
Implementing a Landscape Analysis to Identify Partners in Improving Outcomes for Transition Age Youth Victims of Human Trafficking

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A Landscape Analysis

A focus of West Coast Children’s Clinic (WCC)’s pilot program is to engage and work with education and healthcare agencies and organizations in Alameda County that traditionally serve non-system-involved transition-aged youth (TAY), who are at-risk or victims of human trafficking. WCC began this process by conducting a “landscape analysis.” The landscape analysis is a process of researching and documenting agencies, organizations, and individuals in Alameda County serving this population. The purpose of the landscape analysis was to identify and collect information on the existing service providers, including those in the education and healthcare sectors, and use the information to engage agencies and organizations in the pilot program activities, particularly the CSE-IT training and technical assistance and the Service Coordination Team. WCC’s Steering Committee, whose members were already identified by WCC, guide and facilitate in the development of the Service Coordination Team. After consensus with the Steering Committee, WCC engaged identified agencies and organizations from the landscape analysis to participate in the Service Coordination Team. The Steering Committee and the Service Coordination Team will be mentioned in a future brief. The purpose of this brief is to describe the landscape analysis process, including perceived successes and barriers.

To learn about the landscape analysis, WestEd conducted two interviews with WCC leadership and staff who were involved in the landscape analysis, at the beginning of implementation (August 2019) and again after some time had passed since implementation (April 2020). Interviews took place virtually via Zoom. The first interview was with a WCC leadership member who oversaw the landscape analysis and a

WCC research assistant who was responsible for the day-to-day implementation of the landscape analysis. The first set of interview questions surrounded the process of the landscape analysis, how needs were identified, how organizations were targeted and engaged in other pilot program activities, and lessons learned at that time. The second interview was only with the WCC leadership member because the research assistant no longer worked for WCC. The interview questions helped identify any changes in landscape analysis processes since implementation, how changes were determined and made, the perceived responses of the engaged organizations, and the perceived successes and barriers of the landscape analysis process.

Implementation and Process

The landscape analysis was a planned piece of the pilot program, with the purpose to inform and facilitate the engagement of necessary partners into pilot program activities. The landscape analysis began in July 2019. WCC began the landscape analysis process by identifying agencies and organizations in their current network. WCC first identified existing relationships with organizations and individuals. Because the pilot program focused on engaging and working with education and healthcare providers, WCC wanted to identify how many existing partners they had that were education and healthcare providers. Thus, WCC categorized existing relationships with agencies, organizations and individuals as either service types “education,” “healthcare,” or “other.” These service type categories were chosen based on places where youth might receive services that are not part of formal systems, including schools, teen clinics without eligibility restrictions, and homeless youth organizations. Within the education category, WCC further categorized agencies as either “School districts/School Attendance Review Boards” or “Community Colleges and Programs”. Within the overarching “healthcare” category, WCC assigned “type of service” for each of the organizations. These service types were assigned as the organizations were identified and reflected the serviced offered to clients. Examples of these service types are “primary care,” “sexual health services,” “HIV testing,” “mental health,” etc. Multiple service types were assigned to each healthcare organization. For example, one clinic’s assigned service types were “food,” “recreation,” “counseling,” “advocacy,” and “health care.”

For each of the education, healthcare, and other organizations, WCC documented the organization’s location, main contact name, contact information, and notes. For community college programs and other TAY service, WCC also documented eligibility requirements and target population when applicable.

Tips, Tools and Successes

WCC used the Internet to search for organizations in Alameda County that serve TAY. Although WCC targeted their search to find organizations in education and healthcare settings, they also included other organizations that serve TAY. When an organization was found and documented, WCC would then look for the partners of that organization to help expand the search, thus following somewhat of a snowball sampling approach to identify organizations. During the online research process, WCC found an online list of providers serving TAY experiencing homelessness; WCC used this list to cross-check against and add new organizations to the landscape analysis list. WCC described that finding this list of TAY services online was a useful resource. No barriers were reported during this process, and WCC described the

online search engines and websites as “very helpful.” WCC also identified the practice of asking for and receiving input from partners as a key success strategy for the landscape analysis. WCC explained that this input fosters the expansion of the network of contacts.

What the landscape analysis looks like so far

After a couple months of conducting the landscape analysis, at end of August 2019, WCC identified over 100 new and previously known agencies/organizations, including school-based programs. Having worked in Alameda County for over 10 years, WCC leadership reported to have had already been familiar (e.g., at least heard of the name) with approximately three quarters of the organization found via the landscape analysis. WCC reported that the school-based services serving TAY are the most prolific in Alameda County due to County efforts to make school-based services available to every student. WCC also reported that there were not as many programs serving TAY in healthcare settings. Additionally, WCC described that the lack of services for TAY experiencing homelessness in Alameda County was evident in low numbers of providers identified in the landscape analysis. This finding confirmed prior knowledge about the lack of homeless services in the County.

During the landscape analysis, WCC found that organizations and agencies are concentrated in specific areas of Alameda County, with a higher concentration established in North County (Emeryville, Oakland, Berkeley) and fewer in South County. WCC mentioned that this may be because there is a larger population in North County. Additionally, Oakland is a more well-known city and has more resources. Thus, most of the organizations WCC planned to engage in the Service Coordination Team were centered in North County. WCC identified a couple organizations that serve TAY county-wide, including one organization that serves youth experiencing homelessness.

The landscape analysis is not a static document

WCC described the landscape analysis as a living and dynamic document, meaning it changes over time, by identifying and adding new organizations. WCC revisits the landscape analysis document in meetings throughout the year to consider any additions. For example, recently, a newly opened organization was added to the landscape analysis document. It is WCC standard practice to reach out to many contacts and learn about other organizations through their partners. The document is also used as a tool to inform WCC outreach. By August 2020, WCC had collected the information of 282 individuals and organizations. Information included the first name, last name, position, organization, email address, phone number, and sector. Sectors included “health,” “homeless,” “school-based,” “law enforcement,” “faith-based,” and “other.” WCC also included a column to identify Service Coordination Team members who had personal contacts at the organization.

Engagement in Other Pilot Program Activities

To offer CSE-IT training/ technical assistance, WCC planned to reach out to organizations identified during the landscape analysis via mass emails. The email informs the organizations that WCC’s CSE-IT training is available and free. When WCC identifies large youth-serving organizations, where the youth are

also likely to engage in WCC services, WCC personally reaches out to the organization to invite them to attend CSE-IT training.

To engage organizations in the Service Coordination Team, WCC planned to initially connect with organizations via email to set up phone calls and then in-person meetings. WCC described that talking to potential members on phone or in-person before attending a group meeting is helpful for engagement. WCC reports that no one has declined to participate in the Service Coordination Team upon invitation.

Lessons Learned and Barriers

During the landscape analysis, WCC realized fewer homeless shelters and services available for TAY over 18 years old, emphasizing the “harsh cut off” at 18 years old. WCC also realized that there are programs within school districts specifically for TAY, while this was not the case in healthcare settings. No barriers to the landscape analysis were identified by WCC.