

Greater New Orleans Human Trafficking Task Force

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Greater New Orleans Human Trafficking Task Force Sustainability Plan 2022

June 2022 – May 2025

Overview

According to the U.S. Department of Justice “human trafficking Task Forces are multidisciplinary teams established with the goal of providing the broadest range of services and resources for victims and the most diverse range of investigation and prosecution options in response to the perpetrators of this crime.”

¹ The Enhanced Collaborative Model to Combat Human Trafficking (ECM) is the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice grant funding program that supports the implementation of this approach. The ECM multidisciplinary Task Force is a “best practice” in the response to human trafficking.² The core functions of the multidisciplinary response is “identifying human trafficking, serving victims and investigating and building cases.”³ The primary functions are supported through training, technical assistance and community awareness/education activities.

The ECM functions under the Office of Justice Programs, U.S. Department of Justice (OJP) framework, which advances the work that promotes civil rights and race equity through the utilization of proactive investigative methods and criminal intelligence gathering and analysis strategies.⁴ The Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice (OVC) supports application of victim-centered, trauma-informed, survivor-informed, and culturally and linguistically appropriate approaches by Task Forces funded under ECM.⁵

The intersection of the OJP framework and the OVC guiding approaches (guiding framework) enhances access to services and promotion of survivor autonomy, and increases access to justice, supports crime victims and individuals impacted by the justice system, strengthens community safety and protects the public from crime and evolving threats, and builds trust between law enforcement and the community.

“Under the leadership of the Task Force, those who serve in this field have built a community network of providers, services and resources that are available to trafficking survivors, which has added to the quality of care a victim.”
- Task Force Core Team

Greater New Orleans Human Trafficking Task Force

Over six years ago, Covenant House New Orleans and Jefferson Parish Sheriff’s Office received joint awards under the ECM grant.⁶ In January 2016, the Greater New Orleans Human Trafficking Task Force (Task Force) was formed under the ECM grant, and has continually collaborated to coordinate the anti-human trafficking response in the Greater New Orleans Area (Area).⁷ Six years later, the Task Force reports more than 700 clients served and more than 680 new investigations under the ECM.

The Task Force Core Team leadership is comprised of its two lead organizations Covenant House New Orleans (CHNO) and Jefferson Parish Sheriff’s (JPSO), and includes the U.S. Attorney’s Office of Southeastern Louisiana, the Federal Bureau of Investigations, and Homeland Security Investigations. New Orleans Family Justice Center (NOFJC), Eden House New Orleans (EHNO) and Jewish Family Services of Greater New Orleans (JFS) are the victim service providers (subrecipients) that provide direct

services and comprehensive case management along with CHNO. Local law enforcement (sub recipients) receiving grant resources for investigations include Plaquemines Parish, and Gretna and Kenner Police Departments. Organizational membership for the Task Force includes over 80 local nonprofit organizations, local and state governments, civil and community organizations, as well as universities, local hospitals and businesses. Awareness and educational outreach is provided through an active network of more than 500 partners in the Area.

The U.S. Department of Justice promotes the task force as an opportunity to develop and strengthen collaborative relationships and responses to human trafficking.

Sustainability Plan (Plan) Process

Under the current award, the Task Force sanctioned evaluation, focus group conversations, and one-on-one discussions that contributed to the sustainability planning process. These efforts informed the Plan's process.

In the summer of 2020, Dr. Laura T. Murphy, Professor of Human Rights and Contemporary Slavery at the Helena Kennedy Centre for International Justice at Sheffield Hallam University (UK), and Task Force Evaluator Consultant, conducted one-on-one interviews with members of the Core Team, law enforcement, victim service providers, and other members of the Task Force network for the Task Force ECM Mid-Term Evaluation⁸ Dr. Murphy also formally presented findings and guided discussions around sustainability at the Mid-Term Evaluation presented conducted on August 20, 2020.

The Task Force initiated the implementation of the recommendations, and expanded its approach when it contracted with Kirsten Foot, Professor of Communication, U. of Washington, Action Researcher & Evaluator with WashACT Task Force. Dr. Foot recognizes that “human trafficking is just one of many issues that requires sustained, coordinated efforts from multiple sectors,” and “because of the complex nature of human trafficking efforts to counter it; human trafficking requires engagement by many branches of the public, private and civil society sectors.”⁹ Dr. Foot presents “collaboration as communication”, and approaches a Task Force as “individuals who function as organizational representatives through whom inter-organizational collaboration takes place.”¹⁰

On June 24, 2021, Dr. Foot presented to the Task Force Core Team her sustainability-planning framework. The Task Force adapted her approach by conducting a self-assessment with Dr. Foot's recommended “Sustainability Plan Interview Questions” (questions).¹¹

“The Task Force brings a unified voice in New Orleans, which is stronger than one voice alone. “ – Task Force Sub recipient

The findings resulting from the questions were synthesized through a strength, weaknesses, opportunities and threats (SWOT) analysis, and informed the development of the priority areas along with documented findings from ongoing conversations and efforts conducted over the past year. This includes sustainability findings presented in the Task Force ECM Final Evaluation (Final Evaluation) by Dr. Murphy, based on her series of questions asked the Task Force Core Team, law enforcement, victim service providers, and other members of the Task Force network. It is important to note that shared feedback from sub recipients and Core Team members during scheduled conversations and ongoing conversations through the Task Force from the course of the last year was also incorporated.¹²

Additionally, assessments of key issues conducted by partners including UNITY of Greater New Orleans¹³, the Freedom Network¹⁴ and Polaris¹⁵ with Task Force membership throughout the course of

the past year also contributed to key findings. The state of Louisiana conducted a study on the challenges and gaps in its efforts to address human trafficking, and interviewed a number of Task Force Core Team, law enforcement, prosecutors, victim service provider, and other key stakeholders during the study.¹⁶ National guidance was also provided through the Human Trafficking Capacity Building Center.¹⁷

Lastly, a number of models endorsed by OVC were consulted to qualify the scope of sustainability under the OVC ECM approach.^{18 19 20} According to the OVC approach, sustainability for the Task Force includes the continuation of the ECM components that provide critical outcomes that progresses its central aims:

- To increase the number of human trafficking trained law enforcement and victim service professionals;
- To increase identification of and comprehensive services and referrals for victims and survivors;
- Increased coordination between law enforcement, prosecutors, victim service providers, and with state and federal agencies;
- Strengthen broader community awareness, and maintain advances in community collaboration and collective action.

Notably, this Plan’s tools and methodology includes a lens that addresses the OJP framework and the OVC guiding approaches.

Project Roadmap²¹

As mentioned above, ongoing efforts over the past year contributed to the findings. In 2021, the Task Force participated in the OVC self-assessment model, the Multi-disciplinary ECM for Anti-Trafficking Task Forces: Development and Operations Roadmap (Roadmap).²² The self-assessment results identify the Task Force as a stage four (4) organization, suggesting that the Task Force is poised for sustainable growth. According to the Roadmap, a stage four (4) Task Force is “Building & Expanding Capacity”, through “a formalized structure and processes, the focus in this stage shifts to bringing in new partners, expanding response capabilities, and continuing to develop and refine processes to overcome identified challenges and reflect lessons learned”.²³

From this stage, the Task Force is enabled to build its capacity through a strengths based approach that promotes civil rights, increased access to justice, supports crime victims, protects the public from crime and evolving threats, and build trust between law enforcement and the community as a backbone network.²⁴

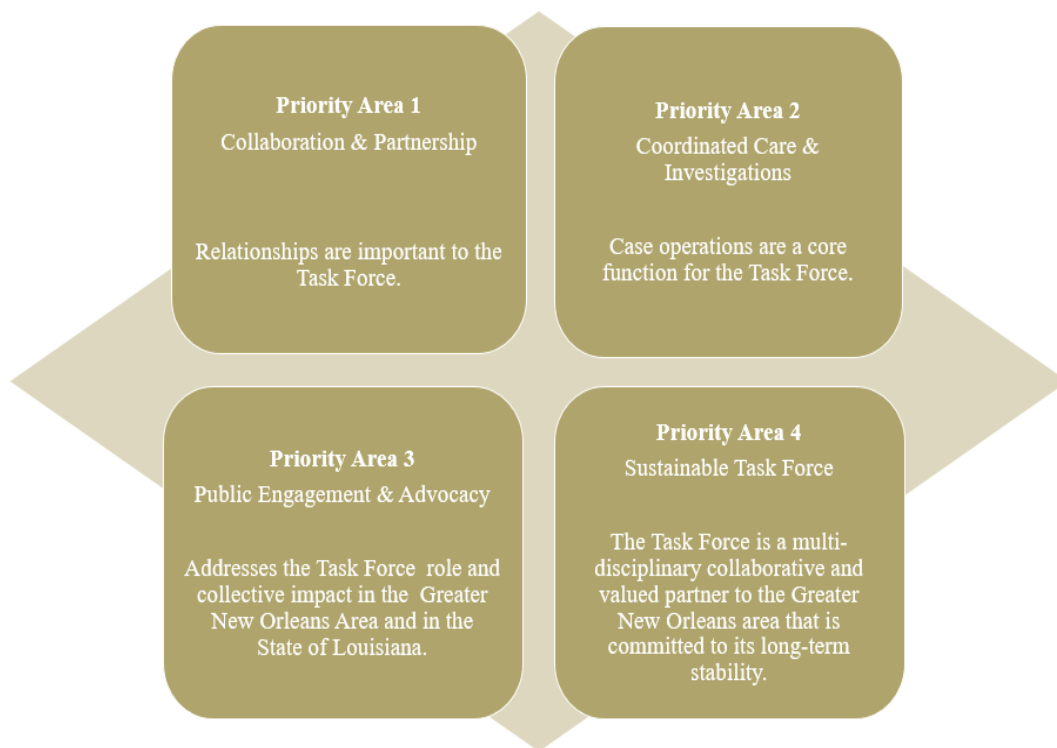
“A benefit of the Task Force is that it keeps us in regular contact with victim service providers, which would be more of a challenge to build relationships with service providers and knowing which victims service providers in the area to connect victims to services.” - Task Force Core Team Member

Key Findings

The key findings defined the priority areas that frame the Plan. The priority areas are:

- Collaboration and Partnership
- Coordinated Care and Investigations
- Public Engagement and Advocacy
- Sustainable Task Force

A draft of the Plan was presented to the Task Force Core Team and to the Task Force general membership at two separate meetings for reflection and feedback. The reflection and feedback was applied to the finalized Plan.



Sustainability Plan Priority Area 1- Collaboration and Partnership

The Plan recognizes relationships are fundamental to the Task Force. The Task Force establishes a course for open-communication and thriving relationships to build capacity around cases and investigations, and to help address issues and explore solutions.

Priority Area: Collaboration and Partnerships	Goal 1: Enhance and invest in partnerships and collaborations to accelerate Task Force best practices and community impact	
	Objective 1:1	Assess Memorandum(s) of Understanding (MOUs), and establish new MOUs with key stakeholders
	Strategies: <ul style="list-style-type: none"> Assess and update current Task Force Core Team MOU Assess and update current Task Force Victim Service Provider MOU Assess current stake holder relationships, and execute new MOUs 	
	Objective 1:2	Strengthen Task Force’s ability to enhance and invest in value-driven collaboration and partnership
	Strategies: <ul style="list-style-type: none"> Revisit Task Force’s founding mission, vision and values, and assess within current core team leadership, membership and community needs Establish and promote Task Force mission, vision and values Implement a plan for introducing Task Force mission, vision and values across partner organizations and multi-disciplinary collaborations 	
	Objective 1:3	Implement collaboration and coalition activities
	Strategies: <ul style="list-style-type: none"> Conduct multisector collaboration exercises and activities for core team leadership, members and community at large Assess current communication channels and protocols with in Task Force, and update communication standards Implement collaboration and coalition technical assistance for multi-sector partners responding to human trafficking 	
	Objective 1:4	Expand Task Force’s ability to model collaboration and coalition activities
Strategies: <ul style="list-style-type: none"> Revisit and implement Task Force’s conflict resolution protocols Providing ongoing training and technical assistance to core team leadership on collaboration and coalition building Recognize core team leadership and members as advocates for the Task Force, and establish central messaging and ongoing opportunities for promoting the Task Force ECM 		

Sustainability Plan Priority Area 2 - Coordinated Care and Investigations

The Plan recognizes case operations are a core function for the Task Force. The Plan defines how the Task Force will invest and build capacity for its anti-human trafficking case response, such as victim-centered investigation and prosecution, delivery of victim services, confidentiality, and referral protocols.

Priority Area: Coordinated Care and Investigations	Goal 2: Continually invest in coordinated case efforts across disciplines	
	Objective 2:1	Develop and implement a law enforcement case investigation notes sharing system
	Strategies:	
	<ul style="list-style-type: none"> Implement a standardize method for recording case investigation notes to establish a proactive investigative approach Establish coordination for sharing case investigation notes among law enforcement Coordinated discussions about law enforcement step by step process, and sharing best practices for steps that didn't work and standardization for best practices that did work 	
	Objective 2:2	Implement and coordinate a human trafficking adult multi-disciplinary team for case review and coordination
	Strategies:	
	<ul style="list-style-type: none"> Identify key stakeholders for participating, including victim service providers, health care and behavioral health care providers, law enforcement, local, state and federal partners Establish confidentially and meeting guidelines for discussing cases Establish meeting frequencies 	
	Objective 2:3	Case (law enforcement and victim service providers) operations
Strategies:		
<ul style="list-style-type: none"> Assess, update and train on key operational components, including identifying, screening, client assessment, case files, confidentiality and referrals Invite cross sector subject matter experts from within the Task Force and the anti-trafficking field at large to present and share on best practices and lesson's learned in case operations, including collaborations Implement a harm-reduction approach to case management 		
Objective 2:4	Expand professional and subject matter involvement in building cases, collaborating and coordinating cases, and standardizing	
Strategies:		
<ul style="list-style-type: none"> Expand case operations to include more involvement from the prosecutor and legal field Expand case operations to include more involvement from state agencies, such as Department of Health and Department of Children and Families Expand case operations to include lived-experience (survivor-informed) 		

Sustainability Plan Priority Area 3 - Public Engagement and Advocacy

The Plan addresses the Task Force role and collective impact in the Greater New Orleans Area and in the state of Louisiana.

Priority Area: Public Engagement and Advocacy	Goal 3: Advance the trauma-informed, victim-centered response by applying the Task Force expertise, assets and best practices to a civil-rights approach	
	Objective 3:1	Increase the Task Force’s profile and contribution in the policy space
	Strategies:	
	<ul style="list-style-type: none"> • Develop standardize messaging on key issues (See Objectives 1:2 & 1:4) • Identify gaps in policy and develop a strategy • Identify key stakeholders, including business partners, and cultivate relationships to build understanding around key issues and to usher policy changes 	
	Objective 3:2	Increase data availability and accessibility for key stakeholders
	Strategies:	
	<ul style="list-style-type: none"> • Review and update data collection and data sharing protocols • Establish a data analytical function to the Task Force core functions, and partnership with Louisiana Fusion Center • Research trends and publish on Task Force findings and best practices 	
	Objective 3:3	Lead discussions and guide solutions on critical issues experienced by victims and survivors
	Strategies:	
<ul style="list-style-type: none"> • Assess current committee structure, and establish committee(s) based on critical issues (e.g., Labor Trafficking and Legal Services) • Map key partners for cross-organizational alignment and create an action plan for representation (See Objectives 2:2 & 3:1) • Research and pursue funding to advance work 		
Objective 3:4	Outreach, media, and community awareness	
Strategies:		
<ul style="list-style-type: none"> • Establish a pool of Task Force subject matter experts available for community training requests • Conduct coordinate outreach with law enforcement to encourage community reporting tips and other suspected activities (See Objectives 1:2, 1:3, & 3:1) • Develop a social media plan 		

Sustainability Plan Priority Area 4 - Sustainable Task Force

The Plan addresses the Task Force as a multi-disciplinary collaborative and valued partner to the Greater New Orleans area that is committed to its long-term stability.

Priority Area: Sustainable Task Force	Goal 4: Build capacity around a successful Task Force foundation through a trauma-informed, victim-centered, civil-rights approach.	
	Objective 4:1	Continually provide professional development opportunities, training and resources for core team leaders and for members.
	Strategies:	
	<ul style="list-style-type: none"> Implement a training plan for law enforcement and prosecutors that satisfy professional requirements and standards Implement a training plan around the OVC TTAC Human Trafficking Task Force e-Guide: Strengthening Collaborative Responses Implement a training plan around OVC TTAC Understanding Human Trafficking Training 	
	Objective 4:2	Enhance overall funding stability to support the coordinator position, lead agencies administrative costs, subrecipient victim service providers and law enforcement
	Strategies:	
	<ul style="list-style-type: none"> Assess aggregate resources among partners, including risks, leveraged resources, collaborative funding opportunities Prioritize and approach funding opportunities Implement a joint collective impact statement for funding opportunities and other opportunities 	
	Objective 4:3	Bolster the Task Force infrastructure, and align roles and responsibilities, and balance of power
Strategies:		
<ul style="list-style-type: none"> Assess roles, responsibilities, and decision making, to update protocols accordingly and to develop succession plan(s) Implement a coordinated plan for educating core team leaders, members, and community at large on how law enforcement, prosecutors, victim service providers and other key stakeholders intersect and align (See Objectives 1:2, 1:4, 3:1 & 3:4) Conduct every eighteen (18) months a systematic review of protocols, update documents and educate core team leaders, members, and the community at large 		
Objective 4:4	Increase Task Force and its best practices promotion and visibility	
Strategies:		
<ul style="list-style-type: none"> Clarify Task Force purpose and role in the community at large, in the state, and at a national level Implement a marketing plan align (See Objectives 1:2, 1:4, 3:1, 3:4 & 4:3) Assess current Task Force communication channels and content, and update 		

Appendix 1: Sustainability Plan Interview Questions

By Dr. Kirsten Foot

Questions posed to all core team members:

1. How would your work change if the Task Force ceased to exist?
2. Would your relationships with agencies you connected with through the Task Force change if it ceased to exist? If so, how?
3. As we consider what form the Task Force can take in the future, are there other roles that you'd like to see the Task Force take on or other activities you think the Task Force should carry out 2-5 years from now?
4. What are your ideas regarding how the leadership of the Task Force might be best structured and shared post-ECM funding? Which orgs/agencies should be involved in leadership and how?
5. Are there approaches or commitments that you consider foundational to the Task Force and being a member of the Task Force?
6. What agreements need to be put into writing to put these approaches/commitments into practice?
7. How might your agency/unit/org be able to contribute to the sustainability of the TF post-ECM funding?

Appendix 3: Glossary of Terms

Case management—Process of prioritizing, managing, supporting, and providing the services set forth in a victim/survivor service plan; this often includes assisting crime victims in coordinating tasks and following up with many different systems (e.g., criminal justice, civil legal systems, social services) to meet victim/survivor goals.

Collaboration – Partnership between agencies and individuals committed to working together and contributing resources to obtain a common goal.

Collective Impact Model – The model brings people together in a structured way to impact social change.

Coordination - The processes and strategies used to help teams collaborate more effectively on their individual and collective goals.

Cross-disciplinary—Spanning across several disciplines or specializations (e.g., joint law enforcement/victim assistance response to reports of domestic violence).

Enhanced Collaborative Model – multi-disciplinary collaboration between law enforcement and victim service providers with the purpose of combatting human trafficking.

Ensuring Civil Rights - Federal laws prohibit recipients of funding administered by the OJP from discriminating in the delivery of services on the basis of age, race, color, national origin, religion, or disability. Applicable federal laws also prohibit recipients from discriminating on the basis of disability in their employment practices, and from discriminating against employees and beneficiaries on the basis of sex in funded education or training programs. Recipients are also obligated under federal civil rights laws to provide meaningful access to their programs and activities for persons with limited English proficiency.

Goals – Provide overall direction and are the long-term big picture.

Human Trafficking - According to federal legislation (the Trafficking Victims Protection Act of 2000 [TVPA], and its subsequent reauthorizations), human trafficking is defined as: a) Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or, b) The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery. (22 USC 7102(9))²⁵

Lived experience – see Survivor-Informed

Multi-disciplinary team - A planned and coordinated program of care involving two or more specializations (e.g., law enforcement and a nonprofit service organization) for the purpose of improving services as a result of their joint contributions.

Objectives – This is what needs to happen or what needs to be addressed in order to meet goals.

Outreach—Efforts toward identifying a population with unmet needs and providing information or resources to persons who might otherwise not receive service.

Referral—An act, action, or instance of referring a victim to another program in the community for the purpose of matching a victim’s unmet needs with organizations that can provide services to meet those needs (e.g., giving a patient a *referral* to a specialist).



Task Force Development and Operations Self-Assessment Summary

Greater New Orleans Human Trafficking Task Force

Self-Assessment Responses

6

Grant Year

2018 - Category 2

Figure 1. Member's Role

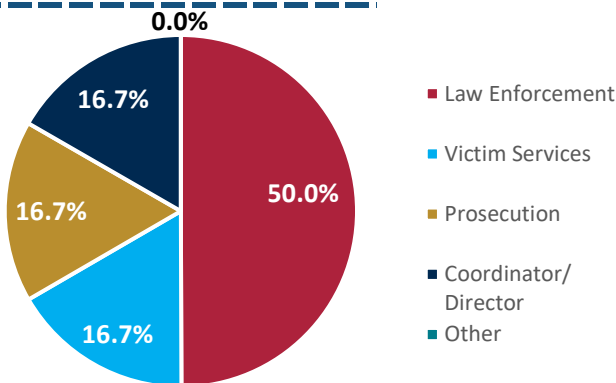


Figure 2. Agency Membership Length

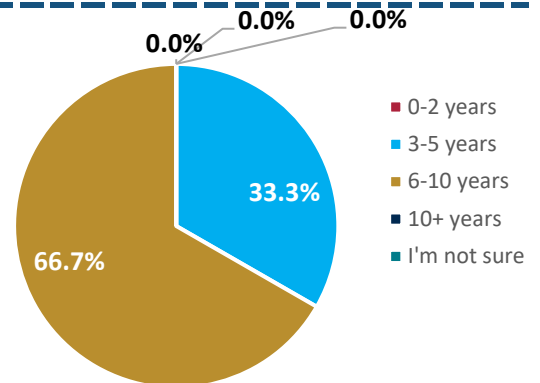


Figure 3. Individual Membership Length

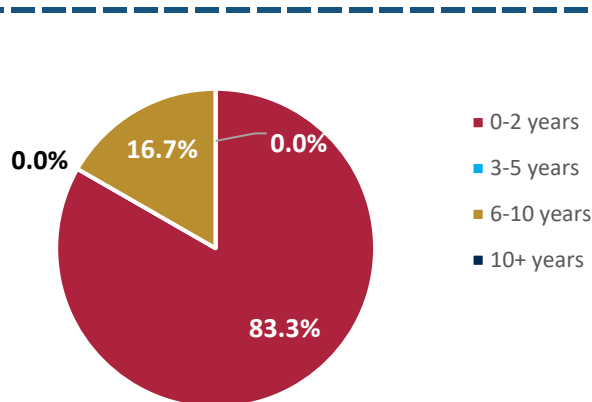


Figure 4. Formal MOU

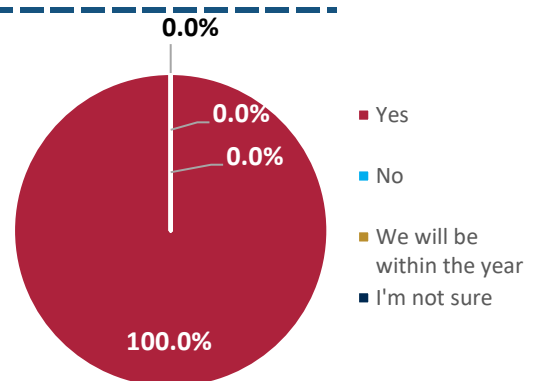
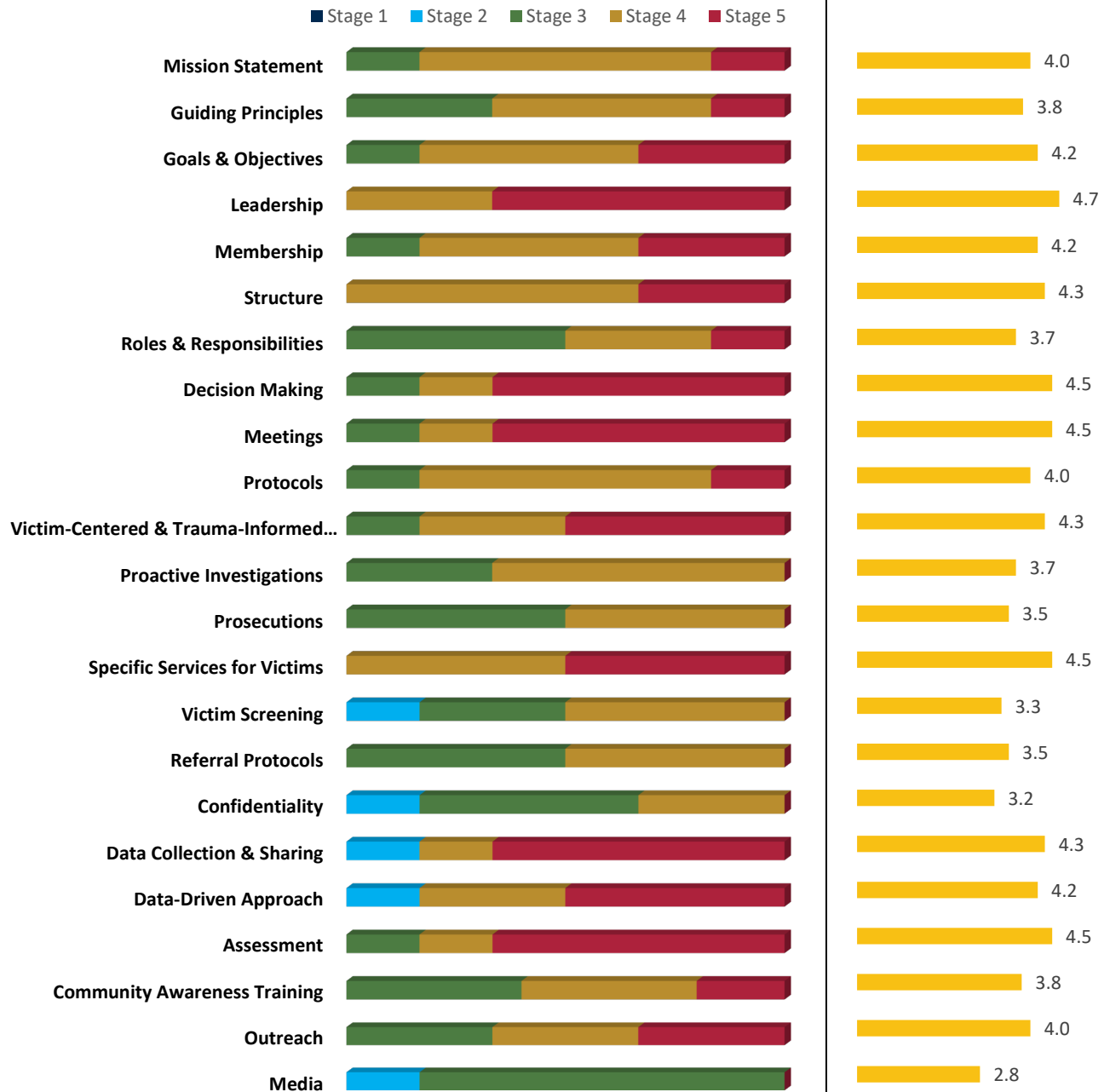


Figure 5. Self-Assessment Roadmap Stage Ratings



INTERNAL FOUNDATIONS, OPERATIONS, & COLLABORATIONS						Average Stage
Mission Statement	0.0%	0.0%	16.7%	66.7%	16.7%	4.0
Guiding Principles	0.0%	0.0%	33.3%	50.0%	16.7%	3.8
Goals & Objectives	0.0%	0.0%	16.7%	50.0%	33.3%	4.2
Leadership	0.0%	0.0%	0.0%	33.3%	66.7%	4.7
Membership	0.0%	0.0%	16.7%	50.0%	33.3%	4.2
Structure	0.0%	0.0%	0.0%	66.7%	33.3%	4.3
Roles & Responsibilities	0.0%	0.0%	50.0%	33.3%	16.7%	3.7
Decision Making	0.0%	0.0%	16.7%	16.7%	66.7%	4.5
Meetings	0.0%	0.0%	16.7%	16.7%	66.7%	4.5
Protocols	0.0%	0.0%	16.7%	66.7%	16.7%	4.0
CASE OPERATIONS						Average Stage
Victim-Centered & Trauma-Informed Approach	0.0%	0.0%	16.7%	33.3%	50.0%	4.3
Proactive Investigations	0.0%	0.0%	33.3%	66.7%	0.0%	3.7
Prosecutions	0.0%	0.0%	50.0%	50.0%	0.0%	3.5
Specific Services for Victims	0.0%	0.0%	0.0%	50.0%	50.0%	4.5
Victim Screening	0.0%	16.7%	33.3%	50.0%	0.0%	3.3
Referral Protocols	0.0%	0.0%	50.0%	50.0%	0.0%	3.5
Confidentiality	0.0%	16.7%	50.0%	33.3%	0.0%	3.2
DATA, REPORTING, & ASSESSMENT						Average Stage
Data Collection & Sharing	0.0%	16.7%	0.0%	16.7%	66.7%	4.3
Data-Driven Approach	0.0%	16.7%	0.0%	33.3%	50.0%	4.2
Assessment	0.0%	0.0%	16.7%	16.7%	66.7%	4.5
PUBLIC & COMMUNITY ENGAGEMENT, AWARENESS, AND TRAINING						Average Stage
Community Awareness Training	0.0%	0.0%	40.0%	40.0%	20.0%	3.8
Outreach	0.0%	0.0%	33.3%	33.3%	33.3%	4.0
Media	0.0%	16.7%	83.3%	0.0%	0.0%	2.8

Figure 6. Self-Assessment Roadmap Stage Ratings



Partnerships – A collaborative relationship between two or more parties based on trust and mutual understanding for the achievement of a specific goal.

Sub recipient - A non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program; but does not include an individual that is a beneficiary of such program.

Survivor - A victim of a severe form of trafficking when they were recruited, obtained, provided, transported through force, fraud, or coercion for the purposes of sex or labor trafficking.²⁶

Survivor-informed—A program, policy, intervention, or product that is designed, implemented, and evaluated with intentional leadership and input from victims/survivors to ensure that the program or product accurately represents the needs, interests, and perceptions of the target victim population.

SWOT Analysis – A study conducted in order to find strengths and weaknesses, and what problems or opportunities an entity or organization should deal with. SWOT is formed from the initial letters of ‘strength’, ‘weaknesses’, ‘opportunities’, and ‘threats’.

Trauma-informed approach - Being trauma-informed is a strengths-based approach that is responsive to the impact of trauma on a person's life. ²⁷

Victim-service provider - A private nonprofit organization whose primary mission is to provide direct services to victims violence, including human trafficking, domestic violence, sexual assault, and stalking.

Victim-centered approach - Placing the crime victim’s priorities, needs, and interests at the center of the work with the victim; providing nonjudgmental assistance, with an emphasis on client self-determination, where appropriate, and assisting victims in making informed choices; ensuring that restoring victims’ feelings of safety and security are a priority and safeguarding against policies and practices that may inadvertently re-traumatize victims; ensuring that victims’ rights, voices, and perspectives are incorporated when developing and implementing system- and community-based efforts that impact crime victims.

Values - Organizational values are the guiding principles that provide an organization with purpose and direction.

Vision - Describes what an organization or entity desires to achieve in the long-run, generally in a time frame of five to ten years, or sometimes even longer.

Endnotes

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- ¹ Human Trafficking Task Force e-guide: Strengthening Collaborative Responses, Office for Victims of Crime Training and Technical Assistance Center, Office of Justice Programs, U.S. Department of Justice, Retrieved at <https://www.ovcttac.gov/TaskForceGuide/eguide/>
- ² Human Trafficking Task Force e-guide: Strengthening Collaborative Responses, Office for Victims of Crime Training and Technical Assistance Center, Office of Justice Programs, U.S. Department of Justice, Retrieved at <https://www.ovcttac.gov/TaskForceGuide/eguide/>
- ³ Human Trafficking Task Force e-guide: Strengthening Collaborative Responses, Office for Victims of Crime Training and Technical Assistance Center, Office of Justice Programs, U.S. Department of Justice, Retrieved at <https://www.ovcttac.gov/TaskForceGuide/eguide/>
- ⁴ About Us, Office of Justice Programs, U.S. Department of Justice, Retrieved at <https://www.ojp.gov/about#our-vision>
- ⁵ Offices, Office of Justice Programs, U.S. Department of Justice, Retrieved at <https://www.ojp.gov/about/offices/office-victims-crime-ovc>
- ⁶ 2015-VF-BX-K004 ECM award, release date 1/25/2016, and 2018-VT-BX-K075 ECM award, release date 2/1/2019, under the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice.
- ⁷ Greater New Orleans metropolitan area is inclusive of Jefferson Parish and Orleans (coterminous with the city of New Orleans) Parish, Plaquemines Parish, St. Bernard Parish, St. Charles Parish, St. James Parish, St. John the Baptist Parish and St. Tammany Parish
- ⁸ Greater New Orleans Human Trafficking Task Force Enhanced Collaborative Model Grant: Mid-Term Evaluation, Conducted by Laura T. Murphy and Lauren Cutuli, Consultants, August 2020
- ⁹ Collaborating Against Human Trafficking: Cross-sector Challenges and Practices, Rowman & Littlefield, by Kirsten Foot, 2016.
- ¹⁰ Collaborating Against Human Trafficking: Cross-sector Challenges and Practices, Rowman & Littlefield, by Kirsten Foot, 2016.
- ¹¹ Collaborating Against Human Trafficking: Cross-Sector Challenges and Practices, by Kirsten Foot, Rowman & Littlefield, Maryland, 2016
- ¹² Greater New Orleans Human Trafficking Task Force Enhanced Collaborative Model Grant: Final Evaluation, Conducted by Laura T. Murphy and Lauren Cutuli, Consultants, February 2022
- ¹³ HUD Continuum of Care Housing Funding, focus group conducted by UNITY of Greater New Orleans, October 12, 2021.
- ¹⁴ NOLA Housing Summit Reconvening, focus group conducted by Freedom Network, November 2, 2021.
- ¹⁵ Polaris Safety Net Expansion Initiative Update New Orleans, focus groups conducted by Polaris, April 1, 2021, April 20, 2021, July 28, 2021, February 1, 2022.
- ¹⁶ Challenges and Gaps in Louisiana’s Efforts to Address Human Trafficking, Performance Audit Services, Louisiana Legislative Auditor, Issued February 26, 2020.
- ¹⁷ Human Trafficking Capacity Building Center, 90 minute coaching session, held April 11, 2022.
- ¹⁸ TASK FORCE consulted these models for conducting and framing the Sustainability Plan: Office for Victims of Crime, Enhancing Community Responses to the Opioid/America’s Addiction Crisis: Serving our Youngest Crime Victims, Sustainably Toolkit as a model for the Sustainability Plan, by JBS International Inc. under awards 2019-V3 GX K241 and 2020-V3 GX K162, by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice, retrieved at: https://www.cossapresources.org/Content/Documents/Tools/OVC_Sustainability_Toolkit_Final.pdf ; And, Development & Operations Roadmap for Multidisciplinary Anti-Human Trafficking Task Forces, by International Association of Chiefs of Police under 2015-VT-BX-K001, Bureau of Justice Assistance award, and by Erin Y. Albright, JD, under 2016-VF-GX-K014 award under the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice, retrieved at: <https://www.theiacp.org/resources/document/development-operations-roadmap-for-multidisciplinary-anti-human-trafficking-task> ; and, Collaborating Against Human Trafficking: Cross-sector Challenges and Practices, Rowman & Littlefield, by Kirsten Foot, 2016.
- ²⁰ Enhanced Collaborative Model Task Force To Combat Human Trafficking Program: Performance Update Report, Fiscal Years 2016 – 2018, by the Bureau of Justice Assistance, U.S. Department of Justice, retrieved at <https://bja.ojp.gov/sites/g/files/xyckuh186/files/Publications/ECM-Program-Performance-Update-Report-FY16-18.pdf>

²¹ Project Roadmap: Expert Technical Assistance for Human Trafficking Task Forces, Task Force Development and Operations Self-Assessment, conducted by TASK FORCE April 2021, results provided by ICF to the TASK FORCE on November 29, 2021.

²² Project Roadmap: Expert Technical Assistance for Human Trafficking Task Forces, Task Force Development and Operations Self-Assessment, conducted by TASK FORCE April 2021, results provided by ICF to the TASK FORCE on November 29, 2021.

²³ Development & Operations Roadmap: A Multidisciplinary Collaborative Model for Anti-Human Trafficking Task Forces, by International Association of Chiefs of Police and Erin Albright, J.D., Office of Victims of Crime, Bureau of Justice Assistance, U. S. Department of Justice, retrieved at:

<https://www.theiacp.org/sites/default/files/HumanTrafficking/Roadmap%20for%20Multidisciplinary%20Collaborative%20Model%20Anti-Human%20Trafficking%20Task%20Forces.pdf>

²⁴ For more information about “backbone network”: National Council of Nonprofits, “Collective Impact”, Retrieved on June 25, 2021, at: <https://www.councilofnonprofits.org/tools-resources/collective-impact>; and, “Six Proven Practices for Backbone Organizations”, by Richard Crespín & Helen Moser, Stanford Social Innovation Review, July 5, 2018, Retrieved https://ssir.org/articles/entry/six_proven_practices_for_backbone_organizations#

²⁵ Human Trafficking Task Force e-guide: Strengthening Collaborative Responses, Office for Victims of Crime Training and Technical Assistance Center, Office of Justice Programs, U.S. Department of Justice, Retrieved at <https://www.ovcttac.gov/TaskForceGuide/eguide/>

²⁶ FAQ, General Information, Coalition to Abolish Slavery & Trafficking (CAST), https://casttta.nationbuilder.com/general_human_trafficking#:~:text=A%20survivor%20is%20a%20victim.of%20sex%20or%20labor%20trafficking.

²⁷ Implementing A Trauma-Informed Approach, Civilian Security, Democracy, And Human Rights, Office to Monitor and Combat Trafficking in Persons, U.S. Department of State, June 2018, Retrieved at <https://www.state.gov/wp-content/uploads/2019/02/283795.pdf>