

Criminal Justice Coordinating Council

Georgia Statewide Human Trafficking Task Force

Operations Manual

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Table of Contents

Introduction.....	5
Section 1: Membership	6
Membership Benefits	7
Membership Responsibilities.....	8
De Facto Membership.....	9
Requesting Membership	10
Affirming Membership	11
Renewing Membership	12
Resigning From Membership.....	13
Cancelling Membership.....	14
Registering a Concern.....	15
Official Membership Roster	16
Section 2: Organizational Meetings.....	17
Regular Business Meetings.....	18
Planning Meetings	19
Annual Progress Review Meetings	20
Sector Meetings.....	21
Special Meetings.....	22
Section 3: Work Groups.....	23
Establishing a Work Group.....	24
Joining a Work Group.....	25
Project Selection	26
Project Prioritization	27
Work Group Meetings	28
Work Group Chairpersons	29
Closing a Work Group.....	30
Section 4: Project Planning.....	31
Initial Project Idea.....	32
Project Idea Review	33

Project Action Plan 34

Section 5: Project Management 35

 Project Initiation..... 36

 Project Action Plan Updates 37

 Project Termination 38

Section 6: Project Data Collection and Reporting 39

 Selection of Data Indicators 40

 Review of Data Indicators 41

 Data Collection Plan 42

Section 7: Transitioning Projects to Programs..... 43

 Proposing a Project for Transition 44

 Sponsoring Agency Adoption of Project 45

Section 8: Sector Lead Agencies 46

 Enlistment of Sector Lead Agencies 47

 Specifying Affiliated Initiatives and Activities..... 48

 Implementing Affiliated Initiatives and Activities..... 49

Section 9: Affiliated Initiatives and Activities..... 50

 Notification of Affiliation 51

 Indexing an Affiliated Initiative or Activity 52

Section 10: Affiliated Initiatives and Activities Reporting..... 53

 Affiliated Initiative or Activity Updates 54

Section 11: Advisory Board..... 55

 Selecting and Inviting Advisory Board Members..... 56

 Advisory Board Terms of Service 57

 Advisory Board Reviews 58

 Advisory Board Advocacy..... 59

Section 12: Georgia Cares Service Network..... 60

 Service Network Development 61

 Service Network Maintenance 62

 Service Network Reporting..... 63

Section 13: Backbone Support: CJCC 64

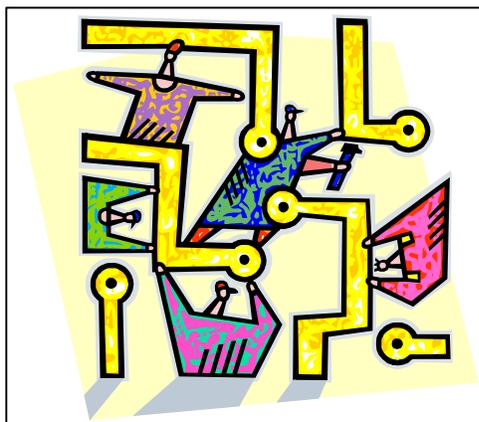
 Task Force Member Benefits and Incentives..... 65

Task Force Common Agenda	66
Georgia Cares and Service Network Support	67
Section 14: Management Team.....	68
Collective Impact Review.....	69
Operational Review	70
Organizational Review.....	71
Section 15: Decision-Making	72
RAPID Decision-Making.....	74
Section 16: Record-Keeping and Reporting	75
Project Reports.....	76
Monthly Status Reports.....	77
Quarterly Progress Reports	78
Annual Reports	79
Special Reports	80
Section 17: Media and Public Relations	81
Statements and Interviews	82
Press Releases	83
Presentations	84
Section 18: Continuous Communication	85
Section 19: Shared Measurement.....	86
Appendices.....	88
Appendix A: Project Action Planning Template	89
Appendix B: Sample Human Trafficking Task Force Members and Related Sectors Chart.....	102
Appendix C: Continuum of the Victimization.....	103

Introduction

The Standard Operating Procedures (SOPs) contained in this initial Operations Manual are preliminary. This is due to the fact that SOPs aren't simply written, they must be implemented. An implemented SOP is one that:

1. has been read by the parties that would be affected by it;
2. is agreed-to by the parties responsible for carrying it out; and
3. is actually carried out by the responsible parties.



The completion of these steps is noted for each SOP by a status box positioned under the SOP's title, as shown below.

SOP Status Box

SOP #
Revision #
Implementation Date #
Last Reviewed/Update Date

The first implementation step relates to the status of "Last Reviewed/Update Date." For all the SOPs contained in this manual, no date is entered because the SOPs have not yet been read by the parties that would be affected by them.

The second step relates to the "Revision #." This status obviously means that the SOPs are subject to regular reviews and updates, as needed for a variety of reasons. If the SOP is accepted as it is initially written in this manual, then there is no revision. Thereafter, the each revision is numbered.

Finally, the third implementation step relates to the "Implementation Date." This means the SOP has been initially carried out successfully and is in force as of the date entered.

In light of the above, this Operations Manual contains very basic or "bare bones" versions of the SOPs. A part of the Task Force's organizational development will involve gradually implementing SOPs, eliminating unneeded ones, and creating new ones. Sometimes it may be necessary to pay attention to how certain things are being done in order to assess the extent to which: a) an initial SOP is on the mark and ready to go as written; b) an initial SOP is off the mark and needs to be revised; c) a different SOP is needed; or d) things are just fine as they are in a particular area and no SOP is needed at all. As included in this Operations Manual, one of the SOPs of the Management Team is routine Operational Reviews in order to continuously improve Task Force operations and the SOPs that guide them.

Section 1: Membership

Explanation

Membership in the CJCC-Human Trafficking Task Force is open to all interested individuals and organizations. In order to optimize participation and ensure steady progress toward achieving collective impact, three types of membership are provided as follows:

- **Partner:** Public, private, civic, faith-based and other organizations that are signatories to the CJCC-Human Trafficking Memorandum of Agreement (MOA). As such, these entities receive, shared, and/or contribute resources for projects that are directly aligned with achieving collective impact goals. As set forth in the MOA, representatives of these organizations shall be members of Task Force Work Groups.
- **Affiliate:** Public, private, civic, faith-based and other organizations that are involved in initiatives, programs, activities and the like that are *affiliated* with impacting some aspect of the Human Trafficking problem, and that elect to have their efforts and impact documented as a viable part of Georgia’s Human Trafficking work. These entities elect to not have a direct involvement with specific CJCC-Human Trafficking Task Force projects, though their efforts are coordinated with or may in fact support, reinforce, or otherwise contribute to the success of such projects. Representatives of these organizations may or may not attend Task Force Work Group meetings. When they do so, it is strictly in role supportive of Work Group projects.
- **At-Large:** Individuals as well as public, private, civic, faith-based and other organizations that seek to informally cooperate by sharing information and maintaining dialogue with Task Force Work Groups without necessity of attending meetings or coordinating action.

Partner and Affiliate membership include involvement of organizational resources. At-Large membership allows for stand-alone individuals to be involved without the support of an organization’s resources behind him or her.

It is not the goal or desire of the CJCC-Human Trafficking Task Force to be “the only” or “the most important” Human Trafficking endeavor. Rather, the Task Force’s role is intentionally limited to a defined range of outcomes and impacts while at the same time open to and interested in both formal and informal linkages with individuals and organizations whose activities support its work. Indeed, the CJCC-Human Trafficking Task Force recognizes the value of other Human Trafficking-related endeavors and, in some instances, the need for other endeavors to pursue their own course of action.

Membership Benefits

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to ensure positive experiences and benefits to all individuals and organizations as part of the contributions they make to the work of the CJCC-Human Trafficking Task Force and Georgia Cares, regardless of type of membership (e.g., partner, affiliate, and at-large).

Scope

This SOP is relevant to partner, affiliate, and at-large members as defined in the above explanation for this section of SOPs.

Prerequisites

- Memorandum of Agreement for partner members.
- Document titled *Planning and Implementation Guide for Achieving Collective Impact* (March 2012) for partner and affiliate members.

Responsibilities

- Criminal Justice Coordinating Council
- Management Team
- Advisory Board

Procedures

Step	Action
1.0	On a regular basis, CJCC will have a brief conversation with Task Force members in order to stay aware of contributions made and needs for which it or other units of State government can help address.
1.1	When possible and feasible, CJCC will assist with helping partner and affiliate members access needed resources, such as expertise, information, and so forth.
2.0	At least one each year, CJCC will conduct a brief survey of all Task Force members in order to elicit feedback about member experiences, needs, and suggestions.
2.1	If indicated, CJCC will work with the Management Team and Advisory Board to address major problems and recognize and reward major efforts.
2.2	If needed, CJCC will work with partner and affiliate members to develop appropriate ways to document the contributions of staff to the Task Force for use by the staff person’s agency.

Membership Responsibilities

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to ensure that contributions of member individuals and organizations to the work of the CJCC-Human Trafficking Task Force and Georgia Cares are aligned with Work Group outputs and outcomes and the overall collective impact targets of the Task Force. Or that the behaviors of members do not hinder outputs, outcomes, and overall collective impact.

Scope

This SOP is relevant to partner, affiliate, and at-large members as defined in the above explanation for this section of SOPs.

Prerequisites

- Affirmation of Membership (see SOP 1.5 below and Appendix 2)

Responsibilities

- Criminal Justice Coordinating Council
- Management Team
- Work Group Chairpersons

Procedures

Step	Action
1.0	Affiliate members shall be afforded an opportunity during a specific timeframe to indicate any disagreements with the goals and operations of the Task Force.
1.1	Passive notification shall be allowed by viewing receipt of no indication of disagreement as the member’s satisfaction that it finds the goals and operations of the Task Force to be acceptable.
1.1.a	If any disagreements are indicated, efforts will be undertaken to resolve the matter. If this is not successful, the Resigning from Membership SOP will be followed by the affiliate member.
2.0	Partner members are signatories to the Memorandum of Agreement and therefore the steps above do not apply.
3.0	When Work Group project tasks are assigned to or undertaken by individuals, the Work Group Chairperson will confirm that the individual understands the project’s outputs and outcomes.
4.0	CJCC in consultation with the Management Team shall develop a short Work Group Chairperson role description and performance expectations with which Chairpersons shall agree to abide.

De Facto Membership

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to recognize the de facto (or preexisting) membership of agencies that have been deeply involved with the Task Force prior to the development of this manual; and to recognize that some departments of state government or their grantee networks are essential to impacting the Human Trafficking problem. This procedure means that these agencies do not need to formally join the Task by submitting a “request for membership.”

Scope

This SOP is relevant to agencies that have been involved with the Task Force for a year or more.

Prerequisites

None.

Responsibilities

- Criminal Justice Coordinating Council
- Management Team
- Advisory Board

Procedures

Step	Action
1.0	CJCC will develop a list of agencies that it views as having de facto membership.
1.1	CJCC will recognize these agencies for their longstanding involvement and indicate to them that efforts to become more organized does not include any need on their part to “request” membership or otherwise officially join the Task Force.
1.2	The list will be shared with representatives of the agencies to ensure full disclosure and understanding.
1.3	Upon acceptance of the de facto membership status, as a courtesy CJCC will provide the chief executive of each agency with written notice by email that “officially” affirms membership in the Task Force.

Requesting Membership

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide individuals and organizations with a formal, fair, and responsive process for becoming a member of the CJCC-Human Trafficking Task Force.

Scope

This SOP is relevant to all individuals and organizations interested in formally and recognizably linking their efforts and activities with the work of the Task Force.

Prerequisites

- CJCC-Human Trafficking Task Force Summary (to be developed after priority projects are selected and outputs, outcomes, and impacts specified).

Responsibilities

- Criminal Justice Coordinating Council
- Management Team

Procedures

Step	Action
1.0	At appropriate times during Task Force meetings, CJCC will indicate that individuals or agencies are welcome to submit a request for membership in the Task Force.
2.0	Written requests for membership shall be reviewed by CJCC, the Advisory Board, and the Management Team.
2.1	CJCC will select the type of membership (partner, affiliate, at-large) based on the request and Task Force needs.
3.0	CJCC will advise the organization or individual of its membership by providing an Affirmation of Membership, as set forth in the Affirming Membership SOP.

Affirming Membership

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide individuals and organizations with an official indication of membership status.

Scope

This SOP is relevant to all individuals and organizations that have submitted to CJCC and the Management Team as Request for Membership.

Prerequisites

- Submission of Request for Membership.

Responsibilities

- Criminal Justice Coordinating Council
- Management Team
- Relevant Sector Lead Agency

Procedures

Step	Action
1.0	Upon receipt from an individual and/or organization of a Request for Membership, CJCC shall review it with the Management Team.
2.0	Once the best type a membership has been determined, CJCC shall inform the appropriate Sector Lead Agency.
2.1	The Sector Lead Agency will add the individual/agency to its internal roster of sector partner, affiliate, and at-large members (in the appropriate category).
3.0	CJCC will affirm in writing the membership in the Task Force of the individual and/or organization.
3.1	The individual and/or organization will acknowledge in writing receipt of aforementioned affirmation of membership.

Renewing Membership

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide a means of maintaining an up-to-date and accurate membership roster.

Scope

This SOP is relevant to all partner, affiliate, and at-large members.

Prerequisites

- Affirmation of Membership.

Responsibilities

- Criminal Justice Coordinating Council (in its role as Backbone Organization and producer and centralized repository of Task Force records).

Procedures

Step	Action
1.0	Upon receipt from an individual and/or organization of an acknowledgement that Affirmation of Membership has been received, an agreed-upon date for notification of renewal of membership may be established.
2.0	If a date for notification of renewal of membership has been established, the individual and/or organization will indicate writing to CJCC the wish to renew membership.
2.1	Upon receipt of request for membership renewal, CJCC will repeat the SOP for Affirmation of Membership.
2.2	In the event there is cause for not reaffirming membership, CJCC will follow the SOP for Cancellation of Membership.

Resigning From Membership

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide individual and organizational members with a responsive and efficient process for discontinuing membership when circumstances warrant.

Scope

This SOP is relevant to all partner, affiliate, and at-large members.

Prerequisites

- Affirmation of Membership.

Responsibilities

- Criminal Justice Coordinating Council (in its role as Backbone Organization and producer and centralized repository of Task Force records).

Procedures

Step	Action
1.0	An individual or organization that wishes to discontinue membership will notify CJCC and the Management Team in writing of its reason(s) and effective date of discontinuance.
1.1	In cases where the individual or organization is responsible for Work Group project tasks, the arrangements made with the Work Group Chairperson for avoiding disruption of work will be included in the notification.
2.0	When conditions of Step 1.1 have been met, if applicable, CJCC shall acknowledge in writing receipt of notification and confirmation of effective of discontinuance of membership.

Cancelling Membership

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide CJCC and the Management Team with a process by which, when necessary, the Task Force can officially dissociate itself from member individuals and organizations that engage in activities that are deleterious to its work and the reputation of its members.

Scope

This SOP is relevant to all partner, affiliate, and at-large members.

Prerequisites

- Affirmation of Membership.

Responsibilities

- Advisory Board
- Criminal Justice Coordinating Council
- Management Team
- Relevant Sector Lead Agency

Procedures

Step	Action
1.0	CJCC, Management Team, Advisory Board Chairperson, and relevant Lead Agency executive shall confer in cases where an individual or organizational member engages in a pattern of actions that are deleterious to the Task Force membership.
1.1	As necessary, the actions of concern and their effects will be summarized in writing.
2.0	An initial effort will be made to resolve the matter, including the option of convening a face-to-face meeting with the member.
2.1	Proceeding of the meeting in Step 2.0 will be documented by meeting minutes.
3.0	The inability to resolve the matter shall be cause for CJCC and the Management Team to issue a notification of membership cancellation.

Registering a Concern

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide individual and organizational members with a process by which concerns can be expressed and proficiently addressed.

Scope

This SOP is relevant to all partner, affiliate, and at-large members.

Prerequisites

- Affirmation of Membership.

Responsibilities

- Management Team

Procedures

Step	Action
1.0	Partner and affiliate members that have a concern about the Task Force’s direction or operations will request a meeting with the Management Team to review the matter and seek its resolution.
2.0	The inability to resolve the concern may result in the member exercising its option to Resign from Membership.
3.0	Refusal by the member to accept or abide by a reasonable solution to the concern may result in CJCC and the Management Team exercising its option to Cancel Membership.

Official Membership Roster

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish an official Task Force Membership Roster for distribution as needed.

Scope

This SOP is relevant to all partner, affiliate, and at-large members.

Prerequisites

- Affirmation of Membership.

Responsibilities

- Criminal Justice Coordinating Council (in its role as Backbone Organization and producer and centralized repository of Task Force records).

Procedures

Step	Action
1.0	Upon establishment of member in accordance with the three types provided for in this Operations Manual, CJCC will create an official membership roster.
1.1	Listings in the membership roster shall be supported by appropriate documentation as provided in relevant SOPs (e.g., signatory to MOA, Request for Membership, Affirmation of Membership).
2.0	The official membership roster shall be updated at appropriate intervals in order to provide an accurate listing of membership.
2.1	This roster will be distributed to members as needed to allow for feedback and to ensure accuracy.

Section 2: Organizational Meetings

Explanation

Numerous meetings are necessary in order for the CJCC-Human Trafficking Task Force to conduct its business. This section of SOPs is concerned with meetings that involve the whole Task Force or in some instances portions of it. This section of SOPs is not concerned with Work Group meetings (this is addressed in Section 2 – Work Group Meetings SOP).

While the meetings and related SOPs covered in this section can be convened for a variety of reasons, the rationale behind the SOPs is for maintenance of the collective impact process, specifically ensuring:

- **Continuous communication:** consistent and open communication is needed across the many members in order to build trust, assure mutual objectives, and create common motivation.
- **Common agenda:** all members have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed-upon actions.
- **Mutually reinforcing activities:** member activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

As engaged in public business that is largely supported by public dollars (i.e., taxes), these meetings are subject to being closed to non-members, as such. However, in their design to cover matters pertaining to the three areas above, these meetings are not intended to allow for new business items to be presented and for those that have been agreed-upon to be challenged.

Therefore, an effect of the operational guidelines in this section is to assure members that the business to which they have committed themselves is reasonably protected from being supplanted by others.

Regular Business Meetings

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is establish regular business meetings for all members of the Task Force, including partner, affiliate, and at-large partners, along with invited guests when appropriate.

Scope

This SOP is relevant to all partner, affiliate, and at-large members, as well as invited guests when appropriate.

Prerequisites

Receipt of a Meeting Announcement.

Responsibilities

- Criminal Justice Coordinating Council (in its role as Backbone Organization and producer and centralized repository of Task Force records).
- Management Team

Procedures

Step	Action
1.0	The sole authority for convening business meetings of the whole Task Force resides with CJCC in conjunction with the Management Team, and in this capacity dates, times, and places of meetings shall be determined by these entities.
2.0	CJCC may provide a listing of dates for Task Force Business Meetings that cover a time period of up to one year.
3.1	The Management Team will develop agendas for Task Force Business Meetings.
3.1.a	Agendas and meetings announcements will be sent to all Task Force members by CJCC at least four weeks prior to the meeting date.
3.1.b	Meeting reminders may be sent to all Task Force members by CJCC one week prior to the meeting date.

Planning Meetings

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish meetings intended solely for planning purposes to ensure mutually reinforcing activities among partners and affiliates across multiple projects and Task Forces.

Scope

This SOP is relevant to partner and affiliate members and Georgia Cares.

Prerequisites

- A specified role in one or more Task Force projects as indicated in a Project Idea or Project Action Plan, as set forth in Section 4.

Responsibilities

- Management Team

Procedures

Step	Action
1.0	When deemed necessary, the Management Team will convene planning meetings in order to ensure that Work Group activities and activities of affiliate and at-large members are optimally integrated.
1.1	These meetings may include any combination and number of members, as deemed necessary.
2.0	The notification process utilized for Task Force Business Meetings shall generally be followed when setting up these meetings.

Annual Progress Review Meetings

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish meetings intended solely for progress reviews as needed to improve performance relative to outputs, outcomes, and impacts.

Scope

This SOP is relevant to partner and affiliate members and Georgia Cares.

Prerequisites

- A specified role in one or more Task Force projects as indicated in a Project Idea or Project Action Plan, as set forth in Section 4.

Responsibilities

- Management Team
- EMSTAR

Procedures

Step	Action
1.0	The Management Team shall convene at least once each year a meeting of partner and affiliate members for the purpose of reviewing data trends relative to outputs, outcomes, and impact measures.
1.1	This meeting is distinct from the Task Force Business Meeting, though its contents may be covered during business meetings.
1.2	This meeting will involve detailed reviews on which to base plans for improvement, should the need for such be indicated.
1.3	This meeting will involve a review data indicators and data collection plans in order ensure that both are understood, or to make adjustments (e.g., difficulty with a data indicator suggests the need to replace it with a different one).

Sector Meetings

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish meetings as needed among agencies within a specific sector for the purpose of a) providing targeted support to Work Group projects; and/or b) providing for adoption of a project for transitioning into a permanent program.

Scope

This SOP is relevant to affiliate and at-large members identified by Sector Lead Agencies.

Prerequisites

- An invitation to meeting is extended by Sector Lead Agency.

Responsibilities

- Sector Lead Agency
- Management Team

Procedures

Step	Action
1.0	A Sector Lead Agency can, at its discretion and in consultation with the Management Team, convene meetings with one or member agencies within its sector.
1.1	These meetings may be convened to provide targeted support to a Work Group project.
1.2	These meetings may be convened to plan or manage an affiliated initiative or activity.
1.3	These meetings may be convened to facilitate transitioning a project into a permanent program, as set forth in the SOP pertaining to same.
2.0	Each Sector Lead Agency will pursue the arrangement and conducting of these meetings in an efficient manner best suited to its resources and operations.

Special Meetings

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish meetings to cover matters not addressed by business, annual progress review, and sector meetings.

Scope

This SOP is relevant to partner, affiliate, at-large members, Advisory Board members, and Sector Lead Agencies.

Prerequisites

None.

Responsibilities

- Criminal Justice Coordinating Council
- Management Team

Procedures

Step	Action
1.0	CJCC or the Management Team may convene special meetings with individuals or organizations as deemed necessary.
1.1	The conduct of such meetings shall be subject to logistical procedures as set forth in the Business Meeting SOP.

Section 3: Work Groups

Explanation

Work Groups operate to conceptualize, plan, and carry out specific projects of varying scale and duration. Work Group projects are designed to:

1. engage partner and affiliate members in activities that
2. generate a predetermined range of outputs that together are capable of
3. producing outcomes as confirmed by agreed-upon data and other indicators, such that the
4. combined effects of outcomes across all projects achieve measurable progress toward collective impact targets.

This role calls for Work Groups with clearly delineated boundaries, a dedicated membership, and disciplined activity that is resistant to the sway of “personal whims” or, for that matter, “personal agendas” for which there may be considerable forethought. In short, the overall success of the Human Trafficking endeavor is totally reliant upon high-performance Work Groups.

Given that the work of individual members in the Work Groups is not compensated and, often, is done in addition to their day-to-day job duties within their organizations, ensuring that such time truly “pays off big” is important! The aim of the SOPs in this section is to ensure that this is the case.

The total number and types of Work Groups is not fixed. Indeed, there is nothing sacrosanct about the number and types of Work Groups in place at any given time. At the time of this Manual’s development, there are four Work Groups (prevention, protection, prosecution, performance and evaluation). As collective impact baseline measures are specified and plans developed to “move the needle” relative to collective impact targets, additional Work Groups may be needed. Likewise, existing Work Groups may need to adjust or change their focus. And in some cases, existing Work Groups may need to be dissolved. Being flexible and nimble in this way is an organizational best practice. The SOPs in this section provide for this best practice.

Establishing a Work Group

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to specify the manner in which a new Work Group is officially established.

Scope

This SOP is relevant to partner and affiliate members that will engage or are engaged in activities for which a new Work Group is to be established.

Prerequisites

- Identification of a gap or limitation in existing activities, outputs, and outcomes relative to collective impact goals for which a new Work Group is needed.

Responsibilities

- Criminal Justice Coordinating Council
- Management Team
- Advisory Board
- Relevant Lead Agencies

Procedures

Step	Action
1.0	One of more of the responsible parties listed above may initiate consideration of the need to establish a new Work Group.
1.1	Such consideration shall be undertaken solely by CJCC in consultation with the Management Team, with every effort made to avoid duplication or overlap of activities.
2.0	Upon agreement to do so, CJCC shall set forth in writing the purpose and role of the Work Group to be established and its designated Chairperson(s).
2.1	In conjunction with the designated Chairperson(s), efforts shall be undertaken by CJCC and the Management Team to enlist Work Group members.
3.0	Once established, the Chairperson shall join the Management Team.
3.1	Once established, the Work Group shall establish one or more priority project(s) and begin the process of project planning as set forth by the relevant SOPs.

Joining a Work Group

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide partner and affiliate members with a fair and responsive process for joining a Work Group.

Scope

This SOP is relevant to partner and affiliate members.

Prerequisites

- Consultation with CJCC

Responsibilities

- CJCC
- Appropriate Work Group Chair(s)

Procedures

Step	Action
1.0	Individuals or organizations that wish to join a Work Group shall indicate this wish in writing to CJCC.
1.1	This communication shall be copied to the Work Group Chairperson(s).
2.0	Upon receipt of the communication, CJCC and the Chairperson(s) will confer and reach agreement concerning the request.
3.0	CJCC will indicate to the individual or organization the agreement reached.
3.1	If necessary, the agreement may provide an alternative of affiliate or at-large membership without membership in a Work Group, which would include participation in sector meetings as may be convened by the Sector Lead Agency.
4.0	CJCC will update the Official Membership Roster accordingly.

Project Selection

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish an organized process by which Work Groups select their projects.

Scope

The SOP is relevant to all Work Group members.

Prerequisites

- Task Force collective goals and collective impact targets.
- Work Group meeting.
- Completion of Initial Project Idea Form (see appendix).

Responsibilities

- Work Group

Procedures

Step	Action
1.0	Work Group Chairpersons will utilize an inclusive, democratic process by which the Work Group selects projects.
1.1	All projects shall address one or more goals along the Human Trafficking continuum, as set forth in the Task Force <i>Planning and Implementation Guide for Achieving Collective Impact</i> .
1.2	All projects shall include specific activities that lead to appropriate outputs that generate desired outcomes that contribute, with other Work Group projects, to achieving collective impact targets.
1.3	The total duration of a project may not exceed one year.

Project Prioritization

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish a proficient process by which Work Groups determine their priority projects.

Scope

This SOP is relevant to all Work Group members.

Prerequisites

- Completed project idea review.

Responsibilities

- Management Team
- Work Group

Procedures

Step	Action
1.0	When the total number of selected (or desired) project exceeds three, Work Groups shall prioritize their projects and allocate efforts accordingly.
1.1	Work Group Chairpersons will utilize an inclusive, democratic process by which the Work Group prioritizes its projects.

Work Group Meetings

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish a uniform process for scheduling, arranging, conducting, and documenting Work Group meetings.

Scope

This SOP is relevant to all Work Group Chairpersons.

Prerequisites

None.

Responsibilities

- Work Group Chairpersons
- CJCC/Task Force Coordinator

Procedures

Step	Action
1.0	Work Group meetings shall be convened at the discretion of Chairpersons in consultation with Work Group members.
2.0	For the purposes of maintaining an internal calendar, effort will be made by Chairpersons to set dates for three- to six-month increments (understanding that dates may change due to unforeseen circumstances).
3.0	Via the Management Team, CJCC may work with Chairpersons in arranging locations, preparing agendas, and other logistics.
3.1	It shall be a standard practice for Work Group meeting minutes to be taken, for which CJCC provides a Task Force Coordinator.

Work Group Chairpersons

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purposes

The purposes of this procedure are to:

1. establish a process for the selection and installment of Work Group Chairpersons, and
2. establish routine actions (or performance) for Work Group Chairpersons for which they can be supported by CJCC and to establish modest accountability.

Scope

This SOP is relevant to all Work Group Chairpersons.

Prerequisites

- Interest in and willingness to perform in the role of Work Group Chairperson.
- Authorization by one’s agency executive or board if one is an executive.
- Completion of Work Group Chairperson Performance Agreement (see appendix).

Responsibilities

- Criminal Justice Coordinating Council
- Advisory Board

Procedures

Step	Action
1.0	CJCC and the Advisory Board (or its representative) shall identify, select, and seek the voluntary commitment of individuals to serve as Work Group Chairpersons.
1.1	Based on criteria developed by CJCC and the Advisory Board, an interview with the candidate may be undertaken.
1.1.a	Chairpersons already serving at the time of this Manual’s development may be considered automatically or retroactively installed, requiring only verbal agreement with the criteria.
2.0	Upon successful completion of the interview and agreement by CJCC and the Advisory Board (or its representative), a letter of appointment will be provided.
2.1	The term of service for Chairpersons will be one year.
2.1.a	Service terms may be renewed by mutual consent for up to three years.

Closing a Work Group

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide for the closing of a Work Group for appropriate reasons.

Scope

This SOP is relevant to all Work Group members.

Prerequisites

None.

Responsibilities

- Management Team

Procedures

Step	Action
1.0	When circumstances warrant as determined by the Management Team, a Work Group can be closed.
1.1	The reason for such action shall be provided in writing and supported by unanimous consent of the Management Team.
2.0	Upon closure of a Work Group, its members may elect to join other Work Groups as desired, for which the Requesting Membership SOP shall be followed.

Section 4: Project Planning

Explanation

Projects are the foundation of the CJCC-Human Trafficking Task Force's work. With a large number of individuals and agencies involved, a critical threat to viability is engaging in lots of activities that "seem right and good" but that don't produce the desired measurable impacts. The aim of the SOPs in this section is to ensure that activities result in desired measurable impacts.

A project is an organized set of activities that:

1. are subservient to preselected goals;
2. are driven by objectives or benchmarks that, upon completion, ensure attainment of the goals;
3. are carried out according to a schedule or timeline and linked to specific actors of individuals that are responsible for their execution; and
4. generate outputs and outcomes that drive toward achieving a desired measurable impact.

While Work Groups may certainly discuss and even engage in other activities that aren't directly aligned with a particular project plan, it is the duty of Work Group Chairpersons to ensure that such take place only after project-related actions are well in place, and showing measurable results.

Initial Project Idea

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to provide an organized method for presenting and keeping viable new project ideas.

Scope

This SOP is relevant to partner, affiliate, and at-large members, thereby allowing all entities associated with the CJCC-Human Trafficking Task Force formally present project ideas.

Prerequisites

None.

Responsibilities

- Work Group Chairpersons
- Management Team/CJCC

Procedures

Step	Action
1.0	Before engaging a Work Group in the project planning process, Chairpersons will prepare an initial project idea summary for review by the Management Team.
1.1	This review shall ensure that the project addresses one or more Task Force goals and is likely to generate outputs and outcomes capable of measurably contributing to collective impact.
2.0	A new project may be added to a Work Group’s list of projects or become one of its priority projects after receiving clearance to do so by the Management Team.

Project Idea Review

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide an organized method for considering viable new project ideas so that they aren't overlooked or lost.

Scope

This SOP is relevant to partner, affiliate, and at-large members, thereby allowing all entities associated with the CJCC-Human Trafficking Task Force to have their formally presented project ideas seriously considered.

Prerequisites

- Submitted Project Idea.

Responsibilities

- Management Team

Procedures

Step	Action
1.0	The Management Team may develop criteria on which to base acceptance of new projects. These criteria may be used for the review process associated with the Initial Project Idea SOP.
1.1	Review Criteria: [To be completed if/when developed by Management Team.]
	1.1.a
	1.1.b
	1.1.c
	1.1.d

Project Action Plan

SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to ensure development of thorough project action plans for all projects to which a Work Group has committed itself.

Scope

This SOP is relevant to all Work Group Chairpersons and Work Group members directly engaged in carrying out project activities.

Prerequisites

- Inclusion of project in the Task Force Project Master List.

Responsibilities

- Work Groups.
- CJCC (provision of technical support).
- EMSTAR (provision of technical support in selection of data indicators).

Procedures

Step	Action
1.0	Work Groups shall develop a detailed project action plan for all priority projects (see Appendix A).
1.1	The project action plan allows for regular updating and such updates shall be submitted to CJCC as set forth in Section 16 of this manual.

Section 5: Project Management

Explanation

A careful and disciplined selection and prioritization of projects by Work Groups is a start. What must follow is actually following through on the project action plans, or project management. With the collective impact focus of the Task Force, numerous projects will be underway at the same time, and this is necessary in order to address multiple Human Trafficking problems simultaneously. This, of course, can easily become unwieldy and thereby squander the valued and limited time and expertise of numerous Work Group members.

The aim of the SOPs in this section is to provide several basic project management measures that will ensure the following:

1. Disciplined initiation or start-up of projects which includes but is not limited to the following areas:
 - clear criterion for success;
 - discrete tasks and activities;
 - work schedule with timeline;
 - specific outputs and outcomes with indicators for each;
 - clear connection with one or more Task Force goals along the Human Trafficking continuum; and
 - illustration or indication of how outputs and outcomes will contribute to achieving the collective impact target(s) associated with the Task Force goal(s) on which the project is focused.
2. Regular updates that indicate progress in the above areas and corrections as needed when sufficient progress is not being made.
3. Termination of the project upon its satisfactory completion.

Project Initiation

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is establish a uniform way of getting a project underway and thereby “starting the clock” on its timeline.

Scope

This SOP is relevant to the Work Group Chairpersons and those Work Group members selected by Chairpersons to assist with project management.

Prerequisites

- Project Action Plan

Responsibilities

- Work Group Chairpersons
- Management Team
- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	Work Group meeting minutes shall reflect the start date of a project.
2.0	The start date of a project shall be clearly indicated in the initial action plan (Appendix A), as this is essential for scheduling updates and tracking progress.

Project Action Plan Updates

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to ensure regular and uniform updating of project action plan and the centralized gathering of pertinent data and information regarding the same in order to allow for a single, centralized project management database.

Scope

This SOP is relevant to CJCC, the Work Group Chairpersons, and those Work Group members selected by Chairpersons to assist with project management.

Prerequisites

- Project Action Plan

Responsibilities

- Work Group Chairpersons
- Management Team
- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	Work Group meeting minutes shall reflect project tasks undertaken and completed.
2.0	The undertaken and completed tasks shall be clearly indicated by updating appropriate forms in the action plan (Appendix A), as this is essential for tracking progress.

Project Termination

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish and maintain a uniform way of ending projects upon their success or ending projects that ineffective.

Scope

This SOP is relevant to CJCC, the Work Group Chairpersons, and those Work Group members selected by Chairpersons to assist with project management.

Prerequisites

- Three project updates.

Responsibilities

- Work Group Chairpersons
- Management Team
- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	The completion of a project shall be indicated by all project tasks being accomplished, as indicated in project plan updates.
1.1	A brief project completion report of no more than one page in length shall be submitted to CJCC.
2.0	In the event a project shows no progress for six months, lack of progress shall be noted in the Work Group meeting minutes and the project may be terminated.
2.1	A brief project failure report of no more than one page in length shall be submitted to CJCC.

Section 6: Project Data Collection and Reporting

Explanation

Along with the work done and facilitated by Georgia Cares in the provision of care to Human Trafficking victims, Work Group projects generate the information and data on which can be based objective determinations of the Task Force's impact. The SOPs in this section are intended to ensure cooperation with the evaluation system developed by EMSTAR.

At the time of this Manual's development, the evaluation system is in development, even as the final set of initial data indicators have not yet been determined. Therefore, these SOPs are not to be confused with guidelines and instructions developed by EMSTAR. Rather, they are generic and intended to establish procedures for following such guidelines and instructions.

Timely and thorough data collection and reporting will support continuous improvement in the following areas:

1. Analysis of baseline and other data to identify key issues and gaps.
2. Establishment and review of shared metrics.
3. Tracking and reporting on progress.

Selection of Data Indicators

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to ensure selection of valid and accessible data indicators by Work Groups.

Scope

This SOP is relevant to the Work Groups.

Prerequisites

- Initial project idea (if a new project).
- Project action planning activities are underway.

Responsibilities

- Work Groups
- EMSTAR

Procedures

Step	Action
1.0	Work Group shall have EMSTAR review the data indicators selected for measuring outputs and outcomes.
1.1	This action shall be reported at Management Team meetings.
2.0	At its discretion, EMSTAR may include the selected data indicators in its online reporting database.

Review of Data Indicators

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to provide a quality control process that will ensure that indicators are measuring what they are intended to measure and, thus, outcome and impact are targets are being reached.

Scope

This SOP is relevant to all members of the Task Force, its Advisory Board, CJCC, and Georgia Cares.

Prerequisites

- At least one quarter (three months) of reported data as provided for in project action plans.

Responsibilities

- CJCC
- Management Team
- EMSTAR
- Advisory Board

Procedures

Step	Action
1.0	CJCC in consultation with EMSTAR shall convene work sessions with appropriate individuals or organizations in order to review indicators for the purpose above.
1.1	The Special Meeting SOP in Section 2 can be utilized to carry out this review meeting.

Data Collection Plan

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to ensure that a Task Force data collection plan is renewed or updated every fiscal year.

Scope

This SOP is relevant to CJCC, EMSTAR, and the Management Team.

Prerequisites

- EMSTAR’s Data Collection Plan.

Responsibilities

- CJCC
- Management Team
- EMSTAR
- Advisory Board

Procedures

Step	Action
1.0	At its discretion and in consultation with CJCC, meetings with individuals or organizations may be convened in order to ensure understanding of and compliance with the Task Force data collection plan.
2.0	As data indicators change or are added, the data collection plan shall be updated accordingly, as determined by EMSTAR in consultation with CJCC.

Section 7: Transitioning Projects to Programs

Explanation

Projects are generally carried out to address needs that aren't being addressed by established programs in the service system. Or they address needs with levels of frequency, intensity, and duration of which established programs are not capable. This is the value of projects, and also why the Task Force is engaged in planning and implementing them. Clearly, when it comes to the many unique dynamics of the Human Trafficking problem, established programs aren't always set up to address it with the thoroughness and effectiveness necessary to achieve measurable impacts.

Given the above, some Work Group projects may address a critical problem that, in the end, needs a long-term or permanent solution. In cases where projects make a huge difference in terms of impact on the problem, such projects can be transitioned into programs that become a part of the establish system. The SOPs in this section offer procedures for helping to make this happen in an organized way.

Proposing a Project for Transition

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide Work Groups with a structured way of beginning the process of transitioning a successful and impactful project into a program established as part of the social service system.

Scope

This SOP is relevant to Work Groups or members of Work Groups involved in implementing successful projects.

Prerequisites

- Project Updates indicative of notable success.

Responsibilities

- Work Groups
- Management Team

Procedures

Step	Action
1.0	When a Work Group concludes that a successfully implemented project should be ongoing and, in order to do so, operate as an established project, the Work Group Chairperson will propose such in written form.
1.1	The proposal will be submitted to the Management Team for review and discussion as part of its regular business.
1.1.a	The proposal shall include identification of a Lead Agency for adoption of the project.
1.1.b	The Lead Agency proposed for adopting the project shall be in agreement.
2.0	After initial consideration by the Management Team, and if so indicated, a meeting of all the principals will be convened to discuss and plan for the transition.
2.1	The result of this meeting will include start of the Sponsoring Agency Adoption of Project SOP.

Sponsoring Agency Adoption of Project

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to provide Lead Agencies with a systematic process for integrating a Task Force project into its routine operations or the routine operations of an agency within its sector.

Scope

This SOP is relevant to Lead Agencies.

Prerequisites

A project proposed for transition into an ongoing program.

Responsibilities

- Criminal Justice Coordinating Council
- Appropriate Lead Agency

Procedures

Step	Action
1.0	The agency identified to transition a project into a program shall work closely with CJCC and other entities identified by CJCC to carry out the transition.
1.1	The transition process will be guided by a formal transition plan.
1.2	An initial one year program plan will be developed and utilized to monitor progress.
1.2.a	The program plan may reflect the basic elements of the projects final updated Project Action Plan, but providing for longer timeframes and more detailed resource planning.

Section 8: Sector Lead Agencies

Explanation

The collective impact approach (Hanleybrown, Kania, and Kramer; 2012) moves a step beyond linking agencies. Rather, it links sectors within which are numerous agencies and organizations. The challenge is doing this in a manageable way, especially given the fact that in some collective impact efforts hundreds of agencies from numerous sectors are involved. The SOPs in this section provides several basic measures to make manageable the involvement of sectors and the specific agencies and organizations within each.

The measures involved focus on three areas:

1. Enlisting lead agencies within each sector.
2. Utilizing lead agencies to specify and track the initiatives and activities of affiliated members.
3. Utilizing lead agencies to plan and carry out affiliated activities to provide targeted support to a Work Group project.

A sample chart of sectors is provided in Appendix B.

Enlistment of Sector Lead Agencies

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to establish a Lead Agency for each sector to serve as a liaison between a) the Governor’s Office, Task Force, and Georgia Cares and b) agencies within the sector that are interested in the Human Trafficking problem or involved in activities that address some aspect of the Human Trafficking problem.

Scope

This SOP is relevant to CJCC and the Management Team.

Prerequisites

- Decision by CJCC and/or the Management Team to enlist a Lead Agency for a particular sector.

Responsibilities

- CJCC
- Management Team

Procedures

Step	Action
1.0	CJCC will identify and enlist Sector Lead Agencies.
1.1	Criteria for selection will be developed by CJCC in collaboration with the Management Team.
2.0	At the appropriate time, CJCC will notify the agency in writing of its designation as a Sector Lead Agency.
2.1	Within one month of this designation, a meeting will be convened to review all pertinent SOPs pertaining to the Lead Agency’s role.

Specifying Affiliated Initiatives and Activities

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to provide for an organized way identifying and tracking the progress of initiatives and activities not planned and/or sponsored by the Task Force but that contribute to impacting some aspect of the Human Trafficking problem.

Scope

This SOP is relevant to partner and affiliate members engaged in Human Trafficking activities that are not part of a Task Force project.

Prerequisites

- Identification of a substantive initiative or activity that is not sponsored by the Task Force.
- Willingness or desire of the principals involved with the initiative or activity to affiliate with the Task Force goals and outcome and impact targets.

Responsibilities

- Lead Agencies
- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	At its own discretion and as its capacity dictates, the Lead Agency will develop and periodically update a list of initiatives and activities within its sector that address one or more aspects of the Human Trafficking problem.
1.1	If possible, this list will note initiatives or activities for which one or more persons involved are also members of a Work Group.
1.1.a	CJCC and the Management Team may assist with the development of this list as needed.
2.0	CJCC shall maintain a master list of affiliated initiatives and activities.

Implementing Affiliated Initiatives and Activities

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to establish a process by which Lead Agencies can plan and carry out an affiliated initiative or activity.

Scope

This SOP is relevant to Lead Agencies and organizations that would be involved in planning and carrying out an affiliated initiative or activity.

Prerequisites

- An understanding of the Task Force’s goals and outcome and impact targets.

Responsibilities

- Lead Agencies
- EMSTAR
- Management Team
- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	Lead Agencies and/or one or more agencies within a sector may join to plan and carry out an affiliated initiative or activity.
1.1	Agencies within a sector should involve with the Lead Agency in order to ensure that proper reporting is undertaken so that the effect of such efforts are accounted for in explaining collective impacts.
2.0	The project action planning template (Appendix) may be used as is or modified to support the planning process.

Section 9: Affiliated Initiatives and Activities

Explanation

Initiatives and activities that are outside the parameters of Work Group projects are extremely important. This importance lies in the fact that the work of the Task Force is part of a much larger body of work, so to speak. This work is going on across the State of Georgia and in scores of localities. Likewise, it is likely the case that the success of Work Group projects is either enhanced or made possible by such initiatives and activities. Therefore, it is of value to the ever-growing Human Trafficking field to undertake efforts to attempt to track and document the interrelationships among them, whenever possible. The SOPs in this section are designed to put in place minimal arrangements to attempt this tracking and documenting.

Notification of Affiliation

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to provide a somewhat official way of establishing that a particular initiative or activity is recognized as affiliated with the Task Force’s agenda and, therefore, documentation of outputs and outcomes will be undertaken.

Scope

This SOP is relevant to Lead Agencies and organizations that would be involved in planning and carrying out an affiliated initiative or activity.

Prerequisites

- An initiative or activity involved in addressing the Human Trafficking problem in a way that is aligned with Task Force goals and/or supports or contributes to project outputs or outcomes.

Responsibilities

- Criminal Justice Coordinating Council
- EMSTAR

Procedures

Step	Action
1.0	CJCC will notify appropriate individuals in writing of the designation of their initiative or activity as one that is affiliated with Task Force’s agenda.
1.1	This notification will include a listing, based on available information, of the activities, outputs, and outcomes to be tracked.

Indexing an Affiliated Initiative or Activity

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide a centralized accounting or listing of affiliated initiative and activities in a format that links them to Work Group projects.

Scope

This SOP is relevant to Lead Agencies and organizations that would be involved in planning and carrying out an affiliated initiative or activity.

Prerequisites

- Notification of Affiliation

Responsibilities

- Criminal Justice Coordinating Council
- Management Team
- EMSTAR

Procedures

Step	Action
1.0	CJCC shall maintain an accurate list of affiliated initiatives or activities.
1.1	The list may be organized in relation to Task Force goals, Work Group projects, and/or collective impact targets.

Section 10: Affiliated Initiatives and Activities Reporting

Explanation

In some cases, it may be useful to actually establish an arrangement whereby affiliated initiatives and activities take measures to document their activities, outputs, and outcomes. Such reporting will not only allow for mapping current and emerging Human Trafficking-specific efforts, but may also provide a database by which explanations of how impact targets were achieved can be made. This capacity, though by no means flawless, could potentially provide documentation of collective success, that is, the tendency to explain success on the basis of what one program or initiative did could be avoided. The SOP in this section is designed to set up a minimal foundation for retrieving this kind of information.

Affiliated Initiative or Activity Updates

CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of the procedure is to establish a voluntary reporting arrangement between affiliated initiatives or activities by which such efforts submit on a regular basis information pertaining to goals, activities, outputs, and outcomes.

Scope

This SOP is relevant to affiliate members that voluntarily wish to have their work included in Task Force accounts of progress toward achieving collective impact.

Prerequisites

- Listing of Affiliated Initiatives and Activities

Responsibilities

- Criminal Justice Coordinating Council
- EMSTAR

Procedures

Step	Action
1.0	CJCC in collaboration with EMSTAR will review information on affiliated initiatives and activities and, based thereon, develop a reporting process for tracking activities, outputs, and outcomes.
2.0	Work Group Chairpersons will include discussion of these activities, outputs, and outcomes in its regular meetings in order to ensure maximum alignment between them and Work Group projects.

Section 11: Advisory Board

Explanation

This component of the CJCC-Human Trafficking Task Force organizational structure is comprised of eight to twelve high-level, influential, and widely respected individuals from across the State of Georgia.

The basic role of this Board is to:

1. provide input and make recommendations concerning progress toward reaching collective impact targets along the Human Trafficking continuum;
2. help address barriers to progress;
3. provide general guidance on matters of policy and strategy as requested by CJCC and/or the Management Team.

The Advisory Board is not asked to concern itself with internal operational affairs of the Human Trafficking work. Most importantly, this Board gives the Human Trafficking Task Force its “statewide presence and reach” and is instrumental in state-level efforts (e.g., legislation, policy changes) and events (e.g., statewide conferences, etc.).

Selecting and Inviting Advisory Board Members

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to provide a uniform approach to the selection and invitation of individuals to serve on the Advisory Board.

Scope

This SOP is relevant to the Criminal Justice Coordinating Council.

Prerequisites

- Consultation by CJCC with the Management Team and Lead Agencies.

Responsibilities

- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	CJCC has sole authority to select and invite individuals to serve on the Advisory Board; to this end it shall formulate a process for doing so.
1.1	When completed, this process will be shared with the Task Force.

Advisory Board Terms of Service

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish the terms of service for Advisory Board members.

Scope

This SOP is relevant to the Advisory Board members.

Prerequisites

- Acceptance of invitation to the Advisory Board.

Responsibilities

- Criminal Justice Coordinating Council
- Each Advisory Board member

Procedures

Step	Action
1.0	CJCC has sole authority to determine the term of service of Advisory Board members; to this end it shall formulate the terms.
1.1	When completed, these terms will be shared with the Task Force.

Advisory Board Reviews

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to establish as part of the Advisory Board’s business a regular review of Task Force progress toward achieving collective impact targets.

Scope

This SOP is relevant to the Advisory Board and, indirectly, the Task Force as a whole in view of possible advisory recommendations that may arise from advisory board reviews.

Prerequisites

- One or more Task Force Quarterly Reports.

Responsibilities

- Advisory Board
- Management Team
- EMSTAR
- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	CJCC shall provide the Advisory Board with regular updates on the progress of the Task Force as well as its challenges.
1.1	A required part of this updating is provision of Quarterly Reports.
2.0	At least once each quarter, the Advisory Board will review Task Progress and make recommendations as deemed appropriate.
2.1	Advisory Board recommendations may include ones for CJCC only and ones for the Task Force as a whole.
2.1.a	Recommendations for the Task Force will be distributed to the Task Force and the Management Team will develop action steps developed to respond them.

Advisory Board Advocacy

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is establish as a critical part of the Advisory Board’s business regular efforts to advocate at local, state, regional, and national levels for resources essential for the Task Force’s progress.

Scope

This SOP is relevant to the Advisory Board and the Criminal Justice Coordinating Council, with the latter responsible for receipt, management, and allocation of substantial resources (over proper oversight of same by Task Force members).

Prerequisites

- Advisory Board meeting or discussion among its members.

Responsibilities

- Advisory Board
- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	CJCC shall include as part of Advisory Board meetings a discussion of advocacy efforts.
1.1	The Advisory Board may develop an advocacy plan that is included as part membership benefits.

Section 12: Georgia Cares Service Network

Explanation

Georgia Cares (GC) is well-established and operates under its own policies and procedures in its role of providing and coordinating trauma-informed services for Human Trafficking victims. Accordingly, as Work Group projects directly identify or indirectly facilitate identification of Human Trafficking victims, these projects rely heavily upon the work of Georgia Cares and the service network on which it relies for referrals.

An ongoing process for local, regional, and statewide service networks is to build a clearly delineated “system of care” for Human Trafficking victims. This doesn’t mean starting up new services. Rather, it means shifting and targeting existing services in ways that are more responsive to the needs of Human Trafficking victims, both for immediate crisis treatment and long-term recovery.

The importance of this network for achieving collective impact at the individual level is obvious. Such impacts are related to the following areas of individual human functioning:

1. The child’s knowledge.
2. The child’s attitudes.
3. The child’s skills or competencies (e.g., social, vocational, cognitive, etc.).
4. The child’s behaviors (e.g., school attendance, peer association, leisure activities, etc.).

The only way to document changes and impact in these areas is for there to be some level of agreement about the provision of services, collection of data about doing so, and tracking in order to document and report results. The SOPs in this section are designed to assist with making this happen.

Service Network Development

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to facilitate the formation of distinct linkages between Georgia Cares and key service providers that include referral, interagency case management, and information-sharing arrangements.

Scope

This SOP is relevant to Georgia Cares and the agencies with which it routinely works in the provision of trauma-informed services to Human Trafficking victims.

Prerequisites

None.

Responsibilities

- Georgia Cares
- CJCC

Procedures

Step	Action
1.0	At its discretion and as its capacity dictates, Georgia Cares may develop for its partners a one-page Memorandum of Understanding (MOU).
1.1	It may include description of a basic level of practice considered essential in order to attain collective impact outcomes at the individual level (e.g., state-wide reduction in the child abuse, truancy, or runaway rate).
1.1	It may include a limited number of standards of practice for ensuring trauma-informed services.

Service Network Maintenance

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to establish a minimum set of activities by which Georgia Cares works to maintain the developing Human Trafficking service network.

Scope

This SOP is relevant to Georgia Cares and the agencies with which it routinely works in the provision of trauma-informed services to Human Trafficking victims.

Prerequisites

- Memorandum of Understanding

Responsibilities

- Georgia Cares
- CJCC

Procedures

Step	Action
1.0	When circumstances indicate, Georgia Cares may consult with CJCC and the Management Team to consider regional efforts for maintaining a responsive and effective service network.
1.1	This may include efforts to secure additional funding for site trainings, webinars, distribution of materials, etc. as may be useful in developing a high-performing network.

Service Network Reporting

CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish a process for reporting data and other information essential for documenting service provision and related individual outcomes and impacts.

Scope

This SOP is relevant to Georgia Cares and the agencies with which it routinely works in the provision of trauma-informed services to Human Trafficking victims.

Prerequisites

- Memorandum of Understanding

Responsibilities

- Georgia Cares
- Service Network Agencies
- EMSTAR

Procedures

Note: A process is currently place with EMSTAR to collect Georgia Cares data for evaluation and reporting purposes. If deemed appropriate, the primary steps involved in this process can be entered below.

Step	Action

Section 13: Backbone Support: CJCC

Explanation

According to “Channeling Change: Making Collective Impact Work,” (*Stanford Social Innovation Review*, by Fay Hanleybrown, John Kania, and Mark Kramer; 2012) creating and managing collective impact requires a separate organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations. Within the Criminal Justice Coordinating Council, the Victim Assistance Unit will provide this support. Accordingly, the Director of the Division – who reports to the CJCC Executive Director – appoints a staff person to serve as the full-time Task Force Coordinator, while other roles of backbone support are assigned to other staff with the Division.

Though not specifically mentioned in the SOPs preceding and following this section, the Division Director, Task Force Coordinator, and, sometimes, the Executive Director are the specific persons involved when CJCC is listed in a SOP a responsible entity.

CJCC has its own internal operating policies and procedures regarding which the SOPs in this section do not apply. Where they may be conflict between internal operations and these SOPs, the policies and procedures of CJCC override these SOPs. Therefore, the intent of the SOPs in this section is provide basic guidelines for key areas of support to the Task Force.

Task Force Member Benefits and Incentives

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
--

Purpose

The purpose of this procedure is to ensure that CJCC works closely with its governmental partners (e.g., other state agencies with which it works) and grantees (e.g., programs to which it provides funds and oversight) as a catalyst for channeling benefits and incentives to the agencies that are partner members of the Task Force.

Scope

This SOP is relevant to CJCC and its governmental partners and grantees.

Prerequisites

None.

Responsibilities

- Criminal Justice Coordinating Council
- Advisory Board

Procedures

Step	Action
1.0	CJCC in consultation with the Advisory Board will develop strategies and processes for ensuring that non-monetary benefits/rewards (e.g., information, recognition, inclusion in important events, reports based on data submitted, assistance with grants development, letters of support for grants, etc.) are received partner members.
1.1	When completed, these strategies and processes will be shared with partner members.

Task Force Common Agenda

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish a Memorandum of Agreement by which CJCC can protect the integrity of the Task Force as an initiative of numerous organizations and individuals that share a common agenda.

Scope

This SOP is relevant to the Task Force as a whole.

Prerequisites

- An agreed-upon or ratified set of Task Force goals with baseline measures and collective impact targets.

Responsibilities

- Criminal Justice Coordinating Council
- Advisory Board
- EMSTAR

Procedures

Step	Action
1.0	CJCC shall develop a Memorandum of Agreement (MOA) based on current efforts to enhance organizational processes and achieve collective impact.
2.0	When completed, the MOA shall be introduced, explained, and discussed via a Special Meeting of the Task Force.

Georgia Cares and Service Network Support

CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to provide regular support to Georgia Cares in its demanding work of developing and maintaining a statewide service network.

Scope

This SOP is relevant to CJCC and Georgia Cares.

Prerequisites

- Information as provided by the Service Network Reporting SOP.

Responsibilities

- Criminal Justice Coordinating Council
- Advisory Board

Procedures

Step	Action
1.0	CJCC and Georgia Cares shall meet regularly to review progress and develop strategies to ensure optimum organizational growth and development.
1.1	When indicated, CJCC will assist with bringing in outside expertise to provide technical support when requested by Georgia Cares.

Section 14: Management Team

Explanation

This team brings together all the principal individual decision-makers, as follows:

1. Chairs and Co-Chairs of each Work Group (as these individuals change, so too would the composition of the Management Team).
2. CJCC's Division Director.
3. CJCC's Task Force Coordinator.
4. Chairperson of the Advisory Board.
5. Executive Director of one Lead Agency (as selected by the Executive Directors of all the Lead Agencies).
6. Executive Director of Georgia Cares.

The Management Team meets once a month at a minimum and likely more often during its initial organizing stage. The Chairperson is selected by the team members, whose job is basically a logistical one of facilitating meetings and ensuring good team functioning. It is staffed by the Task Force Coordinator who tends to the following key tasks:

1. Sending out meeting reminders.
2. Keeping and sending out meeting minutes.
3. Providing the team with monthly Human Trafficking Task Force Progress Reports.

A monthly Task Force Progress Report is the key document on which are based the discussions and decisions of the Management Team. At a minimum, this report consists of the following:

1. Most recently updated Work Group Project Action Plans.
2. Compilation of accomplishments (each project update lists new accomplishments, thus this would be a compilation of all accomplishments in relation to each project from all the updates). Some of this information may also be anecdotal and found in the Work Group meeting minutes.
3. Compilation of outputs by each Work Group.
4. Compilation of outcomes by each Work Group.
5. Indicators of measurable program toward collective impact targets.
6. Challenges, setbacks, or difficulties that need to be addressed.

The SOPs in this section provide a basic set of routine procedures for carrying out the tasks listed above, as well as others as they may arise.

Collective Impact Review

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
--

Purpose

The purpose of this procedure is to ensure that collective impact is truly the guiding framework for determining the Task Force’s status at any given time, as well as its progress and success.

Scope

This SOP is relevant to the members of the Management Team, Work Groups, and Affiliated Initiatives and Activities.

Prerequisites

- Collective impact goals and baseline measures.
- Work Group Project Action Plans.
- Task Force Progress Reports.

Responsibilities

- Management Team
- EMSTAR

Procedures

Step	Action
1.0	The Management Team shall periodically review the Task Force’s progress in achieving collective impact.
2.0	These reviews will produce a one-page status report for distribution to all Task Force members in order to keep them on track and focused on “moving the needle” in relation to baseline measures.

Operational Review

CJCC Human Trafficking Task Force

SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to establish a regular review of Task Force operations to identify strengths and weaknesses and to plan continuous quality improvement strategies.

Scope

This SOP is relevant to the members of the Management Team and Work Groups.

Prerequisites

- Work Group Meeting Minutes.
- Collective impact goals and baseline measures.
- Work Group Project Action Plans.
- Task Force Progress Reports.

Responsibilities

- Management Team

Procedures

Step	Action
1.0	The Management Team shall periodically review the Task Force's operations with emphasis on the status of SOPs (e.g., how many have been implemented, revised, updated, etc.).
2.0	These reviews will produce a one-page status report for distribution to all Task Force members in order to keep them on track and focused on proficient operations.

Organizational Review

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
--

Purpose

The purpose of this procedure is to establish a regular review of Task Force organizational development and take actions as needed to facilitate initial and ongoing organizational development.

Scope

This SOP is relevant to the members of the Management Team and Work Groups.

Prerequisites

- Organizational Development Plan written by CJCC’s Consultant.

Responsibilities

- Management Team
- CJCC

Procedures

Step	Action
1.0	The Management Team shall periodically review the Task Force’s progress with organizational development as presented in the Organizational Development Plan.
2.0	These reviews will produce a one-page status report for distribution to all Task Force members in order to keep them on track and focused on continuous organizational development and improvement.

Section 15: Decision-Making

Explanation

The five decision-making activities in the RAPID Model are as follows:

- R Recommender.** This person or entity initiates or drives the decision-making process regarding a certain type of decisions.* The “R” is the person or entity that sticks with the decision-making process from start to finish, ensures that others understand what they need to do, and keeps things moving along. In other words, the “R” does most of the work to secure the decision.
- A Agree.** This person or entity must agree with a decision. An “A” is essentially an “I” (see below) with more power. This person’s or entity’s agreement essentially approves a decision and allows it to be made while disagreement disapproves of the decision. Naming someone or some entity an “A” means the Task Force needs their support on practically all major decisions. Generally, the more people/entities with an “A,” the more time and effort it takes to make a decision.
- P Perform.** This person or entity carries out the decision once it has been made. Often, the individuals or entities that are “P’s” are also “I’s.” Since this is where action actually is carried out, it is important that these individuals or entities at least be aware of the decision-making that will impact them and at most be allowed to provide input, or be an “I.”
- I Input.** This person or entity must be consulted before a decision is made. Although an “I” has the right to be heard, she or he or the entity does not have approval or disapproval power (or is not a “A” or “D”). Including a person or entity as an “I” says that the organization values her or his opinion. In a collective impact collaborative, input on far-reaching or “big” decisions should be available to and/or sought from all persons and entities that will be affected by it.
- D Decide.** This is the person or entity with final authority; that can commit the Task Force to action. It is limited to a few types of highly consequential types of decisions that can affect the capacity of the effort to achieve collective impact.

(*Several decision categories and types are presented in Table 2.)

Note: The order of the letters is actually not important. RAPID is just a good way to remember each decision-making action. The reality is repetitious; somewhat circular or back-and-forth in nature.

Sample Decision-Making Reference Chart

Key: R = Recommend. A = Agree. P = Perform. I = Input. D = Decide.

Decision Categories	Decision Types	CJCC	Mgt Team	Work Groups	Adv Brd	Georgia Cares/	Lead Agencies
Media/Public Relations	Writing and sending out press releases to media outlets.	D	A	I/R		I	
	Making presentations and/or speaking on behalf of the Task Force.	A/I	D	I	R	I/P	I
	Releasing or sending out Task Force official reports, documents, etc.	D/P	I/A	I	I	I	I
Funding, Grant Proposals	Selecting activities, projects, programs for possible funding.	A	D/P				
	Selecting and approaching potential funding sources.			I	I		
	Determining proposal design (e.g., fiscal agent, location of services, etc.)	A	D/P	I	I/R	I	D/R
Work Group Operations	Selecting or electing chairs and co-chairs.		A	D/P			
	Allowing and not allowing individuals or organizations to join.	D	A				
	Selecting, organizing, and implementing projects.		A	D/P			

(Source: Based on "RAPID Decision-Making," Jon Huggett and Caitrin Moran, The Bridgespan Group, September 2007)

This is only a sample. A key action step would involve the Management Team in a process of working together to identify categories and decisions, and assign decision roles to each component.

RAPID Decision-Making

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to provide for the adoption by the Task Force of the RAPID Decision-Making approach.

Scope

This SOP is relevant to all components of the Task Force.

Prerequisites

- Operational Review by Management Team.

Responsibilities

- CJCC
- Management Team
- Work Groups, Lead Agencies, Georgia Cares, Advisory Board

Procedures

Step	Action
1.0	A part of organizational development shall include training on the RAPID model and completion of a Decision-Making Reference Chart for actual use by the Task Force.

Section 16: Record-Keeping and Reporting

Explanation

The official business of the Task Force shall be routinely documented. For this, a system of reporting and record-keeping must be in place. Not only is this good practice. It establishes a reviewable record of the large amount of work done by Task Force members. Moreover, it preserves evidence to support reports to the public and verify reports of measurable impact. Finally, this documentation provides a rich source of information for learning not only what worked, but how it worked and, therefore, how success can be repeated by the Task Force itself as well as replicated by others.

Project Reports

CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to ensure the regular submission to CJCC and the Management Team of project status reports.

Scope

This SOP is relevant to the Work Group Chairpersons.

Prerequisites

- Completed Work Group Project Action Plan.
- Execution of tasks set forth in the action plan for at least one month.

Responsibilities

- Work Group Chairpersons
- CJCC

Procedures

Step	Action
1.0	Work Group Chairpersons shall regularly update project action plans.
1.1	These updates shall provide a separate short project report that lists changes in relation to the preceding update.
1.1.a	The short project report allows placing on a single page all the changes noted in the project action plan document, thereby allowing easy compilation with other reports by CJCC for development of monthly status reports and quarterly progress reports.

Monthly Status Reports

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to produce a monthly report of the status of all key activities, outputs, and outcomes by the Work Groups and affiliated efforts.

Scope

This SOP is relevant to CJCC, Work Groups, and Affiliate Members.

Prerequisites

- Work Group meeting minutes.
- Work Group Project Plans.
- Work Group Project Reports.
- Information regarding affiliated initiatives and activities.

Responsibilities

- CJCC
- Work Groups
- Affiliate Members

Procedures

Step	Action
1.0	CJCC shall provide the Management Team with monthly status reports
1.1	These reports will be based on the prerequisites listed above.

Quarterly Progress Reports

CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to produce a quarterly report of the status of all key activities, outputs, and outcomes by the Work Groups and affiliated efforts.

Scope

This SOP is relevant to CJCC, Work Groups, and Affiliate Members.

Prerequisites

- Monthly status reports.

Responsibilities

- Criminal Justice Coordinating Council
- Management Team

Procedures

Step	Action
1.0	CJCC and the Management Team shall provide the Advisory Board with quarterly progress reports.
1.1	These reports will be based on the prerequisites for the Monthly Status Report.

Annual Reports

CJCC Human Trafficking Task Force
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SOP #

Revision #

Implementation Date #

Last Reviewed/Update Date

Purpose

The purpose of this procedure is to produce a annual report of the status of all key activities, outputs, and outcomes by the Work Groups and affiliated efforts.

Scope

This SOP is relevant to CJCC, Work Groups, and Affiliate Members.

Prerequisites

- Quarterly Progress Reports.

Responsibilities

- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	CJCC shall produce an annual report reflective of the Task Force's achievements in the areas of inputs, activities, outputs, outcomes, and impacts.

Special Reports

CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to allow for the development of special reports when circumstances warrant (e.g., remarkable successes, findings that may be useful to the field, recognition of extraordinary efforts, etc.).

Scope

This SOP is primarily relevant to CJCC as the sole initiator of special reports, given that in some instances additional resources, expertise, and compensation may be required.

Prerequisites

- A notable circumstance worthy of special reporting.

Responsibilities

- Criminal Justice Coordinating Council

Procedures

Step	Action
1.0	When deemed feasible as set forth in the purpose for this SOP, CJCC may undertake development of Special Reports.
1.1	These reports may be intended for select audiences and not subject to widespread dissemination.

Section 17: Media and Public Relations

Explanation

Great care and extreme caution must be taken in working with the media and public at-large. Among other reasons, a primary one is to ensure accurate presentation of what the Task Force is doing, realizing that the perceptions of the media and public have an impact on the many partner and affiliate members. Inaccurate information can produce harm to these organizations as well as drive away organizations may be needed for future projects.

Having systematic practices in working with the media and the public is not about “having something to hide,” therefore. Rather, it is about avoiding the harm that can be caused when procedures aren’t in place to ensure that only qualified individuals “speak for the Task Force,” especially when such speaking involves the media.

Statements and Interviews

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to establish the process by which official statement are provided to the media and interviews given to the media.

Scope

This SOP is relevant to the whole Task Force.

Prerequisites

- Request by the media for an interview.
- Request by the media for information.
- Opportunity afforded by any public entity to make a statement about the Task Force.

Responsibilities

- CJCC

Procedures

Note: In consultation with its media relations staff and its current policies relating thereto, CJCC will develop an SOP for Statements and Interviews.

Step	Action

Press Releases

CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date

Purpose

The purpose of this procedure is to locate the responsibility for preparing and releasing information to the press regarding the Task Force.

Scope

This SOP is relevant to the whole Task Force.

Prerequisites

None.

Responsibilities

- CJCC

Procedures

Note: In consultation with its media relations staff and its current policies relating thereto, CJCC will develop an SOP for Press Releases.

Step	Action

Presentations

<p>CJCC Human Trafficking Task Force SOP # Revision # Implementation Date # Last Reviewed/Update Date</p>
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Purpose

The purpose of this procedure is to establish a protocol for internal review of presentations to be made to the public about the work of the Task Force.

Scope

This SOP is relevant to all members of the Task Force.

Prerequisites

- Request by an outside entity to make a presentation.
- Request by a Task Force member to represent the Task Force as a presenter.

Responsibilities

- Task Force members
- Management Team and/or CJCC

Procedures

Note: In consultation with the Management Team and its current policies relating thereto, CJCC will develop an SOP for Presentations.

Step	Action

Section 18: Continuous Communication

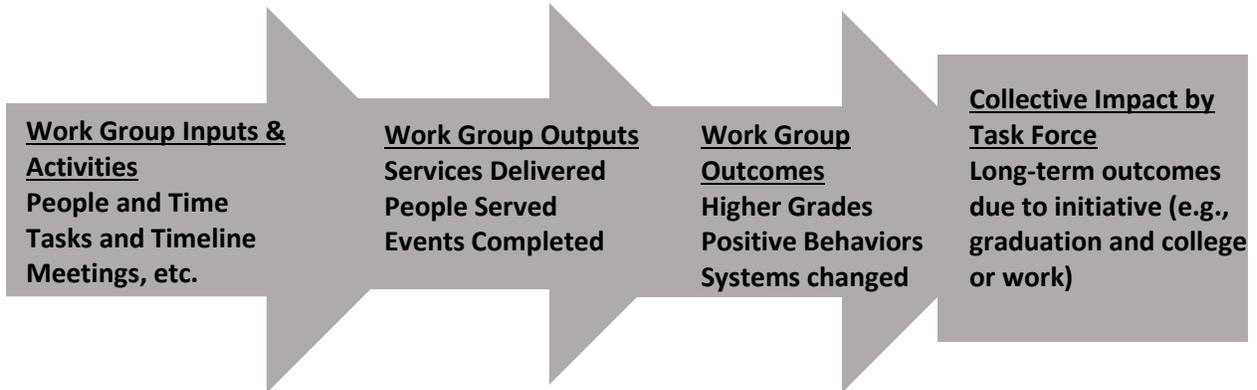
Explanation

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

Section 19: Shared Measurement

Explanation

Collecting data and measuring results consistently across all Work Groups ensures that efforts remain aligned and Task Force members hold each other accountable.



(Source: “Breakthroughs in Shared Measurement and Social Impact,” FSG Social Impact Advisors, by Mark Kramer, Marcie Parkhurst, and Lalitha Vaidyanathan, July 2009, modified).

Individual Level Outcomes

- Knowledge
- Attitudes
- Skills/Competencies
- Behaviors

These type outcomes are principally achieved by Georgia Cares through its collaborative response to children identified as commercially sexually exploited (CSE). This response involves a wide range of agencies and, therefore, constitutes a difficult outcome to measure. This is due, in large part, to the need to track referred children and youth that may be served by several agencies.

Community Level Outcomes

- Increased cooperation, coordination, collaboration
- New or improved policies, laws, regulations, protocols, processes, tools, etc.
- Increased knowledge, awareness, skills, expertise

These type outcomes are mostly achieved by the Human Trafficking Task Force Work Groups. For example, the development of referral agreements or a Human Trafficking screening tool.

A Possible Gap

What about children and youth served by or as a result of Work Group efforts but are not victims of commercial sexual exploitation and, thus, not referred to Georgia Cares?

Measuring Performance

As Illustration 1 shows, performance has to do with carrying out the activities that have been planned in order to achieve outcomes. Each activity generates evidence that it has happened. This evidence is called an indicator. For example, counseling sessions would be evidenced by case notes in the client file; meetings would be evidenced by meeting minutes. Thus, some indicators of performance are not numerical in nature, but are products like a screening tool. How often it is used, however, could be counted and this would constitute a numerical indicator. Finding this out may require periodic surveys. The survey is the data collection methodology. Examples are performance outputs are:

- Meetings (e.g., work group meetings)
- Client attendance
- Counseling sessions
- Funding secured
- Interagency protocols developed
- Number of people served/contacted
- Person-hours committed to an event

Appendices

Appendix A: Project Action Planning Template

Criminal Justice Coordinating Council

Georgia Statewide Human Trafficking Task Force



Work Group Project Action Plan Template

Jonathan I. Cloud
Management Consultant

October 2014

Agencies or Programs Involved in This Project:

Agency/Program Name	Contact Person	Resources Contributed

Project Description (Please Use a Few Short Statements)

(Example: This project will train school-based police officers to assess the risk factors and needs of truant and runaway youth and identify those at high risk of CSE. Officers will be provided with information on a range of services that can rapidly assist the most vulnerable youth. A protocol for direct referrals to these services will be developed.)

1.

2.

3.

Project Goals (Please Limit to Three)

Enter Goal 1 Here

Enter Goal 2 Here

Enter Goal 3 Here

Sample Project Planning Chart

Phase /Activity #	Description	Deliverable	Start Date	End Date	Delivered by:
1.0 Phase	Initiate - obtain agreement on the business requirement and charting the project.	N/A			Project Manager
1.1 Activity	Develop the Business Requirement	N/A			
1.1.1 Task	Create the Product Description	Product Description			
1.1.2 Task	Prepare and Review the Product description	Project Proposal			
1.2 Activity	Charter the Project	N/A			
1.2.1 Task	Create the Project Charter	Project Charter			
<i>1.2.1.1 Milestone</i>	<i>Project Proposal Approved by</i>	N/A			

Milestones	Planned Completion Date

Phase / Activity	Deliverable	Cost Amount

Project Requirements Checklist

Project Name:

Project Manager:

Item	Quantity	When	Availability	For How Long?	Comments/
		Required?	Secured?		Action
Human Resources					
Core Team Members					
Part-time Team Members					
Technical Specialists					
Business Experts					
Business Sponsors					
Consultants					
Training Resources					
Support staff					
Physical Resources					
Facilities:					
Office Space					

Meeting Rooms					
Office Furniture					
Office Supplies					
Software:					
Project Management Tools					
Spreadsheet Tool					
Graphics Design					
Presentation Tool					
Development Tools					
Hardware:					
PCs					
Network					
Telecommunication					
Facilities:					
Internet Access					
Video-conferencing					
Phones					

Please list evidence-based or best practices that are being utilized in this project, if any.

(Example: All victims of commercial sexual exploitation are provided with a mentor who models for the youth healthy attitudes related to positive self-concept and positive expectations for the future.) For more information on practices, see *Effective Practices Guide* developed by this consultant as part of this technical assistance contract.

- 1.
- 2.
- 3.

Accomplishments (when applicable):

(Obviously this section is completed as part of an update. It can also be completed when this form is used for a project already underway, in which case accomplishments attained prior to completing this form would be listed. This section emphasizes tangible outputs, such as products developed, youth served, arrests made, investigations launched, etc.)

- 1.
- 2.
- 3.
- 4.
- 5.

Project Outputs and Indicators

Outputs	Indicators (Can be data or materials that indicate that the output was achieved.)

Project Outcomes and Indicators

Outcomes (Client or person outcomes involve changes in knowledge, attitudes, skills, or behaviors. Systems outcomes involve changes in policies, practices, etc.)	Indicators (Can be data or materials that indicate that the output was achieved.)

Optional Self-Assessment

Strengths, Opportunities, Aspirations, Results (SOAR) Analysis

What are the strengths of the individuals, agencies, and programs involved that are being brought to bear on this project?

What are the opportunities for improvement or change that are being seized by this project?

What is the aspiration or vision of the future for the target population being pursued by this project?

What are the results or outcomes in the lives of children and youth to which this project is contributing? (Please see attached Child and Youth Outcomes Guide as a reference.)

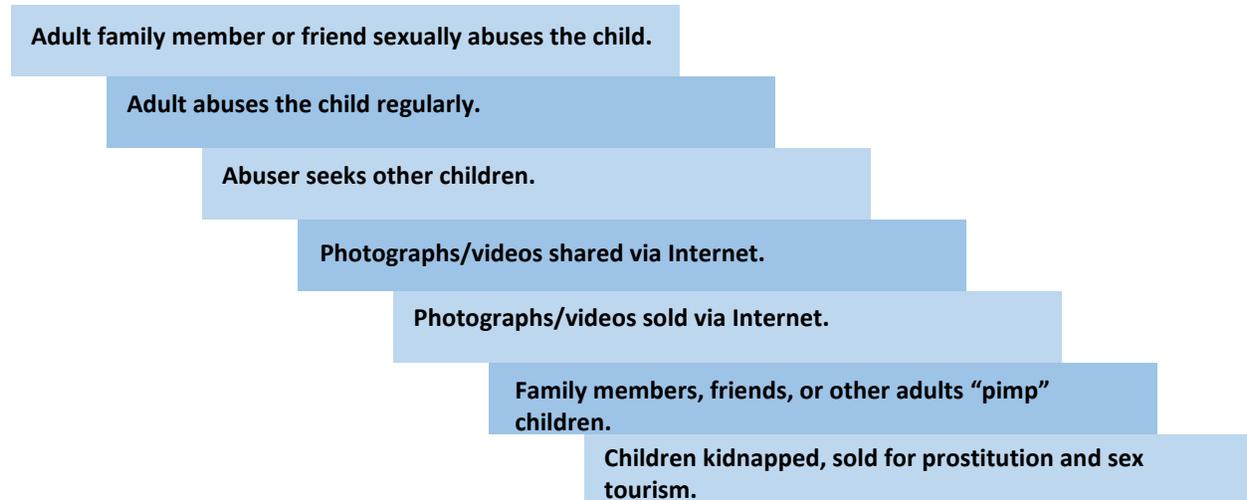
Attachment

Child and Youth Outcomes Guide

Outcomes	Indicators
1. Thriving: developing physically healthy attitudes, skills, and behaviors; being resilient.	<ul style="list-style-type: none"> • Number of children/youth active in programs to promote physical health. • Number of children/youth reporting regular exercise, healthy diet and reproductive health. • Number of youth reporting not engaging in delinquent behavior.
2. Connecting: developing positive social attitudes, skills, and behaviors; forming bonds.	<ul style="list-style-type: none"> • Number of children/youth involved with at least two groups/organizations/activities with peers and adults. • Number of children/youth reporting that they are happy and satisfied with their lives.
3. Leading: developing positive civic attitudes, skills, and behaviors; contributing to community.	<ul style="list-style-type: none"> • Number of children/youth involved in regular community service or action activities. • Number of children/youth using their talents to produce positive change/improvements.
4. Learning: developing positive basic and applied academic attitudes, skills, and behaviors.	<ul style="list-style-type: none"> • Number of children/youth achieving at grade level. • Number of children/youth maintaining good school attendance. • Number of youth who graduate from high school. • Number of youth that enroll in post-secondary education.
5. Working: developing positive vocational attitudes, skills, and behaviors.	<ul style="list-style-type: none"> • Number of youth engaged in workplace activities. • Number of youth with workplace “soft skills” (e.g., promptness, cooperativeness, following directions, conflict resolution, initiative, etc.). • Number of youth employed. • Number of youth with career aspirations and plans.

Appendix C: Continuum of the Victimization

Shared Understanding: Continuum of Abuse, Recruitment, and Exploitation¹



Organization of commercial sexual exploitation of children:

- Local exploitation by one person or a few persons.
- Citywide or regional network involving multiple children and often other criminal activity, such as drugs.
- National or international sex crime network where children are trafficked and marketed as commodities.

Roles in organized trafficking:

- Investors or “arrangers” who provide money for trafficking operations and oversee the criminal enterprise.
- Recruiters who find the children and may collect fees from their families.
- Transporters who move the children through the origin, transit, and destination countries.
- Public officials who receive bribes to provide identity documents and facilitate exiting and entering countries.
- Informers who gather information on border surveillance, law enforcement activities, and immigration and transit procedures.
- Debt collectors in destination countries who collect trafficking fees.
- Money movers who launder trafficking proceeds.

¹ “Commercial Sexual Exploitation of Children: What Do We Know and What Do We Do About It?” NIJ Special Report, Issues in International Crime, U. S. Department of Justice, Office of Justice Programs, National Institute of Justice, December 2007

This is the last page.

