

## Hagel, Kirk A.

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**From:** Emily Schwartz <director@ndhttf.org>  
**Sent:** Tuesday, October 5, 2021 9:27 AM  
**To:** Alicia Rixen; Jennifer Puhl; Harstad, Steve J.; schaffer@318project.org; Elizabeth Pihlaja; nathan.davis@tmbci.org; Shaw, Jim R.; Couture, Sarah K.; Faul, Tayler Ann; Wold, Lindsay; Rwatirisa Matsika; Melissa Kaiser; Lunde, Analena M.  
**Cc:** Thunder, Erica G.; Melanie Heitkamp  
**Subject:** Request for emergency meeting  
**Attachments:** 2021 Navigator Regions Map & Nav Listing.pdf; NDHTTF goal statements and measures 2021.6.28.pdf; Letter to Board of Directors- FINAL.pdf

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Hi Executive Board,

My apologies in advance for the long email. Note that in addition to NDHTTF Board members, I am including other individuals (Management Team, grant managers, Melanie Heitkamp, NDHTTF contractors) to this message to ensure all are aware of the discussion at hand.

1. I'd like to have a **meeting with the NDHTTF Executive Board ASAP this week** to discuss the status of funding and options for continued positions/services for the task force. **Please see below for a doodle poll and note that due to time constraints we will meet when the majority of Executive Board members are available, with priority given to voting members (USAO, ND Indian Affairs Commission, ND BCI) so we can move forward with a recommendation ASAP:**

[https://doodle.com/poll/6m7exdme85rxnbph?utm\\_source=poll&utm\\_medium=link](https://doodle.com/poll/6m7exdme85rxnbph?utm_source=poll&utm_medium=link)

2. The matter at hand is the following:

The NDHTTF received far less in funding from the AG's office for continued support of the three Navigator positions than has historically been provided. I am confident in Melissa and Analena's continued ability to support the Western and Eastern regions of the state (see attached Navigator map), especially with the pairing of LEV's funding for Victim Services through BCI. The question arises as to how to best provide ongoing Navigation services in the central part of the state (currently provided by Carrie Evans, Youthworks).

I had anticipated more funding to allow for Carrie to continue on with this work under the umbrella of PCAND. Without FT funding, we will need to pivot and determine how to best meet this need, and quickly. Cases continue to come in, and we need to provide some direction and continuity to the MDTs in the central region (Minot and Bismarck).

The contractors currently paid under the NDHTTF (Eastern Navigator, Western Navigator, Labor Trafficking Specialist, Victim Service Coordinator, Grant Tech) met yesterday afternoon to discuss options based on the AG HT award, and make recommendations for prioritization in positions. The team would like to move forward with a PT (20 hr/wk) position for central Navigation that would remain the first point of contact for any human trafficking case that is identified in the region (labor/sex/adult/youth) and continue to facilitate response team meetings as a neutral party. **Please see the attached statement from the NDHTTF contractors outlining these recommendations.** Please also see an attachment from MDTs that outlines where they would like to prioritize funding (state and federal grants were both written to speak to these needs.)

**I've also spoken several times in the past week with Melanie Heitkamp (cc'd), Executive Director of Youthworks, who wanted to share the following options on behalf of Youthworks:**

"In response to the lack of clarity regarding future federal funding (which OJP has notified grantees that award notices may be delayed as late as December 31), the current ability to commit only 1.0 FTE to Navigation (0.5 Eastern, 0.5 Western Navigation; communications with Director of NDHTTF E. Schwartz 9/29/21), and

Youthworks' historical practices of ensuring 2.0 FTE of Navigation remain funded while awaiting notice from OVC, Youthworks developed an alternative plan to ensure continuity of Navigation for the majority of victims identified in Central ND (83% of Response Teams held were for minor victims). This plan not only ensures continuity of Navigation, but also is aligned well with DHS protocol regarding the protection of children.

Below are the three options that Youthworks is proposing in regards to Navigation. Youthworks' position is based on emerging best practices in response to minor victims of trafficking and in adherence to our mission of serving youth throughout ND.

Consistent with the collaborative spirit of the MDT process that was developed over the past six years,

**Youthworks honors that the final decision rests with the MDT members.** Given that funds lapsed October 1, Youthworks is requesting that communication regarding all options (including those listed below) be provided to the Central MDTs by end of business October 4. It is critical to the functioning of our Central MDTs that this communication happens and that MDT partners are brought in at this stage to inform next steps.

**Navigation Options Youthworks Proposed:**

**Option 1:** Youthworks has funds available to maintain Carrie Evans as a full-time Youth Navigator in the Central region. This position would specialize in understanding the systems and resources needed to serve minor victims of trafficking. To the best of Youthworks ability, this position would remain neutral from its other anti-trafficking services, with the Youth Navigator being responsive to the MDT's needs. Youthworks is proposing that this be a year-long pilot project (October 1, 2021-September 30, 2022) and envisions strong collaboration with DHS on the model and the impact of CHINS and CHIPS on services needed for minor victims, with the goal of seeking feedback, evaluation, and additional funding if the model is identified as effective with minors. Adult victims would continue to be served by the NDHTTF.

**Option 2:** If the full-time Youth Navigator model is not considered to be the best option **by the MDTs**, Youthworks would be willing to do Youth Navigation in the Central region while awaiting notice from OVC on the NDHTTF grant. This would, again, utilize funding Youthworks already has and the NDHTTF would be responsible for developing a plan to address adult victims' needs.

**Option 3:** If the MDTs do not believe either option would be best for the timely response to youth victims in the Central region, then Youthworks would no longer be providing any Navigation services, effective October 8."

**I would like to discuss the options on the table, as well as examine data-driven recommendations, at the Executive Board meeting to be able to receive guidance on how to best move forward. I appreciate your attention to this matter and am looking forward to good discussion.**

Thank you in advance for your timely response,  
Emily

**Emily Schwartz**

*Director*

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Board of Directors  
October 4<sup>th</sup>, 2021

On behalf of the North Dakota Human Trafficking contractors, we are pleased to present the following recommendations for your consideration. The recommendations reflect the collective and shared understanding of the NDHTTF contractors on how best we can fight human trafficking across the state of North Dakota. They are based on the team members' experiences, expertise, and nationwide and international best practices on how Task Forces could effectively combat trafficking and provide seamless services to victims and survivors of human trafficking of all ages.

In view of the NDHTTF's budgetary deficit, the recommendations included herein reflect a collaborative process by the members of the NDHTTF contractors, including Navigators, Labor Trafficking Specialist, Grant Tech, Victim Service Coordinator, and Director; that constitute statewide MDTs to provide a roadmap for how North Dakota can more effectively address human trafficking and the needs of survivors.

The NDHTTF focuses on victim services, investigation, prosecution, data collection and sharing, training and education, and public awareness to address sex trafficking and labor trafficking for all ages. A dedicated and talented group of individuals have been working to collaborate with community partners, facilitate response team meetings, provide resources for survivors, raise awareness, and assist victims. Recommendations for continuity of services are as follows:

1. The NDHTTF shall remain the umbrella organization and champion of statewide anti-trafficking activities. To achieve this goal, the NDHTTF shall utilize the various Multi-Disciplinary Teams (MDTs) structures established regionally, across the State.
2. The MDTs shall be led/chaired by the regional navigators contracted under the NDHTTF to ensure that a well-coordinated collaborative anti-trafficking team is in place in each region, and that it does not work at cross purpose with the entire NDHTTF.
3. In view of the budgetary constraints, and for the purpose of making sure that the navigators represent victims and survivors of all age groups, the position of regional navigators shall not be purposed to service one specific age-group, such as youth navigator or adult navigator. The regional navigator position holder shall provide services to victims and/or survivors of all ages by directing them to specific and age-appropriate services in accordance with their identified needs.
4. The NDHTTF contracted regional navigator shall be the convener of all MDT meetings, Response team meetings, in consultation with the various agencies and members that constitute the MDTs.
5. The NDHTTF shall have the following navigators by region, contracted to serve victims/survivors of all ages in their regions:
  - Western ND Navigator
  - Eastern ND Navigator
  - Central ND Navigator
6. It is imperative that services be made available to ensure protection of North Dakotans from traffickers and ensure successful transition from enslavement to independence, where tools are provided to enable survivors to stabilize, and lead healthy lives.

7. The NDHTTF Navigators shall make concerted efforts to create a bridge between law enforcement, service providers and communities within their regional MDTs.
8. The NDHTTF contractors emphasize the following important factors in making this recommendation:
  - **A single Point of Contact:** Having the navigator as the single point of contact in each region for MDTs. The navigator has the responsibility to bring together experts of various disciplines;
  - **Policy Congruency and Consistency:** This can be achieved through effective communication by ensuring that there is policy congruency and policy consistency on combating human trafficking. Consistency in messaging across all organizations operating within MDTs under the NDHTTF roof/umbrella/policy is key to achieving policy congruency and consistency;
  - **Adhering to the NDHTTF protocols:** Having one point of contact is also an effective way to ensure that anti-trafficking protocols are properly followed within each MDT as agreed upon by respective communities;
  - **Reputation:** The NDHTTF is aware that some organizations and/or agencies have reputation challenges in certain communities. Operating with the contractors under one umbrella helps to ensure that the work of the task force is not affected by the current community reputation of individual agencies wanting to overlap navigator duties;
  - **Conflict of Interest:** NDHTTF will have all navigator positions working under the Task Force be guided by the NDHTTF protocols to ensure neutrality and avoid conflict of interest in service provision; and
  - **Consultative, Inclusive and Participatory Decision-Making:** Any decisions to be made on victim response, investigation, and prosecution should be discussed with the navigators, the MDTs, as well as concerned communities prior to decisions being made.
9. In view of the current budgetary constraints, the NDHTTF shall creatively utilize the available resources to ensure that our anti-trafficking work continues in earnest in spite of these challenges. In that regard, the NDHTTF shall have 'emergency short term contracts with the service providers to make sure that no region is left behind and no part of our State is not represented by the NDHTTF navigator of all ages.

It is our hope that our recommendations will lead to more collaborative anti-trafficking work to eradicate sex and labor trafficking, and to provide seamless service to victims and survivors of all ages in our State.

## Goal Statements and Measures: North Dakota Human Trafficking Task Force 3-year funding application

The North Dakota Human Trafficking Task Force (NDHTTF) is preparing its federal funding application in spring 2021 and will use goals to propose how and where it will invest its resources in the coming three grant years. Stakeholders identified the following goals, ordered from “very high” to “medium” priority:

- Use funding and training to increase shelter staff’s capacity for providing trauma-informed care to trafficking victims.
- Design and implement a proactive public awareness plan to increase North Dakotans’ understanding of both sex and labor trafficking.
- Develop and nurture engagement by trafficking survivors in the work of the NDHTTF.
- Improve response to labor trafficking with increased legal services, stronger case management, and improved understanding of legal options.
- Provide support to strengthen navigators’ roles as highly valued partners in local responses to human trafficking.
- Enhance relationships among law enforcement, prosecution, and victim service providers so that Task Force members work together effectively on human trafficking investigations.
- Collaborate and consult with Tribal Nations and communities in North Dakota to provide culturally responsive services to Native victims of human trafficking.
- Use funding and training to increase trafficking survivors’ options for aftercare for long-term independence and healing.
- Facilitate training and collaboration to strengthen prosecutions of human trafficking cases.
- Establish consolidation of specialized federal, state, and local law enforcement personnel and victim service specialists at a single site to enhance information sharing and cross-occupational team building and cooperation.

NDHTTF evaluation partner The Improve Group supported stakeholder engagement to develop the goals so that they align with community needs. This process included navigators speaking with stakeholders statewide to share their top priorities for the NDHTTF over the next 3 years. Then, the NDHTTF’s VSP Operational Team, Executive Team, and full Operational Team refined the goals throughout February. Additionally, previous evaluation work, including a 2020 labor trafficking report, 2020 sustainability planning, and a 2018 evaluation of Multidisciplinary Teams (MDTs), informed the goals. Included with each set of goal statements are recommended measures based on rationale, benchmarks, targets, and activities for how NDHTTF will achieve the goal.

The **Improve** Group

What		Why			How		Cost		
SMART goal statement	Priority, including for allocating budget	Funding needs	Rationale	Benchmark data and/or "current state"	Target data and/or "desired state" within three years	Up to four key activities with milestone timeline, and who leads the work	Level of priority	Existing resources to leverage	New resources to secure
A. Shelter: Use funding and training to increase shelter staff's capacity for providing trauma-informed care to trafficking victims.	Very high	Funding to support more or better paid positions; housing/halfway house to learn independent living skills; funding for adapting existing space for trafficking-specific shelter (e.g., apartment units)	<p>North Dakota lacks appropriate, trauma-informed housing options for victims, including youth, where <u>all</u> staff:</p> <ul style="list-style-type: none"> <li>regularly participate in trauma-informed training;</li> <li>understand trafficking-related behaviors and needs and how they differ from domestic violence;</li> <li>can meet ongoing basic and culturally specific needs; and</li> <li>offer trafficking-specific services and advocacy on behalf of victims.</li> </ul> <p>Host homes have been difficult to maintain/obtain (however, one person stated, "Don't give up the Host Home model. The model should be a progressive, safe, tiered model. Less restrictive to more restrictive."). Domestic violence shelters do not always meet the need; housing DV and HT victims together poses challenges. Additionally, turnover requires consistent re-training of staff. Without access to adequate shelter, victims are vulnerable to</p>	Level of TA/training provided to support existing shelters to creatively use space for separate trafficking shelter area	Increased levels of TA/training provided to support existing shelters to creatively make use of space for separate trafficking shelter area	<p>Develop onboarding and "refresher" training modules</p> <p>Training/TA on making use of existing shelter space through adapted space and improved policies, procedures, and practices.</p> <p>Engage with shelter administration to encourage trafficking-specific shelter spaces.</p> <p>Identify trafficking-specific case managers at youth shelters.</p>			

					<p>survival sexual exploitation, homelessness, and other risks for trafficking.</p> <p>"A safe place for them to go is one of the most difficult steps to getting services started."</p>					

Measures Goal A:

- In each year of the grant, 80% of shelter staff trained via NDHTTF have improved individual capacity (e.g., skills, confidence) to provide trauma-informed care to trafficking victims. Suggested data source: shelter staff survey.
- By the end of the grant, 50% of shelters requesting NDHTTF support report improved organizational capacity (e.g., increasing trauma-informed skillset for staff, offer specific HT services, adopt recommended policies and procedures, continue in-house training and resources) to provide trauma-informed care to trafficking victims as a result of NDHTTF-developed standards. *Suggested data source: shelter staff survey.*

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<p><b>B. Public awareness:</b> Design and implement a proactive public awareness plan to increase North Dakotans' understanding of both sex and labor trafficking.</p>	Very high	Paid media like social media ads; trainers and facilitators	<p>A lack of community awareness and understanding that trafficking occurs in North Dakota, and that resources exist, persists. People do not know how to identify or respond to labor trafficking specifically. Additionally, extensive training was provided in earlier years of the grant but has slowed in some areas; turnover had occurred since.</p> <p>ND-specific training has more credibility and accuracy. Relatedly, the Task Force is seen as the statewide authority in trafficking and can enforce a consistent message. The Task Force has observed that education works: when PSAs or mail goes out, there is an increase in calls to law enforcement</p> <p>"There are so many portals of entry where referrals could come from: hospital, dental office, beauty salons, and even</p>	<p>Increased awareness</p> <p># calls to ND trafficking hotlines by concerned citizens</p> <p># PSAs created; # materials printed/distributed</p> <p># posters/tearaways in communities</p> <p>Data on how people heard about Task Force (existing dataset)</p> <p>Pre-post tests at trainings</p>	<p>All communities reach certain level of awareness</p> <p>___% increase in # calls to ND trafficking hotlines by concerned citizens</p> <p>Increase in % of people who hear about the NDHTTF through new public awareness materials</p>	<p>Develop a plan that outlines audiences/sectors, key messages, partners within each audience, and timing of training</p> <p>Conduct training for people who interact with victims in day-to-day work (teachers, SROs, child protective services, patrol officers)</p> <p>Develop materials for general public marketing and/or new platforms/audiences for sharing existing materials</p> <p>Develop community-specific trainings</p>	31:8	<p>Megan has identified law enforcement partner for a training</p> <p>Existing PSAs (#seethesignsND)</p>	





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C. <b>Survivor engagement:</b> Develop and nurture engagement by trafficking survivors in the work of the NDHTTF.	Very high	Funds for staffing/stipends for survivors	Survivor engagement supports all other goals. For example, survivors contribute to effective public awareness and training.	# survivor partners (both sex and labor)  % trainings/public awareness initiatives that involve survivor perspective	Increase in # survivor partners  % increase in trainings/public awareness initiatives that involve survivor perspective	Identify survivors willing to contribute to training  Develop trauma-informed training for survivors wishing to be speakers/trainers			

Measures for Goal C:

- By the end of the first year of the grant, NDHTTF has a plan for engaging survivor leaders in meaningful ways with NHDHTF (this could be part of the communications plan). *Suggested data source: Approval of the plan, including by survivors.*
- By the end of the grant, 50% of survivors engaged in the work of the NDHTTF demonstrate improved individual capacity (skills, confidence) to support the work of the NDHTTF as survivor-leaders. *Source: post-training survey, survivor-leader interview or focus group.*
- By the end of year 3, 80% of NDHTTF activities engage survivor-leaders partners. *Sources: Addition to track this in all relevant data collection, e.g., trainings conducted.*

What		Why			How			Cost	
SMART goal statement	Priority, including for allocating budget	Funding needs	Rationale	Benchmark data and/or "current state"	Target data and/or "desired state" within three years	Level of priority	Existing resources to leverage	New resources to secure	
D. Labor trafficking: Improve response to labor trafficking with increased legal services, stronger case management, and improved understanding of legal options.	High	Funding for legal aid services, training, and case management.	Without a dedicated focus, efforts to respond to labor trafficking can be overshadowed by a focus on sex trafficking.  October 2020 group interview participants identified insufficient immigration legal providers and a widespread lack of understanding of legal options as key barriers to meeting labor trafficking victims' needs.	# labor trafficking-specific trainings  Awareness, understanding, and confidence in identifying and (if law enforcement) investigating labor trafficking  # legal providers with specific knowledge of immigration and labor trafficking law	Increase in # labor trafficking-specific trainings  Increased awareness, understanding, and confidence in identifying and (if law enforcement) investigating labor trafficking  Increased knowledge of how to meet legal needs of victims  Increase in # legal providers with specific knowledge of immigration and labor trafficking law	Up to four key activities with milestone timeline, and who leads the work  Confirm language interpreter provider  Establish list of legal providers	Existing resources to leverage	New resources to secure	

Measures for Goal D:

- By the end of each training session, 80% of people trained via NDHTTF demonstrate increased knowledge of meeting needs (including legal needs, like applying for T and U visas) of labor trafficking victims. *Suggested data source: post-training survey.*
- By the end of the first grant year, the NDHTTF will compile a list of resources to support specialized labor trafficking needs, to include immigration legal support. *Suggested data source: NDHTTF list of resources.*

- By the end of the grant, 80% of victim-survivors' interpretation and translation needs are met. *Suggested data source: Addition to TMS and/or PMT tracking.*

What		Why		How		Cost			
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E. Navigators: Provide support to strengthen navigators' roles as highly valued partners in local responses to human trafficking.	High		Stakeholders, including MDTs, frequently said navigators are the most valuable part of the Task Force. They are a valuable fulcrum between the Task Force and the MDTs.	Navigators' level of support and TA as perceived by MDTs  Level of outreach and engagement with identified underreached communities	Navigators continue to be responsive to needs of MDTs  Increased outreach and engagement with underreached communities (e.g. small rural towns)	Identify underreached communities  Collaborate with public awareness effort to do outreach to underreached communities			

Measures for Goal E:

- By the end of each year of the grant, 80% of MDTs report feeling supported because of the responsive TA provided by Navigators. Suggested data source: MDT member survey.

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<p><b>F. Investigations:</b> Enhance relationships among law enforcement, prosecution, and victim service providers so that Task Force members work together effectively on human trafficking investigations.</p>	High	Staffing/overtime for stings, lengthy investigations, and surveillance (e.g. at hotels); surveillance technology (e.g. hidden cameras)	<p>Strong collaboration can support victims to engage with law enforcement; this is important not only for case development but also for law enforcement agencies to justify funding for trafficking-specific positions.</p> <p>Law enforcement do not universally see value of the Task Force; this can hinder their engagement in training, cross-jurisdictional case coordination, their work with victims, etc. For example, someone shared: "No arrests for HT in the East, not due to lack of resources but lack of victim cooperation."</p> <p>There is still a need for training of law enforcement officers around attitudes and perception of trafficking victim-survivors.</p>	# highly engaged (attendance and participation in MDT and TF meetings, proactive outreach, collaboration in trainings) law enforcement partners on Task Force	# increase in highly engaged law enforcement partners on Task Force  ___% increase in ND law enforcement agencies highly engaged through representation on Task Force  % increase in referrals	<p>Develop internal messaging strategy for Task Force to communicate with sergeants and lieutenants about importance of trafficking positions</p> <p>Hold law enforcement-specific training, with survivors</p> <p>Seek lessons learned of effective law enforcement training and collaboration from other task forces</p>		<p>Existing resources to leverage</p> <p>Law enforcement partners who see and could promote the value of the Task Force with peers who are less engaged</p>	New resources to secure

Measures for Goal F:

- By the end of each year of the grant, law enforcement members report progress on training law enforcement officers on the value of NDHTTF and improved attitudes and perceptions of trafficking victim-survivors. *Suggested data source: PMT data; NDHTTF member survey.*
- By the end of each year of the grant, investigations are referring more victim-survivors to victim services and vice versa. *Suggested data source: PMT and/or TIMS; referral tracking.*

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<p><b>G. Tribe engagement:</b> Collaborate and consult with Tribal Nations and communities in North Dakota to provide culturally responsive services to Native victims of human trafficking.</p>	High	Stipends for Tribal partners to contribute time	<p>A Native or Tribally specific person can more effectively respond to trafficking.</p> <p>Strong, open relationships can help mitigate jurisdictional/boundary challenges.</p> <p>Native people experience trafficking at disparate rates, warranting invested resources to respond to victims in culturally specific ways.</p>	<p>TIMS data on Tribal navigator TA and outreach</p> <p>Current # partners known by the Task Force who can provide Native victims culturally responsive services</p>	<p>Increased Tribal TA and outreach</p> <p>Increased identification of culturally specific resources</p>	<p>Connect with people already working in VSP roles in Tribal communities</p>			

Measures for Goal G:

- By the end of each year of the grant, NDHTTF members have increased knowledge and capacity to connect Native victims of trafficking with culturally responsive services. *Suggested data source: NDHTTF member survey and partner survey.*
- By the end of the grant, NDHTTF has stronger partnerships with Tribal Nations and communities in order to provide culturally responsive services to Native victims of trafficking. *Suggested data source: NDHTTF member survey and partner survey.*



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H. <b>Long-term healing:</b> Use funding and training to increase trafficking survivors' options for aftercare for long-term independence and healing.	Medium	Daycare; income-based support; mental health counselors	<p>Victims need a long-term safety net, e.g., access to case management, substance abuse treatment, mentorship, and independent living skills.</p> <p>Mental health and substance abuse treatment provider shortages exist—as someone shared, “therapists either have no evidence-based therapy training or they have a waitlist three months long.” Addictions can make it harder to leave the life.</p> <p>Victims can begin to “fall through the cracks” as they move to more independent living situations.</p>	<p># long-term service options for trafficking victims</p> <p># victims continuing to receive services 3, 6, 9 months after first engaging with Task Force</p>	<p>___% increase in long-term service options for trafficking victims</p> <p>___% increase in # victims continuing to receive services 3, 6, 9 months after first engaging with Task Force</p>	<p>Facilitate mentorships for survivors transitioning into independent living</p> <p>Make case managers available for survivors transitioning into independent living</p>			

Measures for Goal H:

- By the end of the grant, service provider organizations have increased capacity to provide long-term healing (e.g., mentorship) to victims of trafficking. *Suggested data source: Training survey, NDHTTF member survey, and partner survey.*

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<p>I. <b>Prosecution:</b> Facilitate training and collaboration to strengthen prosecutions of human trafficking cases.</p>	Medium		<p>Cases are not prosecuted frequently enough. These cases are complex and time-consuming. As one person said, "Everything stops at the State's Attorney's office it seems. It would be nice if they had more training and understanding of the complexities of these cases. What is the hardest is that it is a he said/she said and there is no law to help with those kinds of cases; takes forever to find evidence."</p>	# trainings in prosecuting trafficking cases	Increase in # trainings in prosecuting trafficking cases	<p>Develop and deliver training on prosecuting trafficking cases</p> <p>Consider victim-less prosecution strategies</p>			

Measures for Goal I:

- By the end of a training session, 80% of training participants demonstrate increased understanding of the complexities of trafficking cases. *Suggested data source: post-training survey.*

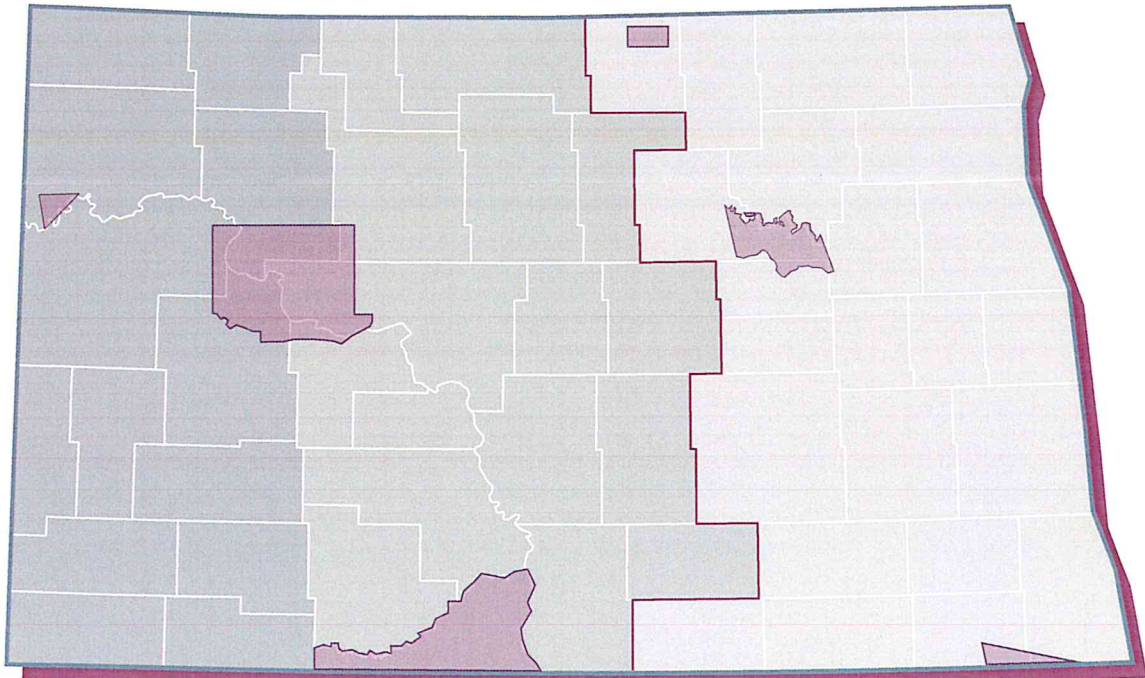
What		Why			How		Cost		
SMART goal statement	Priority, including for allocating budget	Funding needs	Rationale	Benchmark data and/or "current state"	Target data and/or "desired state" within three years	Up to four key activities with milestone timeline, and who leads the work	Level of priority	Existing resources to leverage	New resources to secure
<p><b>J. Victim Services and Law Enforcement Integration:</b>            Establish consolidated federal, state, and local law enforcement personnel and victim service specialists at a single site to enhance information sharing and cross-occupational team building and cooperation.</p>	Medium	Rent/office space, development of communication/warm handoff protocols	<p>Collocating these specialized services will maximize existing resources, resulting in an increase of awareness and balance. This will provide for more thorough and thoughtful investigations, prosecutions, and victim services.</p> <p>Victims currently experience siloed services; the onus is on the victim to find, schedule, and coordinate all their services. The Family Justice Model puts the onus on the providers and agencies to do this, thereby it is trauma-informed and reduces barriers. Additionally, victim services providers and law enforcement personnel come from culturally different disciplines, which creates barriers to</p>	<p>Victims' utilization of variety of services; law enforcement time spent on referrals, etc., with victims; level/strength of communication, process efficiency, and mutual understanding between law enforcement and victim specialists.</p>	<p>For victims, increased use of variety of services. For law enforcement, decrease timed on referrals, etc., with victims. For law enforcement and victim specialists, increased communication; streamlined processes; and increased mutual understanding.</p>	<p>Identification of space, identification of partners and commitment of time via MOU or similar agreement, development of protocols and procedures within office, cross-office, collaborative training. More ideas <a href="#">here</a>.</p>		<p>LEV grant for half-time positions for two people; open office space; strong relationships with BCI and existing support to make this happen.</p>	<p>Space, protocols</p>

						collaboration—from different working styles to different information databases. Being in the same physical space (and on “common ground”) can support improved mutual understanding and collaboration. This model has successfully supported collaboration at other task forces.						
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Measures for Goal J:

- By the end of the first year of the grant, NDHTTF facilitates a planning conversation about co-location. *Suggested data source: Conversation notes.*

# NORTH DAKOTA HUMAN TRAFFICKING NAVIGATOR REGIONS



West ●● East ● Tribal ●

## West Region

**Analena Lunde**  
*Navigator*

Adams  
Billings  
Bowman  
Burke  
Divide  
Dunn  
Golden Valley  
Hettinger  
McKenzie  
Mountrail  
Slope  
Stark  
Williams

**Carrie Evans**  
*Navigator*

Bottineau  
Burleigh  
Emmons  
Grant  
Kidder  
Logan  
McHenry  
McLean  
Mercer  
Morton  
Oliver  
Pierce  
Renville  
Sheridan  
Sioux  
Ward  
Wells

## East Region

**Melissa Kaiser**  
*Navigator*

Barnes	Nelson
Benson	Pembina
Cass	Ramsey
Cavalier	Ransom
Dickey	Richland
Eddy	Rollette
Foster	Sargent
Grand Forks	Steele
Griggs	Stutsman
Lamoure	Towner
Logan	Traill
McIntosh	Walsh

## Tribal Nations

*\*Reservations and included counties*

**Turtle Mountain**  
*Rolette*

**Standing Rock**  
*Sioux*

**Spirit Lake**  
*Benson, Eddy, Nelson, Ramsey*

**Sisseton-Wahpeton-Oyate**  
*Richland, Sargent*

**Fort Berthold/MHA**  
*McLean, Mountrail, Dunn, McKenzie, Mercer, Ward*

**Trenton Indian Service Area**  
*Williams, Divide, McKenzie*