

The logic model below consists of three tables: 1) Problem and Subproblems; 2) Goals, Objectives, Activities, and Output Measures; and 3) Short- and Long-Term Outcomes.

Problem	Subproblem(s)
<p>Child and youth victims of human trafficking in California experience complex trauma and are not sufficiently provided with needed supports. As a result, they experience disproportionately worse health, education, and life outcomes.</p> <p>California has more reported cases of labor and sex trafficking than any other state (total cases and cases involving children and youth). Multidisciplinary, statewide interventions are necessary to prevent, intervene in, and support the victims of human trafficking. Significant work has been completed to identify specific issues/challenges; additional resources are required to pilot, evaluate, and scale effective practices statewide.</p> <p>This problem aligns directly with OJJDP’s mission statement and with OJJDP logic model problems 2 (youth victimization) and 3 (improving systems/programs to address either problem 1 or 2)</p>	<p>The following subproblems are based on results from the HEAT Institute Blue Ribbon Commission retreat in April 2016, which was informed by research and data as well as verbal and written testimony received at seven informational summits across California.</p> <p>Subproblems for child and youth victims:</p> <ul style="list-style-type: none"> ● Victims of human trafficking face significant barriers that prevent them from achieving long-term stability, including: revictimization, lack of educational attainment, poor life skills, low self-esteem, complex trauma, lack of adequate long-term housing and support, health and mental health needs, criminal justice involvement. <p>Systems-level subproblems:</p> <ul style="list-style-type: none"> ● Screening to identify human trafficking victims and those at-risk of being trafficked is not adequate. In particular, screening must be implemented or improved at key system entry points including juvenile halls, emergency rooms and hospitals, and schools. ● There is a lack of training for responding to the complex trauma of human trafficking. Trauma-informed training is needed for a multitude of professional roles across sectors, including criminal justice, health/medicine, education, social services, and first responders. ● Collaboration between systems, particularly between Law Enforcement and service providers, must be enhanced to ensure that victims of human trafficking are connected with needed supports. This is an opportunity to align work that is already being done for child and youth victims by a variety of agencies and systems. ● The persistent lack of accurate data, particularly around labor trafficking, is a barrier to understanding the scope of the problem. Inadequate data means that there is a limited evidence base to identify best practices for serving child and youth victims of human trafficking.

Improving Outcomes for Child and Youth Victims of Human Trafficking
California Governor’s Office of Emergency Services (Cal OES) – *Attachment D - Logic Model*

Goals	Objectives	Activities	Output Measures
	<p>Objective 1.1: Form and regularly convene a Governance and Leadership Team: Mark Ghilarducci, Will Lightbourne, and Nancy O’Malley</p> <p>Objective 1.2: Expand the H.E.A.T. Institute Blue Ribbon Commission to include representation from additional statewide and local leaders; ensure engagement of federally funded task forces.</p> <p>Objective 1.3: Convene subcommittees of subject matter experts, survivors, and commission members to conduct in-depth research and planning on specific topics.</p> <p>Objective 1.4: Conduct a three-day comprehensive training to multidisciplinary teams on effective practices and coordination of</p>	<p>Objective 1.1:</p> <ul style="list-style-type: none"> ● Hold an initial meeting of the Governance and Leadership Team to review the project timeline and key decision points ● Hold regular meetings of the Governance and Leadership Team to review project implementation progress, discuss key decision points, identify successes and opportunities, and work to address challenges. ● Identify a project evaluator (through a competitive RFP process) to participate in planning conversations. ● Support the Governance and Leadership Team to develop and approve a detailed plan for phases 2 and 3, drawing upon commission input and subcommittee expertise as needed. <p>Objective 1.2:</p> <ul style="list-style-type: none"> ● Identify and invite new members to join the Blue Ribbon Commission ("commission"), including representatives from federally funded task forces, county and regional Child Welfare, Municipal Chiefs of Police Association, and California District Attorneys Association. ● Engage other key leaders and stakeholders via interviews, surveys, and/or in person meetings to provide input outside of regular commission meetings. ● Convene the commission quarterly to engage in planning work and discussions, informed by the Governance and Leadership Team. <p>Objective 1.3:</p> <ul style="list-style-type: none"> ● Identify needed subcommittees and members. ● Convene subcommittees as needed to respond to research questions, develop recommendations to the commission and Governance and Leadership Team, etc. 	<p>Formation and meetings of the Governance and Leadership Team</p> <p>Selection of project evaluator</p> <p>Expansion of the commission to include additional state and local system representatives, and representatives from federally funded task forces</p> <p>A series of commission planning meetings</p> <p>Formation and meetings of subcommittees, as needed</p> <p>Train multidisciplinary teams to serve as mentoring counties on effective practices and coordination efforts which can be replicated and/or shared with counties statewide.</p> <p>Draft and final versions of</p>

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	services to improve outcomes for child and youth sex and labor trafficking victims.	<p>Objective 1.4:</p> <ul style="list-style-type: none"> ● Identifying effective practices and gaps in services related to child and youth victims of human trafficking. ● Develop curriculum and training agenda ● Identify and select multidisciplinary teams from ten counties in California which are representative of the state as a whole. ● Provide scholarships for counties selected to defray costs for their teams to participate in the multidisciplinary training. ● Conduct three-day training to the multidisciplinary teams on effective practices and coordination of services regarding child and youth victims of human trafficking 	the detailed strategy and evaluation plan.

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<p>Goal 2: Create pilot projects that improve outcomes for children and youth victims of human trafficking, including strategies for housing, screening and referral protocols, medical and mental health services, trauma-informed competency-based training, education, and law enforcement.</p> <p>Goal 2 aligns with OJJDP agency-level goals 1 (prevent and reduce delinquent behavior and victimization) and 3.</p>	<p>Objective 2.1: Create a pilot program based on the identified need.</p> <p>Objective 2.2: Select two pilot projects: one in Northern/Central California, and one in Southern California through a competitive process.</p> <p>Objective 2.3: Support and closely monitor pilot project, providing technical assistance through the implementation process and monitoring impact through year 2.</p>	<p>Objective 2.1:</p> <ul style="list-style-type: none"> ● Develop a pilot project RFP, informed by suggested guidelines and criteria that emerge in discussions of the commission (see objective 1.2 activities) and demonstrating a collaborative, comprehensive, multi-agency response ● Include a requirement related to data collection and working with the Cal OES contracted evaluator to evaluate pilot project results ● Circulate the pilot project RFP with a deadline for proposals <p>Objective 2.2:</p> <ul style="list-style-type: none"> ● Engage in a formal review process to rate pilot project proposals ● Identify one pilot project for Northern/Central California and one pilot project for Southern California to implement new, promising approaches to addressing the problem and subproblems <p>Objective 2.3:</p> <ul style="list-style-type: none"> ● Monitor pilot project implementation progress and outcomes, and provide opportunities to identify successes, address challenges, and make course corrections ● Discuss pilot project implementation process with the commission and other key partners, as appropriate, to identify questions, suggestions for improvement, and concerns to be discussed with pilot project lead organizations 	<p>Pilot project RFP</p> <p>Pilot project proposals from potential lead applicants</p> <p>Scoring information and decisions to move forward with two pilot projects (Northern/Central, and Southern California)</p> <p>Pilot project reports to Cal OES</p> <p>Implementation of pilot projects that address the identified challenges (in the project narrative) and problem and subproblems (see above) using innovative/new approaches.</p>
<p>Goal 3: Evaluate existing and new strategies to improve outcomes for children and youth</p>	<p>Objective 3.1: Evaluate existing / ongoing projects, including state-funded (Cal OES/Department of Social Services) projects, to</p>	<p>Objective 3.1:</p> <ul style="list-style-type: none"> ● Based on the detailed strategy and evaluation plan, evaluate existing models and approaches to improve outcomes for child and youth victims of human trafficking that are already being implemented by local organizations and collaboratives 	<p>Results from evaluation of selected ongoing approaches / models</p>

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<p>victims of human trafficking.</p> <p>Goal 3 aligns with OJJDP agency-level goals 1 and 3.</p>	<p>determine impact on outcomes for child and youth victims of human trafficking.</p> <p>Objective 3.2: Evaluate the pilot projects (see objective 2.2) to determine impact on victim-level outcomes.</p>	<p>throughout the state (see project narrative for examples of potential models/approaches to be included)</p> <ul style="list-style-type: none"> ● Document evaluation results and share with the commission and other involved organizations <p>Objective 3.2:</p> <ul style="list-style-type: none"> ● Work with pilot project lead agencies and the project evaluator (see objective 1.2) to evaluate each pilot project. ● Document evaluation results and share with the commission and other involved organizations 	<p>Results from evaluation of pilot projects</p>
<p>Goal 4: Use evaluation results to inform statewide program and policy decisions.</p> <p>Goal 3 aligns with OJJDP agency-level goals 1 and 3.</p>	<p>Objective 4.1: Develop, and share with the commission and other key system leaders and stakeholders, a report detailing evaluation results.</p> <p>Objective 4.2: Engage system leaders and stakeholders in discussions and collaborative planning to identify statewide practice and/or policy changes based on evaluation results.</p> <p>Objective 4.3: Scale up the successfully demonstrated models statewide, providing technical</p>	<p>Objective 4.1:</p> <ul style="list-style-type: none"> ● Work with project evaluator to compile and synthesize evaluation results into a report that details the impact of piloted and evaluated practices/strategies on outcomes for child and youth victims of human trafficking ● Share the report with the commission and other key project partners and stakeholders ● As needed, produce additional materials to share evaluation results more broadly <p>Objective 4.2:</p> <ul style="list-style-type: none"> ● Convene the commission to discuss the compiled evaluation report and identify opportunities for implementing changes statewide (leveraging existing infrastructure and resources) ● As possible, document recommendations for changes to practice and/or policy (including potential changes to Cal OES and other state level grant programs) ● Identify key next steps required to move forward policy and/or practice changes statewide <p>Objective 4.3:</p> <ul style="list-style-type: none"> ● In phase 3 (months 31-36), the Governance and Leadership 	<p>Evaluation report including results from evaluations of pilot projects and selected existing projects (see objective 1.2)</p> <p>Meetings with the commission to review evaluation results and discuss how these might inform changes to practices and policies statewide</p> <p>List of next steps for how project results will directly inform statewide strategies, practices, and/or policies.</p>

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	assistance as needed.	<p>Team, with support from the Cal OES project coordinator and the H.E.A.T. Institute project manager, will take responsibility for scaling effective models by leveraging existing programs (such as Cal OES and Social Services statewide human trafficking programs and infrastructure)</p> <ul style="list-style-type: none"> ● The Governance and Leadership Team will identify other funding/resource streams to cover additional costs for scaling 	

Short Term Outcomes	Long Term Outcomes
<p>Increased understanding of what works / identification of effective practices among state agencies and key stakeholders</p> <p>Improved outcomes for child and youth victims of human trafficking as a direct result of pilot project implementation</p> <p>Increased understanding of how to leverage existing infrastructure and processes to implement effective practices/strategies throughout the state.</p>	<p>Improved outcomes for child and youth victims of human trafficking:</p> <ul style="list-style-type: none"> ● Increased access to needed victim-centered services as a result of better screening, protocols, and implementation of effective practices ● Increased positive interactions with trauma-informed first responders and as a result develop greater trust in the systems available to support them (reduced likelihood of retraumatization) ● Increased opportunities for victims to attain self reliance and stability leading to improved quality of life ● Increased continuity of care, including across systems, geographic regions, and ages <p>Improved systems-level outcomes:</p> <ul style="list-style-type: none"> ● Greater understanding of what works / identification of effective practices for improving outcomes for child and youth victims of human trafficking ● Improved collection and analysis of victim-related statistical data, leading to a greater understanding of the issues and opportunities ● Enhanced collaboration among state agencies and system actors as a result of participation in the planning process/Blue Ribbon Commission ● Earlier identification and intervention for children and youth victims by key systems/actors ● Increased public awareness of human trafficking of children and youth in California and in local communities, including by specific populations that may be more likely to encounter victims of trafficking like truckers and service industry employees