Statewide Anti-Trafficking Strategic Planning Guide

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SUPPORTING STATES TO
IMPROVE OUTCOMES
FOR CHILD AND YOUTH VICTIMS
OF HUMAN TRAFFICKING

RTI
INTERNATIONAL

Acknowledgements

Contents

INTRODUCTION

This Strategic Planning Guide is designed to support the development or expansion of a statewide strategy to improve outcomes for child and youth victims of trafficking. It is a resource that may be used by Office for Victims of Crime (OVC)-funded *Improving Outcomes* grantees and other anti-trafficking agencies, organizations, task forces, or multidisciplinary teams.[i]

Purpose of a Strategic Plan

To create a statewide program, all *Improving Outcomes* grantees are required to develop, refine, and submit a written strategic plan as a required grant deliverable (see details in *Table 1* below).

The overall purpose of a strategic plan is to increase communication, collaboration, and coordination while documenting a statewide plan to address child and youth trafficking. Strategic planning should be an *ongoing* process that uses available knowledge to document the program's intended direction, goals, and strategies. This process should be used to prioritize efforts, allocate resources, align collaborators to the program's goals, and ensure that those goals and strategies are backed by data and sound reasoning. A strategic planning process also provides a structured and collaborative approach to determine where a program is headed, what it plans to achieve, the methods by which it will succeed, and the measures to monitor progress.[1] The written plan is the documentation of the strategic planning process. General steps of the strategic planning process are outlined in this guide.

A strategic plan is not intended to be a standalone document; rather, it should be a living document aligned with other important assessment, planning, and evaluation activities, such as community needs assessments or operational work plans. The strategic plan should be written so that external collaborators, key interested parties, and constituents can understand the work that will be done and why it is important.

A strategic plan can more formally guide statewide anti-trafficking efforts, with buy-in from key government or agency officials or interested parties. It can serve as a roadmap to align collaborators, drive decisions, and enact transformational change at the organization, community, and systems level. *At a minimum,* the strategic plan should reflect the strategic planning *process* (i.e., decisions that the team has made collaboratively with collaborators about strategic priorities and intended short-term outcomes).

A strategic plan is also a valuable tool to motivate collaborators to action, hold leadership and collaborators accountable, codify the work led by community collaborators, and align priorities across multifaceted public and private sectors. A strategic plan can emphasize an issue area's importance and affirm an organization's, government's, or coalition's commitment to addressing the issue.

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[1] [StrategicPlanningGuideFinal.pdf (naccho.org)](StrategicPlanningGuideFinal.pdf)

Table 1: Strategic Planning Deliverables from *Improving Outcomes* Solicitation by Fiscal Year

Grant Year	Required Deliverable

FY 24	• A written strategic plan:
	  – is developed with project partners,
	  – is supported by the baseline data provided in the application narrative, and
	  – includes the goals, objectives, and deliverables outlined in the solicitation.
	• The plan should also include implementation of the identified strategies through the life of the award.
	• The strategic plan must be finalized by the grantee and approved by OVC within the first year of the project start date.
	• The strategic plan should subsequently be reviewed and updated annually with input and support from project partners and relevant stakeholders and include changes, as necessary, based on lessons learned during the project.
	• This updated plan should be made available to OVC upon request.

FY22 and FY23	• A written strategic plan is:
	  – developed with project partners, and
	  – supported by the baseline data provided in the application.
	• The strategy must be finalized by the grantee and approved by OVC within the first year of the project start date. The strategic plan should be reviewed and updated annually based on lessons learned during the project.

About This Guide

Overview

The Strategic Planning Guide provides an overview of the following strategic planning steps to support your thinking about your strategic planning process:

- **Prepare**
  - Identify collaborators
  - Develop mission, vision, and values statements
  - Create a structure of engagement and collaboration
  - Compile relevant information
- **Plan**
  - Synthesize information and data to define priorities, needs, and gaps
  - Develop or refine strategies
  - Develop a plan for implementation
- **Implement**
- **Reflect**
- **Sustain**

For each step, this Strategic Planning Guide provides:

- A description of the step
- Key questions or considerations for your team
- Key information specific to *Improving Outcomes* grantees where applicable[2]
- Potential approaches to this step, including
  - Tools
  - Examples
  - Relevant resources to learn more

Appendix A includes details related to the written strategic plan deliverable required as part of the *Improving Outcomes* grant.

Please note: These steps provide a general roadmap. Strategic planning is often an iterative process with continued revision as new information is gained. As such, these steps may not always be linear. Your team's strategic planning process may look different.

Specific Guidance for *Improving Outcomes* Grantees

This guide provides an overview—meetings with your Training and Technical Assistance (TTA) provider are an opportunity to dig deeper into any of these steps or this process.

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[2] This information is in blue callout boxes.

Language Around Collaboration and Roles

Developing a strategic plan requires strong collaboration and partnership; the process should be inclusive and diverse. The following constituents should be engaged throughout your strategic planning process.

Program team: Core members who are part of the *Improving Outcomes* grant or the strategic planning team. This includes the lead agency and likely the partner agencies listed as part of the IO grant application.

Collaborators: Organizations and individuals (including survivors) throughout your state who are focused on anti-trafficking work or related fields (e.g., child welfare, mental health, education) and have important insight. These individuals will be the primary partners who help to, shape, inform, and draft the strategic plan and the implementation of it.

Interested parties: Elected officials, system leadership (e.g., school principals, early childhood leaders, health care leaders, faith leaders), or other parties who may be interested in or influence implementation of the strategic plan. These individuals will not be regularly or directly engaged in the work.

Public: The broader public across your state. These individuals will be part of the dissemination plan when the strategic plan is published.

Input From Individuals with Lived Experience

Individuals with lived experience should play a primary role in developing your statewide plan. This may include adults who experienced trafficking as a child or young person, young people who have experienced trafficking, and young people who have other relevant lived experience, for example system-involved youth. Throughout the guide, you will find **the amplifying survivor & youth voice icon**, which signals important considerations related to partnering with individuals with lived experience in trauma-informed and person-centered ways.

Sustainability

Sustainability must be considered while developing your strategic plan; ideally, it should be baked into the strategic planning process from beginning to end. Considering sustainability throughout your planning will help ensure the work to carry out the vision of the plan exists beyond the life of the initial plan or funding, maximize impact for child and youth survivors of trafficking. Throughout the guide, you will find **sustainability icon**, which signals important considerations related sustaining the work toward your state's goals.

PREPARE— *Key Activities to Set Up a Successful Strategic Planning Process*

Who: Preparation activities typically include the program team and potentially select key collaborators.

Identify Collaborators

Description

To develop a comprehensive strategic plan that will be actionable, feasible, and impactful, it is important to ensure that there is diverse input from a variety of organizations and individuals across a variety of sectors and disciplines, including those with lived experience. This process of identifying collaborators requires an intentional process; consider potential collaborators such as traditional anti-trafficking partners and individuals, organizations, and systems that may engage with, identify, or support survivors but whose mission is not exclusively focused on anti-trafficking. As such, defining key collaborators who will help shape strategies, aggregate relevant information, and be strategic thought partners in drafting the plan will be critical. During the planning phase, you will have the opportunity to cast a wider net to ensure broad and diverse community input from additional interested parties.

Key Questions and Considerations

The following are key questions to consider when outlining the collaborators needed to develop the strategic plan:

1. What are the organizations, individuals, and systems that may be affected by or influence the strategies and intended outcomes of the plan (e.g., law enforcement, health care, social services, child welfare)?
2. Who needs to be at the table to understand and address the issues in your community?
3. What are nontraditional collaborators that may not have been included in the past?
   a. This could include organizations that work with survivors or vulnerable populations but are not anti-trafficking organizations (e.g., government agencies like the Department of Transportation, faith-based partners, child welfare organizations, Department of Labor, unions and trade organizations).
4. How will the voices of those with lived experience be engaged within strategic planning and throughout this program?
   a. What funding, if any, is available to compensate survivors, including youth, for their time?
   b. What safeguards are in place to ensure that survivors are engaged with a trauma-informed approach that respects their expertise and protects their privacy?
5. How will the voices of youth (survivors or those with other relevant experience, like system-involved youth) be engaged within strategic planning and throughout this program?
   a. What funding is available to compensate youth for their time?
   b. What safeguards are in place to ensure that youth are engaged in a way that is age appropriate, respects their expertise, and protects their privacy?

6. Are there organizations or coalitions doing similar work in adjacent fields? For example, is there a statewide strategic plan on child abuse?
7. Who are the collaborators that are in place long-term who may be able to help continue the work past the time of your grant or strategic planning funding?
8. Which government leaders and elected officials need to be engaged to ensure buy-in and continued support for implementation sustainability? Consider how elections and terms may impact these plans.
9. What funder partners should be engaged to help to foster sustainability beyond the scope of the strategic plan?
10. Community engagement and collaboration can be challenging. Are there any dynamics between potential collaborators that you need to be aware of? Who can help navigate tensions, challenges, or disruptive relationships, incidents, or engagements?

Identifying Collaborators: Specific Guidance for *Improving Outcomes* Grantees[3]

- The strategic planning process and the required written strategic plan should not be determined or developed by one agency alone; rather, it should be collaboratively developed with collaborators and other key interested parties (see Language Around Collaboration and Roles section).
- OVC has long understood the importance of seeking out and elevating survivor perspectives to inform anti-trafficking work. Intentional, meaningful, and sustainable engagement from individuals with lived experience and members of impacted communities should be included throughout the strategic planning and implementation processes for *Improving Outcomes* grant programs.
  - Currently, OVC funds the OVC Survivor Engagement Training and Technical Assistance (SETTA). SETTA supports OVC grantees interested in increasing their survivor engagement and developing partnerships with lived experience experts within their communities. If you are interested in engaging with SETTA, please reach out to your TTA provider.

Potential Approaches to Identifying Collaborators

Approach/Tactic	Description	Resources & Examples
Snowball identification	As you identify new collaborators in the community, ask them for suggestions of others they think should be involved. Consider whether those suggested individuals should be engaged early in the process or once strategies have been defined.	

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[3] OVC FY 2024 Improving Outcomes for Child and Youth Victims of Human Trafficking (ojp.gov)

Approach/Tactic	Description	Resources & Examples
Leverage existing bodies/entities	You do not need to reinvent the wheel. If you can use an existing structure (e.g., task forces, coalitions, work groups, child multidisciplinary teams) to get connected with key collaborators, leverage these networks to increase efficiency. *(See community mapping as a way to identify existing bodies.)*	
Leverage OVC-funded programs	Each year, OVC awards funds to enhance the delivery of crime victim services across the country. OVC is the largest federal funder of services for human trafficking victims in the United States.	OVC-Funded Human Trafficking Services and Task Forces: Map	OVC-Funded Human Trafficking Services & Task Forces (ojp.gov) All OVC-Funded Awards: Awards List	Funding	Office for Victims of Crime (ojp.gov)
Leverage other federally funded programs	Other federal agencies also support anti-trafficking work and related efforts including the Office on Trafficking in Persons and the Office on Violence Against Women.	Office on Trafficking in Persons awards: Grants	The Administration for Children and Families Office on Violence Against Women awards: Office on Violence Against Women (OVW)	Awards by State and Program
Process mapping	Process mapping is a technique used to visually map out workflows and processes. For these purposes, it could be helpful to process map how a survivor moves through systems as a means of identifying collaborators.	What is process mapping?	Asana *A step-by-step guide on how to develop a process map.*
Power mapping/analysis	A power analysis is a tool that helps to understand where power currently sits within a community. Analyzing power dynamics in the current context can help identify where and with whom to act to have the greatest impact.	A Guide to Power Analysis	National Academy of Community Organising *A step-by-step guide on how to identify and assess key individuals and organizations in the context of power they hold in a community.*
Survivor networks	These are organizations that are survivor-led and support the leadership development and healing of survivors, so they are able to safely and meaningfully engage in advocacy and other activities within the field. These are helpful networks to leverage because they have built trust through best practices with survivors.	National Survivor Network *A speakers bureau is available to partner with survivors on a project or program.* Survivor Alliance *Helps to build leadership among survivors.*

Additional Resources

- Community Tool Box | University of Kansas: Engaging People Most Affected by the Problem
  A guide on how to identify and engage people impacted by the same problem. This document outlines a range of strategies on how to reach out to and meaningfully engage community members with firsthand experience with the problem or issue at hand.

Develop Mission, Vision, and Values Statements

Description

Draft a mission statement that clearly articulates the reason for the plan's existence and what the program is working to achieve. Draft a vision statement that presents a view of the future and what your community would look like if all of the program's goals were accomplished. With your program team and, potentially, key collaborators, you can begin to create a list of values that will drive the process to develop the strategic plan. Communicate and refine this draft mission and vision statement, and your defined values, with all collaborators through the engagement structure identified. Communicating and refining the draft values, mission, and vision statement will help ensure alignment with collaborators as you undergo the strategic planning process, supporting the team to redirect conversations, focus priorities, and align strategies.

Initial statements can be developed by the program team and used to direct collaborator identification or recruitment. Alternatively, statements can be developed or refined with collaborators. Although consensus may not be attainable, the process to shape the values, mission, and vision should be inclusive and achieve as much alignment as possible.

Key Questions and Considerations

The following are key questions and considerations to help shape the values, mission and vision, and problems the plan is seeking to address:

1. What is the strategic plan going to do? Why does it exist? What is the plan seeking to accomplish? (Mission)
2. What are the principles and beliefs that will guide the continued work of the program? (Values)
3. What is the ideal future, based on the work the program intends to do? (Vision)
4. What are clear and concise goals that will drive the strategic planning process?
5. What are the strengths of the anti-trafficking community? What are the weaknesses/challenges?
6. Who will help draft the initial mission and vision statements prior to convening collaborators?

Developing Values, Mission, Vision Statements: Specific Guidance for *Improving Outcomes* Grantees

The *Improving Outcomes* solicitation focuses on improving identification of, responses to, and outcomes for child and youth victims of sex and labor trafficking. In the solicitation, OVC also delineates important values and guiding principles for the work. These values include:
- Trauma-informed, victim-centered, culturally competent, evidence-based approaches
- Elevating survivor perspectives to lead and inform anti-trafficking work
- Promoting survivor autonomy and privacy
- Diversity, equity, inclusion, and accessibility
- Ensuring civil rights

Potential Approaches for Developing Mission, Vision, and Values Statements

Approach/Tactic	Description	Resources & Examples
Vision and mission worksheet	An organized approach to generating ideas with a group.	Vision and Mission Worksheet	Build Initiative *This worksheet is an example of how you can think about defining your vision and mission statement. It includes key questions to ask partners and considerations for what should be included.*
Visioning	A process by which a community defines the future it wants. It helps communities identify their purpose, core values, and vision for the future.	Visioning in a Comprehensive Planning Process	University of Wisconsin-Stevens Point *This brief tool outlines potential steps in a visioning process that could be utilized for defining a vision statement and broadly applied to your strategic planning process.*
Define the problem(s)	Alignment around the problem(s) you are seeking to solve throughout the strategic plan will be critical to ensuring that the subsequent engagements to inform strategies are relevant to the problem.	Defining and Analyzing the Problem	University of Kansas Community Tool Box *This guide describes how to collaboratively define and analyze a problem that the community is seeking to address.*

Create a Structure of Engagement and Collaboration for Strategic Planning

Description

It is important to determine *how* the program team plans to engage the identified collaborators including how often and where. Consider who will convene the collaborators and how much staffing is needed to support the engagement efforts you will need to conduct to inform the strategic plan. It is important to be thoughtful about these engagements to ensure that clear expectations are communicated at the beginning, time is effectively and productively utilized, and opportunities to leverage partners, coalitions, and other meetings are used to ensure that you are not overburdening the capacity of collaborators.

Key Questions and Considerations

The following questions will help to determine *how* you will structure and engage collaborators (identified in *Identifying Collaborators*).

1. Who will convene the collaborators? What organization/entity? Which staff?
2. How will collaborators be convened? Will you have one-time meetings, leverage a current coalition or task force, or build a new coalition or task force?
3. How often will you engage the collaborators (e.g., once, 2-day convening, monthly)?
4. What will their role and expectations be? Who defines this? How will it be communicated?
5. How can you engage collaborators to participate in strategic planning?
6. How will you meaningfully engage people with lived experience throughout the strategic planning process? What funding is available to compensate people with lived experience participating in the strategic planning process?
7. How can you create or leverage an existing structure in a way that will support sustained and ongoing engagement throughout and beyond this planning process?

Potential Approaches for Creating a Structure of Engagement and Collaboration

Approach/Tactic	Description	Resources & Examples
Create a task force or advisory body	A task force is a dedicated body that comes together to work on a collective goal or mission. Task forces are generally made up of people with subject-matter expertise including those with lived experience.	City of Chicago's Gender-based Violence Task Force *A task force was stood up to support implementation of the Citywide Strategic Plan and was codified 2 years after the plan was published.*

Approach/Tactic	Description	Resources & Examples
Co-governance model/structure	New, innovative models are developing to help include community members in decision-making alongside government (across all levels).	[New America's Co-Governance Project](#) *New America is keeping track of these efforts and identifying the best innovations in democratic revitalization by engaging activists, city officials, residents, philanthropists, nonprofits, and businesses to see what kinds of institutions, organizations, and policies promote the genuine empowerment of communities. In working directly with these actors, we learn from and support their efforts, and contribute where we can.*
Host a convening(s)	Consider hosting a full-day or multiday convening to bring collaborators together to brainstorm, discuss, align, and begin to develop strategies (see *Planning Phase* section) periodically as needed through the strategic planning process.	
Conduct one-on-one interviews with identified collaborators	Develop a list of questions that help to garner relevant information, data, needs, problems, gaps, and potential solutions. Conduct brief one-on-one interviews (60 minutes) with key collaborators to create a safe space to share information and experiences.	

Additional Resources

- Community Tool Box | University of Kansas: [Creating and Maintaining Coalitions & Partnerships](#)
  A guide for creating a partnership among different organizations to address a common goal.

Compile Relevant Information

Description

The goal of this step is to compile a solid collection of information to inform the development of the strategic plan. To be inclusive, responsive, and adaptable to the complex needs of survivors and the community, it is vital to gather information capable of informing the approach, utility, and viability of strategies you develop and deploy. Leveraging existing state and local data and engaging collaborators will yield vital information (see *Creating a Structure of Engagement and Collaboration*); consider additional local or state-specific data sources, resources, and information that may be relevant to and helpful in shaping the strategic plan.

Please note: You may need to collect additional data to develop the strategic plan. Alternatively, you may decide that some data collection will be included in the strategic plan as a strategy to obtain additional information. For example, do you need to conduct a needs assessment *before* drafting the strategic plan, or is a strategy to conduct a needs assessment?

Key Questions and Considerations

The following questions will help identify information (including resources, materials, and data) available to inform the strategic plan:

1. What information is already available to inform the strategic plan? Who will compile that information and how will they do that?
2. What additional information is needed to inform the strategic plan? Consider what information should be collected as a key strategy of the strategic plan versus what needs to be collected to *inform* the plan.
3. Who has data that you would need permission from to view and utilize?
4. What data agreements do you need to set up to access information or data sets?
5. How is input from people with lived experience incorporated into this information?
6. How can this phase of data collection be sustained over time to keep relevant information and data available for the purposes of implementation and refining future strategies?

> **Compiling Relevant Information: Specific Guidance for *Improving Outcomes* Grantees**
>
> The strategic plan must be supported by at least baseline data compiled for your *Improving Outcomes* proposal. Refer back to your proposal as a starting place. However, the strategic plan can and should incorporate additional or updated information as it is available.

Potential Approaches for Compiling Relevant Information

Approach/Tactic	Description	Resources & Examples
Data use agreements	A data use agreement is an important binding document that allows multiple parties to share and access data, ensures security of the data, and outlines key governance structures of how the data will be accessed and utilized.	Sample Data Use Agreement | City of Chicago *This sample template outlines key components of a data use agreement.*

Approach/Tactic	Description	Resources & Examples
Community partner interviews	Interviews allow for dedicated space (usually one-on-one) to ensure that partners have the opportunity to share their expertise, voice concerns, identify challenges, and propose solutions. These interviews may be conducted by the program team or identified collaborators.	[Community Gap Interviews: Domestic Violence & Human Trafficking Prevention](#)	City of Rockford, IL *The Mayor's Office of Domestic Violence and Human Trafficking Prevention conducted community gap interviews to inform their strategic response to domestic violence and human trafficking.*
Needs assessment	A needs assessment may be required to inform the strategic plan. It also could be a key strategy to be implemented as part of the strategic plan.	[Checklist to Developing a Needs Assessment](#)	Centers for Disease Control and Prevention *This resource outlines necessary steps and considerations when designing a needs assessment.* [Human Trafficking Needs Assessment](#)	State of Maine *This is an example of a needs assessment conducted at the state level in Maine.*
Community survey	A community survey that could be widely disseminated via social media, flyers, newsletters, and in partnership with key collaborators can help to garner diverse input from interested parties and the public.	
Utilize existing data reports and publications	Providers, researchers, and academics often publish reports that include data and relevant information that could be useful to the strategic planning process. Leveraging these reports and data analyses will help set a foundation for the strategic plan and can help identify gaps and areas where future knowledge is needed	[Variety of data reports and publications](#)	New York City Office to End Domestic and Gender-based Violence *New York City has published several reports alongside community partners that outline the scope of the problem, identify needs and gaps, and help inform future work, policy, funding, and planning.* → *What exists in your community if anything?*
Community mapping	A process used to build knowledge of a community. It enables people to gather accurate information about how a community operates and identify strengths, resources, and gaps within the community.	[Community Mapping Resource Worksheet](#)	Futures Without Violence *This Community Resource Mapping Toolkit can aid anti–human trafficking community collaborations to (a) recognize the needs of s; (b) discern internal individual and organizational capacity and resources; (c) identify community-based services, resources, point persons, and gaps to support survivors; and (d) explore opportunities to improve services through collaboration strategies.*

Approach/Tactic	Description	Resources & Examples
Focus groups or listening sessions with survivors and youth	Convening survivors and youth, and creating space for their input, can help ensure that survivor and youth voices are centered in the strategic plan.	[Conducting public forms and listening sessions](#)	University of Kansas, Community Tool Box *This guide describes how to design and facilitate focus groups and listening sessions, which can be applied to survivors.*

PLAN— *Key Activities to Develop the Strategic Plan*

Who: Strategic planning activities typically include the program team and collaborators identified during the preparation phase, including those with lived experience.

Synthesize Information and Data to Define Priorities, Needs, and Gaps

Description

By this point, you have established your value, mission, and vision and have identified and created an engagement strategy for collaborators. You have collected and aggregated relevant information and data through a variety of engagement efforts. It is now time to begin reconciling what you have collected by identifying and prioritizing emergent themes in the information you have collected. This will help your program team and collaborators define the problem(s) you are seeking to solve in addition to priorities, needs, and gaps within your state as they relate to the problem(s). Initial organization of this information may be done by the core program team. The synthesized information and findings should be shared with the collaborators and necessary interested parties via the engagement structure developed (see Creating a Structure of Engagement and Collaboration section).

Key Questions and Considerations

1. How will you organize the information collected? Who will help synthesize the information collected, and what approach will you use?
2. Who will analyze the data that exists? Is it already analyzed?
   a. Are there organizations or individuals (e.g., academic institutions, researchers) who can assist in the data analysis?
3. During the synthesizing process, did you miss any populations or collaborators through engagement? How will you engage them moving forward?
4. What themes came up during the engagements with collaborators and in synthesizing the information and data collected?
5. What problem(s) rose to the top from engagements with partners and collaborators and through information/data collection?
6. What best practices in protocols, systems, or services for serving youth who have experienced trafficking were identified? Are any currently in place in your state?
7. What gaps were identified in your state in protocols, systems, or services for serving youth who have experienced trafficking?

Potential Approaches for Synthesizing Information and Data

Approach/Tactic	Description	Resources & Examples
SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)	A SWOT analysis guides you to identify your community's strengths and weaknesses, as well as broader opportunities and threats. Developing a fuller awareness of the situation helps with both strategic planning and decision-making.	SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats	University of Kansas, Community Tool Box *This guide walks through how to conduct a SWOT analysis.*

Approach/Tactic	Description	Resources & Examples
Qualitative and quantitative analysis for assessment of compiled information and data	Quantitative analysis involves the collection and analysis of numerical data to identify patterns, relationships, or statistical trends. Qualitative analysis involves the examination of non-numerical data, such as words, descriptions, and observations.	
Data walk or party	A data party is a time-limited, several-hour participatory data analysis event where diverse collaborators come together to collectively analyze data that have been collected.	[Data Party](#)	BetterEvaluation *This page describes a data party approach and includes a range of processes to participatory data analysis.*
Literature review	After all literature has been compiled (in the previous step), synthesize the literature by pulling out key findings, trends and patterns, gaps, theoretical contributions, and implications for practice (i.e., the strategic plan).	[Writing a literature review](#)	Purdue Online Writing Lab *Provides an overview and clear steps on how to write a literature review.*
Mind mapping	Mind mapping is a visual technique for organizing information into a hierarchy, often starting with a central concept.	[Mindmeister](#) *A visualization mind mapping tool to help teams collaborate and synthesize concepts and themes.*

Develop or Refine Strategies

Who: Program team, collaborators, interested parties.

Description

Utilizing the information gathered during the [Prepare phase](#) and synthesized by the program team, begin to identify strategies and solutions designed to address the identified problem(s)—this is where you will develop the content of the strategic plan. In partnership with your program team and collaborators, develop and refine strategies that are actionable and feasible. The process through which the solutions are developed is as important as, if not more important than, the solutions themselves to help ensure buy-in within your state and help support sustainability over time.

Once a set of priorities and strategies have been developed and refined, consider creating a broader community engagement strategy (i.e., the public, interested parties) that can reach a diverse audience of community members who were not engaged up until this point. This broader engagement strategy is a way to test the priorities and strategies that have been developed to ensure that you have not missed anything, and they remain aligned with community needs, priorities, and preferences.

Key Questions and Considerations

What are the biggest challenges or gaps identified through the prepare and plan phase thus far? What kinds of strategies are needed to address those challenges?

1. What resources and/or funding are necessary for these strategies to be viable? How will you obtain these resources/funding? What can be covered with current funds?
2. Who are the champions for each of the strategies?
3. What are the expected outcomes? Who can help shape the measurable and defined [outputs, outcomes](#), and [key performance indicators](#) (e.g., researchers, academics, data analysts)?
4. How are strategies going to ensure inclusion and accessibility for all survivors of trafficking?
5. Consider strategies across prevention, intervention, and systems change work to address human trafficking and its root causes.
6. What interested parties are you going to engage to validate the priorities and strategies that have been developed?
7. Who will develop and facilitate a broader community engagement strategy?
8. How will the strategic planning process, key decisions made, and strategies selected be documented?
9. Can these strategies be structured or implemented in a way that is sustainable over time?

Developing or Refining Strategies: Specific Guidance for *Improving Outcomes* Grantees

- Providing comprehensive and specialized services that address specific needs of *all* victims of human trafficking is a priority of OVC.[4] As such, strategies included in a plan developed using *Improving Outcomes* funding should consider and address the needs of the diverse populations impacted by human trafficking, including:
  - o Those who have experienced labor trafficking
  - o Males who have experienced sex or labor trafficking
  - o Individuals with disabilities, with limited English proficiency, or who are Deaf or hard of hearing, including accessibility for such individuals
  - o Communities that have been historically underserved, marginalized, adversely affected by inequality, and disproportionately impacted by crime, violence, and victimization
- Although strategic plans could include activities conducted using other funding sources, please keep in mind the scope of *Improving Outcomes* funds. OVC grant funds cannot be used for:
  - o Primary prevention activities
  - o Holding beds
  - o Stipends/incentives to participate in services
  - o Promoting, supporting, or advocating the legalization or practice of prostitution
  - o Lobbying
- Throughout this process you may learn that what you hypothesized or planned for in your Improving Outcomes application is not aligned with the strategic selected through this collaborative process. You can adjust the scope of work included in your proposal. Reach out to your OVC Grant Manager to discuss potential changes.

For more details related to the written strategic plan deliverable, see Appendix A.

Potential Approaches for Developing or Refining Strategies

Approach/Tactic	Description	Resources & Examples
Theme analysis	Divide collaborators by common themes (see Synthesizing Information and Data to Define Priorities, Needs, and Gaps) or identified expertise, and work in small groups to help refine strategies related to that area.	

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[4] About Human Trafficking | Office for Victims of Crime (ojp.gov)

Approach/Tactic	Description	Resources & Examples
Affinity diagram	The affinity diagram organizes a large number of ideas into their natural relationships. It is the organized output from a brainstorming session.	[Guide to Affinity Diagrams](#) | ASQ *This resource defines what an affinity diagram is and how to meaningfully engage partners to create one for a specific issue, problem, or cause.*
Prioritization techniques	The prepare and plan phase will produce a lot of information that highlights needs and gaps. Although the mission and vision will help to focus strategies, a prioritization process will help align across partners to ensure that the right strategies are being created.	[Prioritization Techniques](#) | The National Connection for Local Public Health *This guide provides five widely used options for prioritization including guidance on which technique best fits the needs of your agency, step-by-step instructions for implementation, and practical examples.*
Community survey to validate selected strategies	A community survey that could be widely disseminated via social media, flyers, newsletters, and in partnership with key collaborators can help to garner diverse input from interested parties and the general public. The survey could include a summary of the mission and vision, identified problem(s), and key themes and priorities to gauge whether you are on the right track. This will help ensure strategies and aligned with community priorities and need.	
Human-centered design (HCD)	HCD is a problem-solving technique that puts real people at the center of the development process, enabling you to create products and services that resonate and are tailored to your audience's needs. The four stages of HCD are (1) Clarify, (2) Ideate, (3) Develop, and (4) Implement.	[Overview of Human Centered Design](#) | Harvard Business School *This overview provides a guide to the four stages of HCD and how to complete the necessary tasks of each stage.*

Additional Resources

[City of Chicago's Citywide Strategic Plan to Address Gender-based Violence and Human Trafficking](#)

[Strategic Plan | Office of Human Trafficking and Domestic Violence | City of Houston](#)

Develop a Plan for Implementation

Description

While co-designing strategies with identified collaborators, it will be important to consider implementation steps such as roles and responsibilities, capacity, and other inputs needed to implement (i.e., staffing, funding, data, buy-in), in addition to timelines, continued engagement with collaborators, and feedback loops to keep collaborators, leadership, and funders informed about the strategic plan.

Key Questions and Considerations

1. What does implementation of your strategies look like?
2. What are the roles and responsibilities of collaborators to successfully implement the strategies? Who else needs to be engaged to lead and facilitate implementation?
3. What are the critical steps needed to successfully implement the strategies?
4. For each critical step, who is going to be the party responsible for implementation and on what timeline? How does implementation sustain beyond the grant period?
5. What are the potential roadblocks you can anticipate?
6. Whose buy-in do you need? How will you get that buy-in?
7. How will you track progress during implementation? How will that progress be communicated to interested parties, the public, and other key partners (i.e., elected officials, funders)?
8. Will you develop any resources or products?
9. Who will own the implementation and oversee the deliverables required?
10. What can you include in the plan to support implementation (e.g., staffing, funding, advisory bodies)?
11. What additional group need to be convened versus what existing groups can be leveraged to support the implementation?
12. What role will survivors and youth have in implementing the strategic plan? How will they be compensated?
13. Based on the plan, how does future engagement with collaborators need to shift, if at all?

Potential Approaches for Developing a Plan for Implementation

Approach/Tactic	Description	Resources & Examples
Action or implementation plan template	An action or implementation plan links objectives/strategies with the specific activities that will lead to results. It includes target dates of activities, responsible parties, and key resources needed.	Template implementation plan	National Association of County and City Health Officials Action Plan Worksheet	County Health Rankings & Roadmaps
Responsibility assignment matrix	A project management tool that is helpful to document who will do what in the implementation phase.	RACI Chart Overview	Forbes *An overview of what a Responsible, Accountable, Consulted, Informed (RACI) chart is and how to use it.*

IMPLEMENT— *Putting the Strategic Plan into Action*

Who: Program team and collaborators.

Description

At this point, the strategic plan is written and finalized. Operationalizing the key strategies outlined in the plan should be a continued collaborative effort, and survivors and youth should remain at the center of efforts to implement the strategic plan. A critical part of implementation involves ensuring that all collaborators have the opportunity to help prioritize strategies for implementation and remain informed on the status of implementation.

Key Questions and Considerations

1. Who needs to support efforts to implement each strategy?
2. What funding and resources are needed to implement the strategic plan? What is available now versus what needs to be procured?
3. What progress will be tracked? How will you communicate the progress to interested parties, the public, and key partners (i.e., elected officials, funders)?
4. How will collaborators and leadership remain informed about the progress?
5. How can you bring public attention to progress in order to leverage commitment and support across the state?
6. What is the governance structure and how will you share ownership of the implementation? (see co-governance models under the Create a Structure of Engagement and Collaboration for Strategic Planning section)
7. How will all parties be held accountable to their activities?
8. What data needs to be collected throughout the implementation phase??
9. Who will help measure and analyze impact of the strategic plan?

Implement: Specific Guidance for *Improving Outcomes* Grantees

OVC requires award recipients to submit performance measure data. Information about performance measures for the *Improving Outcomes* program can be found at https://ovc.ojp.gov/funding/performance-measures/human-trafficking. As you create a plan for how implementation progress is going to be tracked/measured, make sure that you include the collection of the required measures. If these measures are collected by collaborators outside of the program team, create a structure for regular data transfer as these data will need to be submitted by the primary grant recipient.

Potential Approaches for Putting the Strategic Plan into Action

Approach/Tactic	Description	Resources & Examples
Implementation task force	Consider a regularly convened advisory body that supports and advises on the implementation of the strategic plan. This can be the same group of collaborators identified during the preparation phase or it can be a new subset of collaborators.	City of Chicago's Gender-based Violence Task Force *A task force was stood up to support implementation of the Citywide Strategic Plan and was codified 2 years after the plan was published.*
Subcommittees or work groups	Develop subcommittees or work groups per key priorities or strategies. Committees should be made up of community partners who are experts in the topic area of the strategy.	
Public progress reports	Public-facing reports that outline progress made on the implementation of each strategy can be a helpful way to remain transparent and allow for community input and participation in the implementation phase.	Bi-annual Progress Report Example | City of Chicago Strategic Plan Progress Example | City of Houston

REFLECT — *Review and Revise the Strategic Plan*

Who: Program team and collaborators.

Description

Reflecting on *how* the strategic plan was developed, *what* is included in the plan, the process of implementation, and the impact of the plan should be an ongoing exercise. Re-prioritization of strategies being implemented may be necessary based on any number of factors such as funding, current events, political will, and policy changes at the local, state, or federal level.

Key Questions and Considerations

1. How can survivors and youth participate in the reflection process?
2. What systems are we creating to receive feedback?
3. Who did we miss in developing the plan?
4. How will we know if our strategies are working?
5. What will the process be to revise the strategic plan as needed over time?
6. Who did we leave out in terms of impact?
7. What roadblocks did we face that were unexpected?
8. How are we defining success moving forward?
9. What needs to be sustained in the short term and long term?

Reflect: Specific Guidance for *Improving Outcomes* Grantees

- Strategic plans will need to be updated annually. Annual updates will include any revisions to the strategic plan. The updates to the strategic plan could also be a place to document implementation progress.

- Keep in mind that information collected during the reflection phase may also help inform or support an additional project deliverable connected to reflection and lessons learned:

  - Documented lessons learned related to implementing the statewide strategy and the potential impacts on child and youth victims of human trafficking. In progress reports to OVC and in collaboration with OVC's TTA provider, share findings to advance knowledge and practice in the field by identifying lessons learned, implementation successes and challenges, and promising collaborative practices across the state or Tribal jurisdiction.

Potential Approaches to Reviewing and Revising the Strategic Plan

Approach/Tactic	Description	Resources & Examples
Retreat	Convene key collaborators and community partners to celebrate progress, reengage in prioritization exercises to ensure that strategies are being implemented in a timely matter to meet urgent needs, and reflect on lessons learned and key takeaways from progress to date.	

SUSTAIN — *Continue the Work into the Future*

Who: Program team and collaborators.

Description

While sustainability should be a priority through every phase of strategic planning, this section helps to consolidate some key questions, considerations, and tactics to foster sustainability beyond the scope of the grant period. When outlining the strategic plan, a timeline to accomplish the goals, strategies, and priorities should be clearly identified. Though the timeline may be two or three years, the work to ensure the full scope of the strategic plan is achieved may take longer. The reflect phase will be a critical opportunity to check off what has been accomplished and identify what work needs to be ongoing. Through these exercises, the program team and collaborators should be considering long-term sustainability.

Key Questions and Considerations

1. How can you use the strategic plan and implementation progress to leverage funding to sustain these efforts beyond the grant period and scope?
2. How can you bring public attention to this statewide plan and the strategies that were implemented in order to leverage commitment and support across the state?
3. What, if any, legislative changes are needed to foster sustainability of key strategies outlined in the plan?
4. How can we utilize our lessons learned and our successes in order to bring attention to our project at the state level to create sustainability?
5. What funding currently exists that can help ensure sustainability? Where are there gaps in funding?
6. What funders were engaged throughout the strategic planning process and how will you keep them engaged to generate additional resources to sustain the work?

Potential Approaches for Putting the Strategic Plan into Action

Approach/Tactic	Description	Resources & Examples
Sustainability Planning	The process of developing a sustainability plan helps to define the value and importance of the work/strategic plan in your community. This process also allows your program team and collaborators make key decisions about the future of the work.	Sustainability Planning Workbook *A workbook to help organizations create a step-by-step plan for sustainability of programs and services*

Approach/Tactic	Description	Resources & Examples
Sustainability Action Plan	Drawing from the mission and vision outlined in the strategic plan and leveraging the engagement efforts utilized to draft the strategic plan, the program team and identified collaborators can utilize a sustainability action plan to help shape the framework for the future of the work	Sustainability Action Plan Template & Toolkit This toolkit includes a template to help the program team and collaborators outline a sustainability action plan beyond the identified timeline of the strategic plan to ensure the work continues with adequate funding and resources to sustain it moving forward
Sustainable fundraising	When preparing and planning the strategic plan, you will need to identify resources that exist versus resources needed for implementation. To ensure that resources exist for implementation and beyond, creating sustainable fundraising strategies will be important	Sustainable fundraising The Institute for Sustainable Philanthropy has a variety of tools, resources, and reports that may be helpful when developing sustainable funding plans.

APPENDIX A— *Written Strategic Plan Deliverable*

The strategic plan captures the decisions and plans made during the strategic planning process. Written Strategic Plan Deliverable: Specific guidance for *Improving Outcomes* grantees follows:

Although there is some required content, the format and organization of your strategic plan can be highly customized to your program team and collaborators. It could be:
- A formal strategic planning report
  - Examples:
    - [City of Chicago's Citywide Strategic Plan to Address Gender-based Violence and Human Trafficking](#)
    - [Strategic Plan | Office of Human Trafficking and Domestic Violence | City of Houston](#)
- Implementation or action plans with accompanying description of the strategic planning process
- A website describing the process, documenting the strategies and accompanying descriptions

Required Strategic Plan Components:
The written strategic plan deliverable must include a description of the strategic planning process including the following:
- Program team, collaborators, and interested parties involved in the development of the strategic plan
- How collaborators were engaged (e.g., How often? What types of meetings were held? Who facilitated?)
- How were survivors and youth engaged
- Information and data gathered and synthesized to inform the plan
- Strategies prioritized for the plan
  - Including the goals, objectives, and deliverables outlined in the solicitation (excluding performance metrics)
  - Including the data/information used to support the selection or prioritization of that strategy
- Any gaps identified in the planning process but not able to be included in this iteration of the plan

The strategic plan should meet the guidelines included in the *Improving Outcomes* material review conventions.
Additional **optional** strategic plan components:
Strategic plans can include additional sections that help increase comprehensiveness and effectiveness.
- *Action/Implementation Plan:* A strategic plan is a living document and tool to support progress. As such it may be beneficial to include the implementation or action plan as part of the strategic plan and the written deliverable.
- *Legal and Policy Context:* Each state/jurisdiction is unique and requires tailored strategies to best support child and youth victims of trafficking. The legislation and policies in place in a state/jurisdiction will have a significant impact on the strategic plan. An overview of the legal and policy landscape within the state/jurisdiction can help provide important context for readers of the strategic plan.

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[i] This document has been approved by the U.S. Department of Justice, Office for Victims of Crime.