we transition into the Action section of the Toolkit we want to take a moment to remind you that these Principles live at the center of all we do, and we encourage you to revisit them often. It is through a centering on and belief in these principles that the CRCSE team is able to effectively move towards meaningful action with all of our partners.

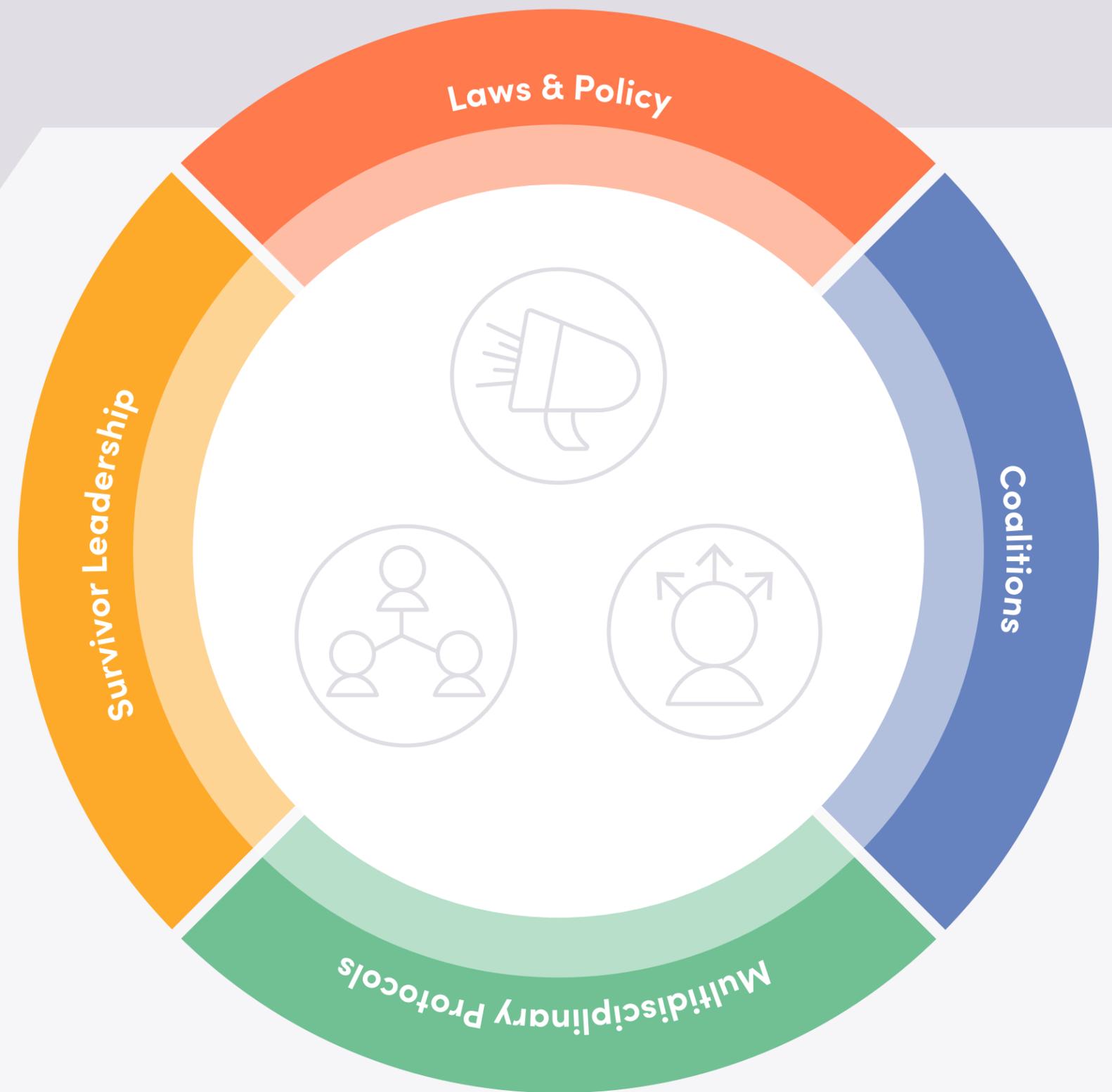


Ready to get to work?  
*Let's chart your path to  
change together.*

# 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



Links within the toolkit



# 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.





# 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



# 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](#)

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
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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.



## 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](#)



PRINCIPLES	GUIDEPOSTS	ALIGNMENT
 GROW AWARENESS	1. Youth should feel safe, cared for and happy	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)
	2. Commercial sexual exploitation is child abuse	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)
	4. Youth who have been exploited have experienced trauma and should not be criminalized for what has happened to them	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)
	7. Youth and survivor voice, priorities and leadership should be centered in decision-making about how to prevent and address exploitation	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)
	9. Multi-disciplinary collaboration is essential to effectively serving youth impacted by CSE	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)

# 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.



## 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](#)

1	<p><b>WELCOME &amp; INTRODUCTION</b> (10 MINS)</p> <p>Assigned to: .....</p>
2	<p><b>GOALS &amp; AGENDA OVERVIEW</b> (5 MINS)</p> <p>Assigned to: .....</p>
3	<p><b>REVIEW ACTION ITEMS FROM PREVIOUS MEETING</b> (10 MINS)</p> <p>Assigned to: .....</p>
4	<p><b>PRESENTATION 1: SHARING PROMISING PRACTICES</b> (45 MINS)</p> <p>Assigned to: .....</p> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p><b>Sample Presentation Topics:</b></p> <ul style="list-style-type: none"> <li>+ Evaluation data from CSE treatment interventions</li> <li>+ Housing provider on CSE-specific housing model</li> <li>+ Curriculum overview for parent empowerment program or prevention program</li> </ul> <p><b>Facilitator Tip:</b></p> <ul style="list-style-type: none"> <li>+ Indicate who is in charge of leading each agenda item and notify those people in advance so they are prepared.</li> <li>+ Remember to include bios for presenters.</li> </ul> </div>
5	<p><b>BREAK</b> (10 MINS)</p> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p><b>Facilitator Tip:</b></p> <ul style="list-style-type: none"> <li>+ 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&amp;A.</li> </ul> </div>

6	<p><b>PRESENTATION 2: GROUP DISCUSSION</b> (45 MINS)</p> <p>Assigned to: .....</p> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p><b>Sample Discussion Topics</b></p> <ul style="list-style-type: none"> <li>+ Cross-county identification of CSE youth</li> <li>+ Safe use of cell phones</li> <li>+ Development of specialized courts</li> </ul> <p><b>Facilitator Tip - Discussion Questions</b></p> <ul style="list-style-type: none"> <li>+ What does this issue look like in your city or county?</li> <li>+ What strategies or tools have you developed to address it?</li> <li>+ Would a unified regional or statewide policy or guidance help to address it? If so, what would the key components be?</li> <li>+ How might/should this group tackle the issue? <i>Members to gather information and report back next time; create a subgroup to develop guidance or recommendations; reach out to legislators</i></li> </ul> </div>
7	<p><b>ADVISORY BOARD UPDATES</b> (10 MINS)</p> <p>Assigned to: .....</p>
8	<p><b>LEGISLATIVE UPDATES</b> (15 MINS)</p> <p>Assigned to: .....</p>
9	<p><b>MEMBER ANNOUNCEMENTS &amp; APPRECIATIONS</b> (10 MINS)</p> <p>Assigned to: .....</p>
10	<p><b>NEXT STEPS &amp; ACTION ITEMS</b> (5 MINS)</p> <p>Assigned to: .....</p>

## 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 accommodations
- 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 exercises)
- 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. ”

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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](#)



**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

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**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.

## 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.

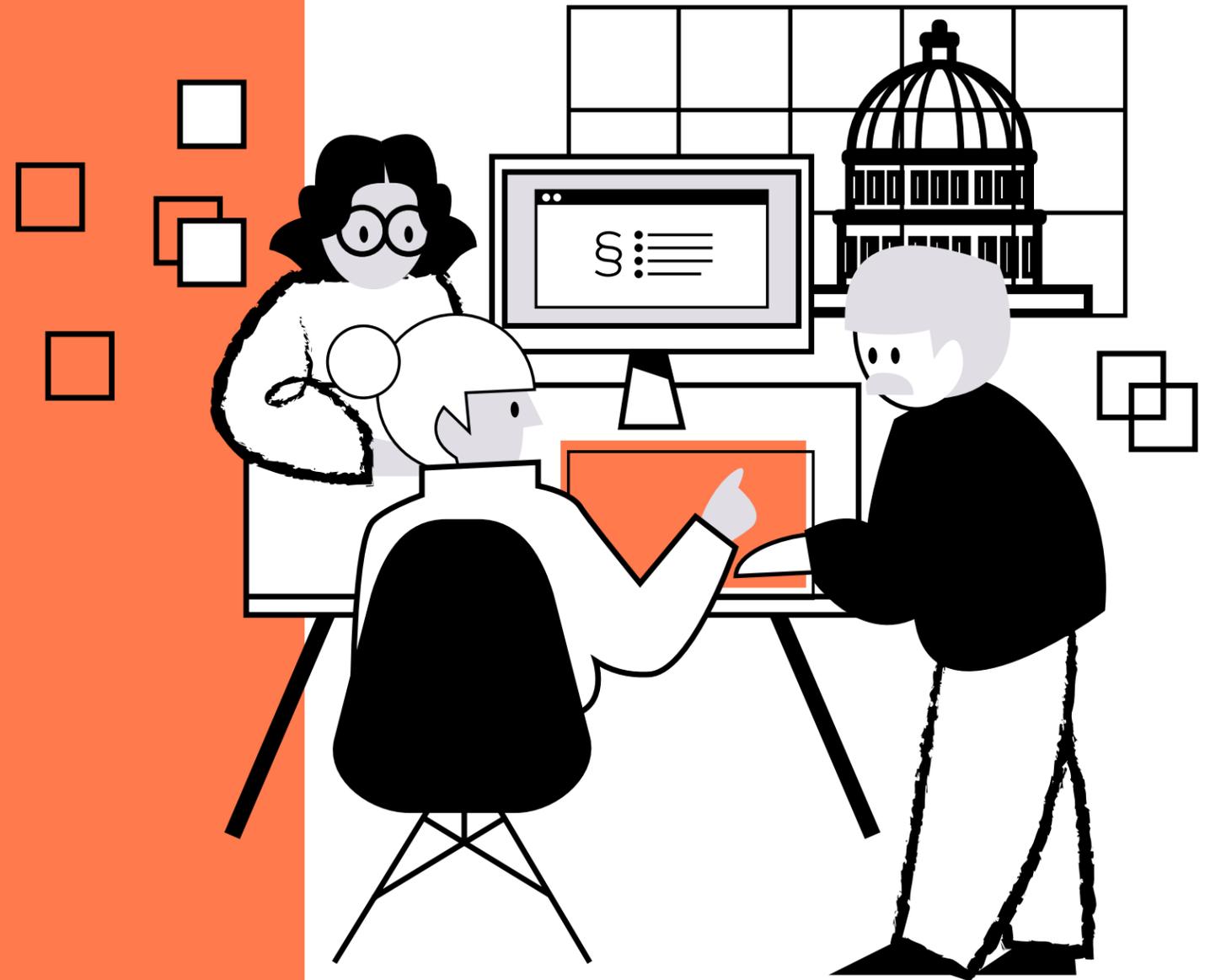
### Value survivor leaders beyond exploitation

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.

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# 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 coalition 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](#)



### 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.

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

### 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

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County Directors Associations

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Housing Provider Associations

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Other

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**COMMUNITY-BASED ORGANIZATIONS**

Youth Development Organizations

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Mental Health Providers

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Survivor-led Organizations

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Anti-trafficking Organizations

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Youth Policy Advocacy Organizations

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Tribal/Native Organizations

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Civil Legal Organizations

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Other

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**POLICY GOAL**

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**PUBLIC AGENCIES & GOVERNMENT**

Law Enforcement

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Courts & Attorneys

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Probation

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Child Welfare

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Mental Health

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Public Health

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Education

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Policymakers

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Governor/Mayor/Board of Supervisors Offices

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Health Services

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Other

**PROFESSIONAL ASSOCIATIONS**

Unions

.....

County Directors Associations

.....

Housing Provider Associations

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Other

.....

## 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

# 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

# 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 prostitution 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 legislative champion; and collaborate with a broad stakeholder group to implement a thoughtful and inclusive advocacy and communications strategy.

### Focus on implementation

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.

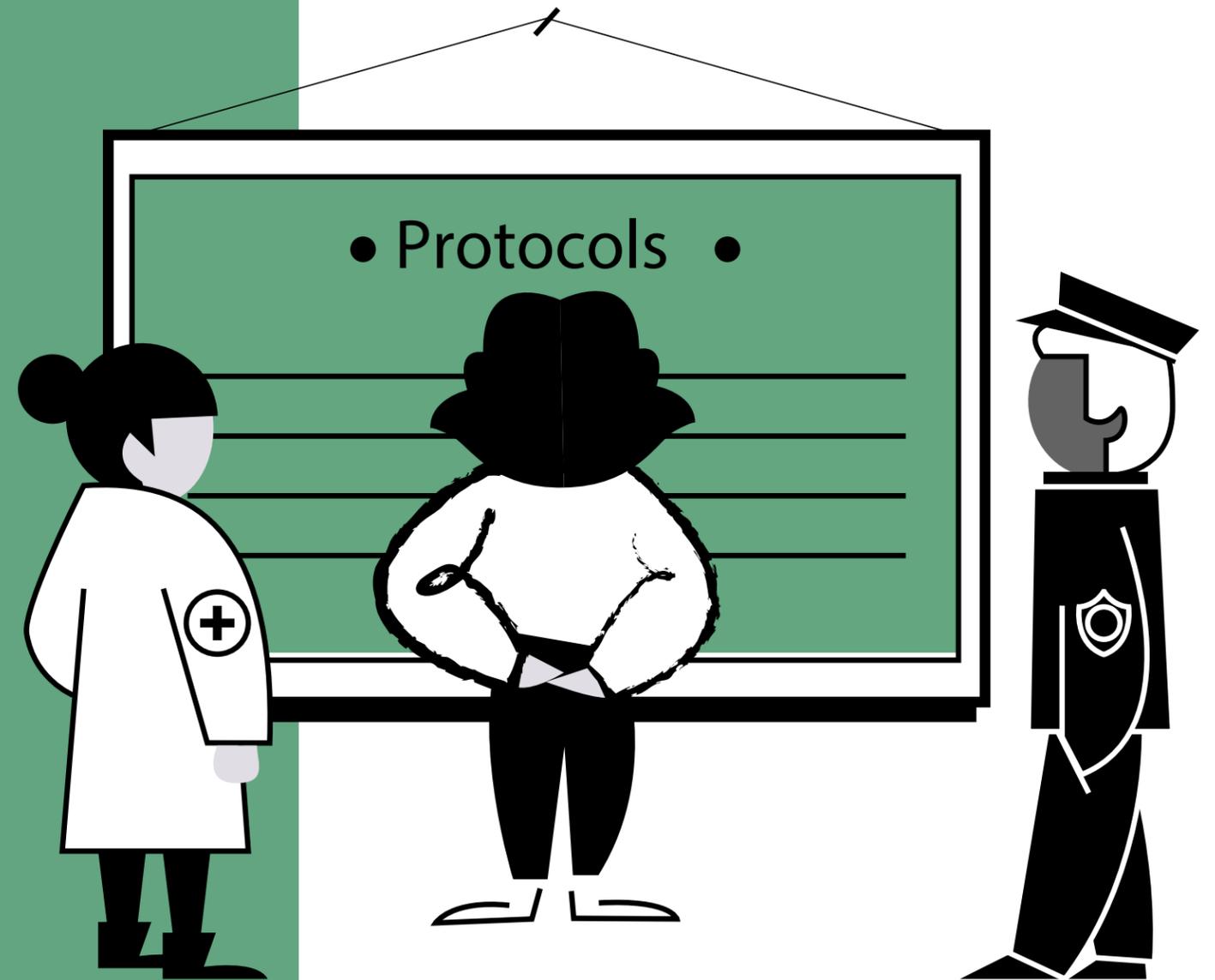
### Use a scaffolded approach

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.



# 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



**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

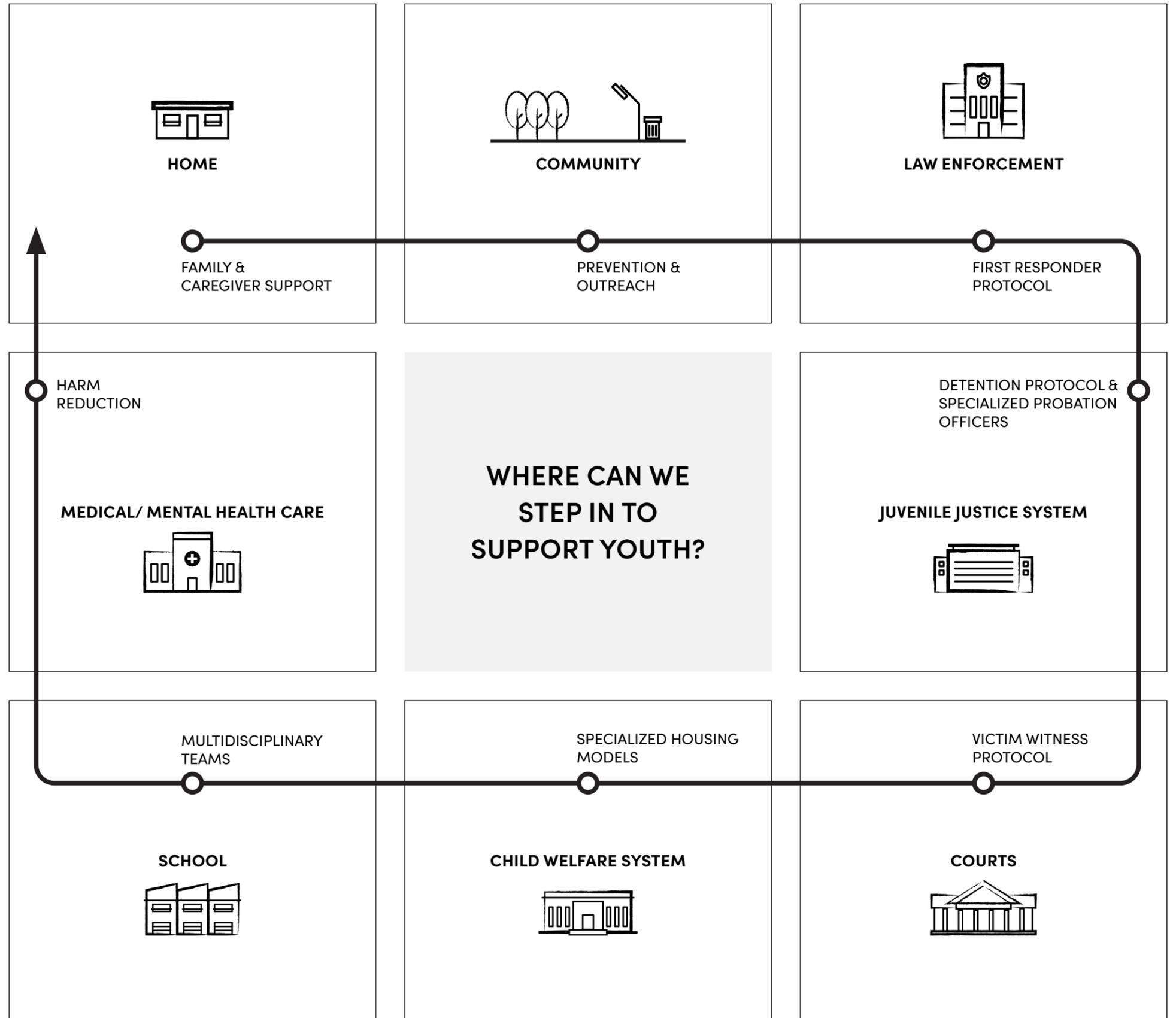
# Identifying Protocol Intervention Points

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.



## 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](#)



# 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

## 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



**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](#)



<b>ISSUE/ PROBLEM STATEMENT</b>

<b>GOALS</b>

TOOLS

<b>PARTNER A ROLES &amp; RESPONSIBILITIES</b>

<b>PARTNER B ROLES &amp; RESPONSIBILITIES</b>

<b>PARTNER C ROLES &amp; RESPONSIBILITIES</b>

<b>DATA TO BE COLLECTED</b>

<b>RESOURCES NEEDED</b>

”

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.”

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**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."

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**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.



## 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

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Full Rollout

.....

### MATERIALS NEEDED

Person in Charge: \_\_\_\_\_ Timeframe: \_\_\_\_\_

Quick Reference Guides/ Cheat Sheets

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Flowcharts

.....

Posters

.....

Pocket Cards

.....

### 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

### 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?

### INFRASTRUCTURE CHANGES

Person in Charge: \_\_\_\_\_ Timeframe: \_\_\_\_\_

Dedicated Email Address/ Contact Lists

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Information Sharing/ Consent Requirements

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Confidential Meeting Spaces

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Schedule Changes

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Other

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### 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.

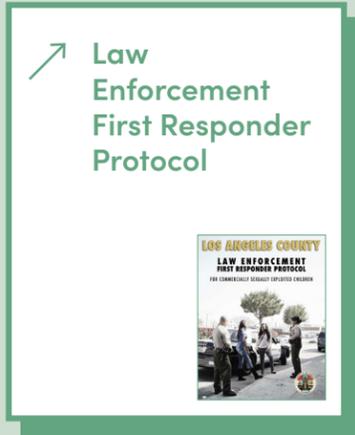
These innovative practices resulted from close partnerships with committed changemakers, including youth and survivors, champions within the juvenile justice and child welfare systems, law enforcement, health and mental health providers, and community advocates. To get the resources and attention needed 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*

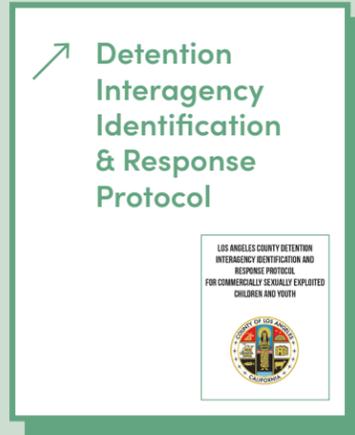


### Goal of the Protocol

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.

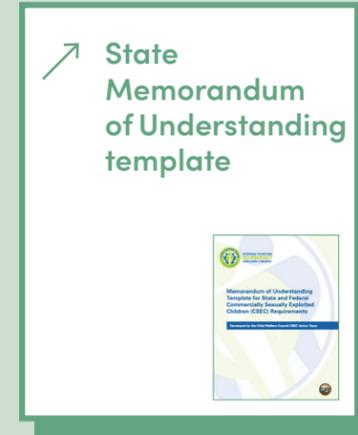


### Goal of the Protocol

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.

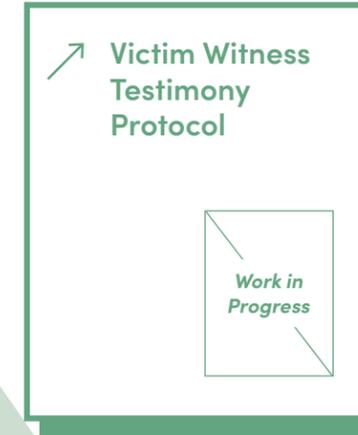


### Goal of the Protocol

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.



### 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 Critical 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 LGBTQ+ 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

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# Mapping Your Stakeholders

YOUTH-RELATED COALITIONS
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COMMUNITY-BASED ORGANIZATIONS
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COLLABORATION GOAL
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PUBLIC AGENCIES & GOVERNMENT
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PROFESSIONAL ASSOCIATIONS
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# 10 Guideposts: Aligning Partners on Principles

PRINCIPLES	GUIDEPOSTS	ALIGNMENT	NOTES
 <p data-bbox="220 854 453 880">GROW AWARENESS</p>	1. Youth should feel safe, cared for and happy	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)	
	2. Commercial sexual exploitation is child abuse	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)	
	4. Youth who have been exploited have experienced trauma and should not be criminalized for what has happened to them	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)	
 <p data-bbox="239 1348 435 1374">ELEVATE VOICES</p>	6. Each youth is a unique individual with a diverse set of goals, desires, strengths and needs beyond their exploitation	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)	
	7. Youth and survivor voice, priorities and leadership should be centered in decision-making about how to prevent and address exploitation	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)	
 <p data-bbox="276 1731 397 1757">CONNECT</p>	8. Relationships are everything - healthy, consistent relationships are transformative for youth impacted by CSE; developing and supporting those relationships should be prioritized	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)	
	9. Multi-disciplinary collaboration is essential to effectively serving youth impacted by CSE	Aligned? <input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> Yes <input type="checkbox"/> No (why?)	

Link back to:

[WORKSHEET INSTRUCTIONS](#)

# Outlining Meeting Structure/Agenda

<b>1</b>	<b>WELCOME &amp; INTRODUCTION</b> (10 MINS)  Assigned to: .....
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<b>2</b>	<b>GOALS &amp; AGENDA OVERVIEW</b> (5 MINS)  Assigned to: .....
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<b>3</b>	<b>REVIEW ACTION ITEMS FROM PREVIOUS MEETING</b> (10 MINS)  Assigned to: .....
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<b>4</b>	<b>PRESENTATION 1: SHARING PROMISING PRACTICES</b> (45 MINS)  Assigned to: .....
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<b>5</b>	<b>BREAK</b> (10 MINS)
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<b>5</b>	<b>BREAK</b> (10 MINS)
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<b>6</b>	<b>PRESENTATION 2: GROUP DISCUSSION</b> (45 MINS)  Assigned to: .....
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<b>6</b>	<b>PRESENTATION 2: GROUP DISCUSSION</b> (45 MINS)  Assigned to: .....
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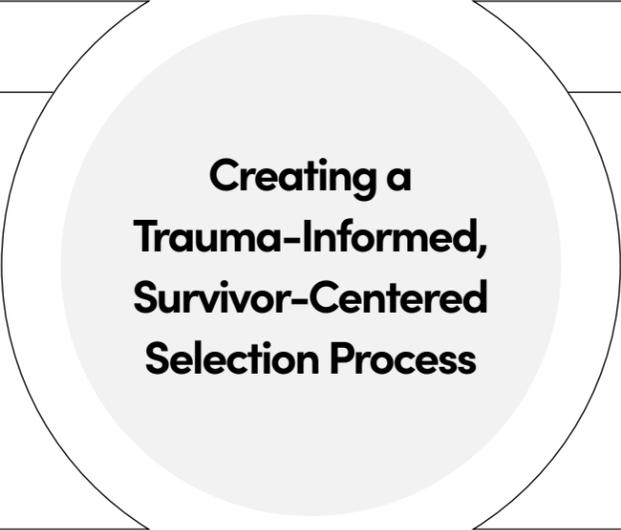
<b>7</b>	<b>ADVISORY BOARD UPDATES</b> (10 MINS)  Assigned to: .....
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<b>8</b>	<b>LEGISLATIVE UPDATES</b> (15 MINS)  Assigned to: .....
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<b>9</b>	<b>MEMBER ANNOUCEMENTS &amp; APPRECIATIONS</b> (10 MINS)  Assigned to: .....
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<b>10</b>	<b>NEXT STEPS &amp; ACTION ITEMS</b> (5 MINS)  Assigned to: .....
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# Selecting Advisory Members

<b>NUMBER OF MEMBERS</b>	<b>DIVERSITY OF MEMBERSHIP</b>	<b>WHO SELECTS MEMBERS</b>
<b>DISTANCE FROM EXPLOITATION</b>		<b>PROFESSIONAL CONNECTION TO YOUTH AND/OR CSE</b>
 <p><b>Creating a Trauma-Informed, Survivor-Centered Selection Process</b></p>		
<b>ENGAGEMENT IN SELF-CARE</b>	Other Considerations	<b>EXPECTATIONS AROUND SHARING PERSONAL EXPLOITATION EXPERIENCES</b>
	<hr/>	

Link back to:

[WORKSHEET INSTRUCTIONS](#)

# Surveying Your Statutory Landscape

<b>CHILD ABUSE &amp; NEGLECT DEFINITIONS</b>

<b>PENAL CODE RE: PROSTITUTION &amp; SAFE HARBOR LAWS</b>

<b>MULTIDISCIPLINARY COLLABORATION &amp; INFORMATION SHARING</b>

<b>SERVICES FOR EXPLOITED YOUTH</b>

<b>PROTECTION IN THE COURT PROCESS</b>



<b>PREVENTION</b>

<b>TRAINING REQUIREMENTS</b>

# Mapping Your Stakeholders

PROFESSIONAL ASSOCIATIONS
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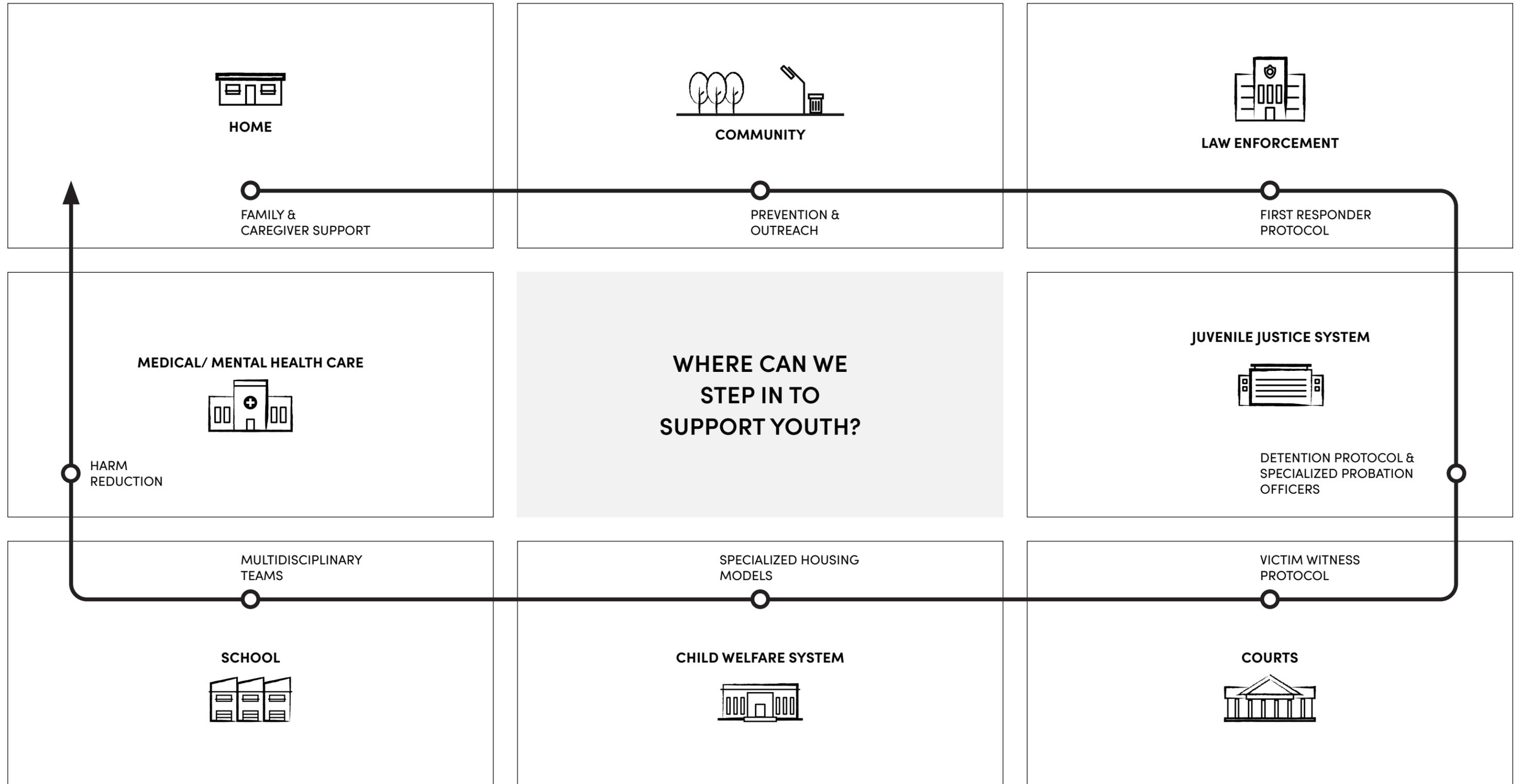
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POLICY GOAL
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PUBLIC AGENCIES & GOVERNMENT
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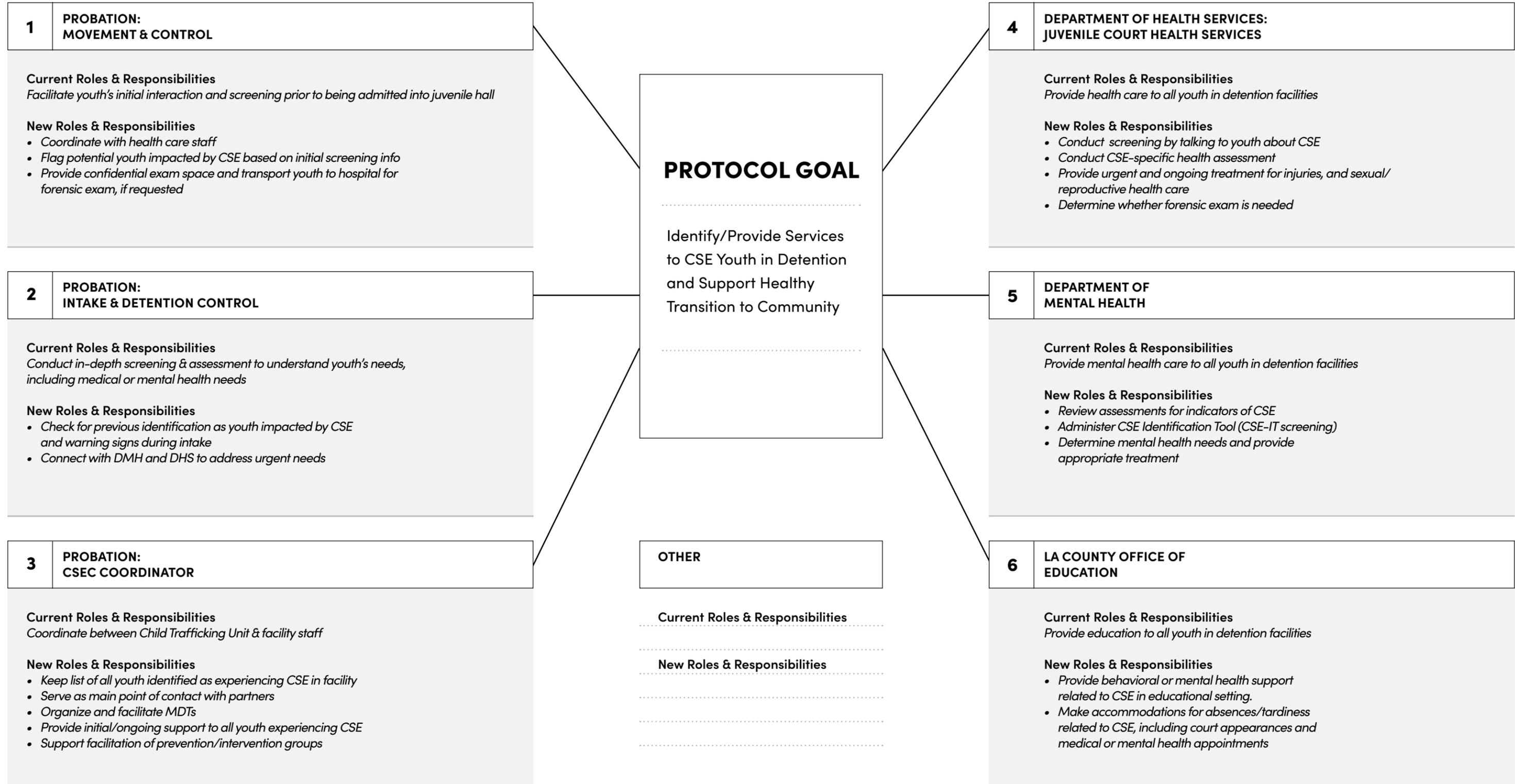
PROFESSIONAL ASSOCIATIONS
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# Identifying Protocol Intervention Points



# Sample Protocol Ecosystem

<b>ALL PARTNERS</b> Overarching Responsibilities shared by all participants.	<ol style="list-style-type: none"> <li>1. Call child protection hotline if reasonable suspicion of CSE</li> <li>2. Notify facility's CSEC Coordinator &amp; Probation's Child Trafficking Unit</li> <li>3. Notify Department of Health Services and Department of Mental Health</li> <li>4. Participate in Multi-Disciplinary Team meetings</li> </ol>
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# Outlining Your Protocol (Additional Partners)

<b>PARTNER: ROLES &amp; RESPONSIBILITIES</b>

<b>PARTNER: ROLES &amp; RESPONSIBILITIES</b>

<b>PARTNER: ROLES &amp; RESPONSIBILITIES</b>

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