
THE CENTRAL NEW YORK HUMAN TRAFFICKING TASK FORCE
(CNYHTTF)

MEMORANDUM OF UNDERSTANDING

MOU: Final Project

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INTRODUCTION

Human trafficking is a multifaceted and atrocious crime which requires a serious, coordinated, and collaborative response not only from all branches of law enforcement, but also from a wide variety of key community stakeholders. In New York State, human trafficking is extremely prevalent largely due to its location along the Eastern corridor, as well as its proximity to rural areas such as Vermont. These key factors established the motivation to form the Central New York Human Trafficking Task Force (CNYHTTF).

This Task Force is a specialized unit whose mission is to work jointly and effectively with local, state, and federal agencies, victim advocacy groups, community leaders, businesses, non-governmental organizations, and any other entity whose collaboration will expose and lessen human trafficking. This effort shall rescue trafficking victims by providing comprehensive victim services, while investigating, identifying, apprehending, and prosecuting offenders.

Contained within this multi-dimensional memorandum of understanding (MOU) is a clearly delineated description of the way this task force will operate. The foundation will be a quality task force model inclusive of sound leadership, staffing, management, funding, and support. The establishment of a defined mission, along with considerations for risk management, training, operational planning, critical incident response, and data collection are equally vital for success.

As detailed herein, this task force is comprised of the most skilled and adept commanders and investigators, culled from each of the participating regional agencies. The following pages outline the specific policies, methods, resources, objectives, strategies, training modalities, and community outreach programs that the CNYHTTF will employ to carry out its mission of eradicating human trafficking in the central region of New York State.

MOU Part I: Task Force Model

One of the greatest challenges facing law enforcement today is human trafficking. Whether the circumstances involve forced labor or sexual exploitation, the crime is entirely analogous to modern-day slavery.¹ Oftentimes victims are controlled via force, fraud, and coercion leaving them to believe that no ability to escape or report their situation exists.² The scope of this crisis is much greater than most Americans realize, and according to Lisa Krigsten, Special Counsel for the Department of Justice (DOJ), human trafficking is occurring in every size city, and even in the rural parts of our country.³ As a crime estimated to involve tens of thousands of victims annually, in the United States alone, human trafficking requires law enforcement's full attention.

As asserted by DOJ Federal Prosecutor, Hilary Axam, success in addressing human trafficking begins with all agencies working together.⁴ Local agencies are poised to observe the various nuances that correlate with trafficking, which includes various indicators such as: controlled communications and movements, question avoidance by potential victims, and visible security measures to prevent escape from captor locations.⁵ Similarly, federal agency inclusion is vital to support enforcement for related trafficking offenses such as money laundering, kidnapping, and immigration violations.⁶ Federal authorities can also coordinate with the US Attorneys to apply the Trafficking Victims Protection Act (18 USC sections 1589-1594) for criminal prosecution.⁷

To effectively eradicate human trafficking in the Central New York Region of New York State, a task force must be formed comprised of members from the City of Ithaca Police Department, the Tompkins County Sheriff's Office, the New York State Police, and the FBI. As emphasized by the DOJ's Gang Intelligence Strategy Committee, the success of this task force is dependent upon quality leadership, staffing, and management.⁸ There must also be a clearly defined mission, strong communication, and a commitment from all members to work collaboratively.⁹

MOU Part I: Task Force Model (Continued)

The law enforcement structure of this task force will include no less than one command level officer from each agency, three investigators from each agency, and an assistant district attorney.

Since human trafficking affects not only victims, but the entire community in which it occurs, it is essential to have a task force model which also includes a wide cross-section of the public.

Therefore, in addition to the defined law enforcement base, the task force must also contain community leaders, school administrators, business owners, victim advocates, and citizens.¹⁰

The way the task force operates will be predicated upon the analysis of gathered intelligence that will aid in outlining identifiers of human trafficking. Investigators will be asked to utilize confidential informants to aid in exposing the prevalence of this crime, and pre-established Intelligence-Led Policing (ILP) initiatives will be expanded to further support the effort. Since a collaborative approach within the community is crucial, an emphasis on garnering associated information will be implemented throughout the patrol divisions of all involved agencies.¹¹

The success of this multi-agency task force will require support from not only the citizens and business owners, but also from the elected officials. Since a data-driven approach is an effective means to create backing, empirical evidence from 2018 will be provided to illustrate the problem. This will include 2018 data which revealed that a total of 23,000 calls were received by the hotline for trafficking victims. Out of that number, the FBI investigated 2,400 cases and the DOJ only prosecuted 541 of them.¹² This demonstrates why subject matter expert, Dr. Ami Carpenter, deems this crime to be one of low-risk and high reward.¹³ Everyone must also realize that this abhorrent crime occurs in plain sight and most victims are controlled, not by violence, but by psychological influence. Those who are victims of human trafficking need a voice, which

MOU Part I: Task Force Model (Continued)

is why immediate action is required.¹⁴ The success of this task force will only occur through teamwork and a community-based collaborative approach.

MOU Part I: Task Force Personnel and Participants

Human trafficking is a multifaced and atrocious crime that requires a serious, coordinated, and collaborated response from law enforcement on all levels of government: tribal, municipal, state, federal, and global.¹⁵ Similarly, law enforcement agencies must partner up with other non-law enforcement government agencies, victim advocate organizations, non-government organizations (NGOs), and community members in order to identify, assist, and rescue trafficking victims. The identification, apprehension, and prosecution of human traffickers are “extremely difficult” both here in the United States and around the globe.¹⁶ In order to combat human trafficking effectively and efficiently, a Task Force must be created. The Task Force must have the appropriate personnel who possess both the experience and training to identify, arrest, and prosecute human traffickers successfully. The Task Force will operate in Central New York, particularly, the Tompkins County area, which has an estimated population of 104,415.¹⁷

The Central New York Human Trafficking Task Force (CNYHTTF) will consist of multi-jurisdictional law enforcement from the following agencies: City of Ithaca Police Department, the Tompkins County Sheriff’s Office, the New York State Police, and the Federal Bureau of Investigation (FBI). The CNYHTTF will have both sworn and non-sworn members and will include law enforcement from the above-listed agencies. The lead agency will be the Ithaca Police Department. Four command level officers (one from each agency) will lead the Task

MOU Part I: Task Force Personnel and Participants (Continued)

Force to appropriately represent each participating organization. The supervisor position will rotate every two years so that all of the participating agencies get the opportunity to supervise the Task Force. The supervisor must have a minimum of two years of supervisory experience. There will be at least twelve investigators holding the rank of detective, agent, deputy, or officer. The rest of the CNYHTTF will be non-sworn support staff. The investigators must have a minimum of two years of investigative experience. The support staff must have at least two years of experience in their respective fields of specialty.

ROLES AND RESPONSIBILITIES OF MEMBERS OF THE TASK FORCE

1. Leaders: the commanders or directors of the Task Force (hereafter to be referred to as the leaders) oversee and manage all facets of the Task Force's operation. The leaders must be able to effectively interact and work with the CNYHTTF's participating agencies, other local, state, and federal law enforcement agencies, other non-law enforcement local, state, and federal agencies, non-profit organizations, the public, and the media. The leaders should possess all-important leadership traits, including integrity, trustworthiness, fairness, visionary, passion, and inspiration. The leaders should also possess skills including, but not limited to, communication, problem-solving, diplomacy, attention to detail, and negotiation skills.¹⁸

2. Supervisor: the Task Force will have a supervisor who will manage all the members of the CNYHTTF and will report to the leaders. The supervisor shall create an environment where all members work together as a team and trust each other. The supervisor must treat all members as "equals".¹⁹ The supervisor shall ensure that members adhere to the policies and procedures of the

MOU Part I: Task Force Personnel and Participants (Continued)

CNYHTTF and hold one another accountable for adhering to these policies. The supervisor shall recognize and commend all exemplary work done by the CNYHTTF members.

3. Investigators (Deputies/Officers/Agents): Investigators are responsible for primarily investigating all human trafficking cases that meet the CNYHTTF's criteria. Although the investigators may not handle every human trafficking case that occurs in the Task Force's jurisdiction, investigators will review all reports of human trafficking and refer to the CNYHTTF's investigation protocol for case criteria. Investigators' duties include, but are not limited to, taking over cases as the primary investigators, conducting both preliminary and follow-up investigations, and coordinating and collaborating with other law enforcement entities.²⁰ Investigators must meet the minimum requirement for both experience and training prior to being assigned to the Task Force.

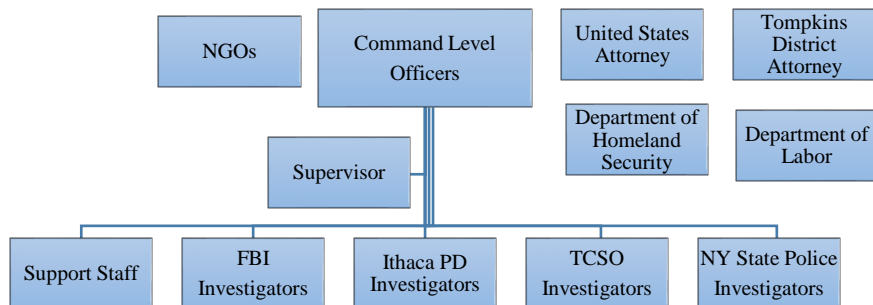
4. Support Staff: The CNYHTTF's success will heavily depend on the support staff, which should consist of one secretary or administrative assistant, one information and technical (IT) staff, one technical support technician, one coordinator or liaison personnel, one data analyst, one grant coordinator, and one crime lab analyst.²¹

THE SPAN OF CONTROL AND UNITY OF COMMAND FOR THE TASK FORCE

The leaders will oversee and manage the entire Task Force. The leaders will also directly supervise the CNYHTTF's supervisor. The supervisor is tasked to supervise all members of the Task Force. In the event the Task Force expands, additional supervisors might be needed. All CNYHTTF members must be willing to commit to a minimum of 2-year assignment with the possibility of extension for two additional years.

MOU Part I: Task Force Personnel and Participants (Continued)

Below is the proposed CNYHTTF organizational chart which is subject to change prior to implementation:



MOU Part I: Mission Statement

Human trafficking is a serious issue which affects millions of persons each year.²² It is estimated that between 18,000 and 20,000 victims are trafficked into the United States every year.²³

According to the United Nations Human Rights Commission, human trafficking is the recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.²⁴ Exploitation includes prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of

MOU Part I: Mission Statement (Continued)

organs.²⁵ In New York, and Queens in particular, trafficking is prevalent, because of its location on the Eastern corridor, as well as being close to rural areas like Vermont. Homeland Security Assistant Special Agent Akil Baldwin told AM New York, "New York is the epicenter of everything, legitimate and illegitimate."²⁶ Therefore, it is the mission of the Central New York Human Trafficking Task Force (CNYHTTF) to work jointly and effectively with local, state and federal government agencies, victim advocacy groups, community leaders, business and non-government organizations and any other entity whose assistance and collaboration will expose and lessen human trafficking in New York State. This joint effort shall, at minimum, identify and rescue victims of human trafficking, by providing comprehensive services to trafficking victims, and to proactively investigate, identify, apprehend and prosecute those persons engaged in human trafficking.²⁷

GOALS:²⁸

The goals to achieve the Task Force mission are:

- Increase local, state and federal participation, expertise and public awareness efforts.
- Continue to collaborate with all partnerships and review protocols to ensure appropriate resource management for all team members.
- Ensure access to comprehensive support services for victims.
- Enhance community understanding and awareness of trafficking and how to identify and report trafficking crimes by use of outreach programs, training, and public awareness campaigns.

MOU Part I: Mission Statement (Continued)

- Identify victims of all forms of human trafficking and offer high quality, timely and comprehensive individualized services through investigations and victim assistance.
- Collaborate with federal, state, and local prosecutors to support prosecution of trafficking crimes at every level.

OBJECTIVES:²⁹

The objectives to achieve the Task Force goals and mission include:

- Increase the number of partnerships working with the Task Force to help victims.
- Establish analytics and trends to address all aspects of human trafficking, including, but not limited to the investigation and prosecution of human trafficking.
- Increase the number of professionals and community members trained annually in identification and service access to victims.
- Increase victim resource outreach.
- Increase the number of prosecutions through innovative policing methods.

Procurement, Facilities, Infrastructure and Equipment:

Equipment and materials to be used by the CNYHTTF such as computers, desks, telecommunications and other related materials shall be furnished by the Tompkins County District Attorney's Office, through the Federal Human Trafficking Part 1 Grant. Task force operations will be centered inside Ithaca Police Department headquarters, located at 120 East Clinton Street, Ithaca, NY 14851. Operations will run 24 hours a day, 7 days a week, inside the IPD Tactical Training Conference Room. Vehicles, police protective equipment and sidearms including ammunition shall be furnished by the originating or participating task force member

MOU Part I: Mission Statement (Continued)

agency. Tactical equipment such as rifles, long-guns, entry and breach tools, Bear Cats and battering rams shall be furnished by the Tompkins County Sheriff's Office. The United States Department of Justice and the New York State Attorney General's Office shall provide funding for the day-to-day operations of the CNYHTTF through local, state and federal grants procured from the United Nations Category 1 Law Enforcement Human Rights Relief Fund. The Tompkins County Sheriff's Office and New York State Police shall provide staffing for dispatch, inter-agency and CNYHTTF communications.

The success of the task force will be dependent on several factors, most importantly team-work, real-time communication, input and collaboration from all stakeholders and support from our state's key contact program and elected officials. The task force is comprised of the state's most skilled and adept investigators. Stakeholders and the public can and should expect apprehension and swift prosecution of any and all human traffickers in New York State.

MOU Part I: Data Collection

Human trafficking is a crime that occurs nearly everywhere, both locally and abroad. Human trafficking incidents can be found in places such as nail salons, hotels, restaurants, neighborhood homes, rural farm areas, or a city street.³⁰ Therefore, in order to effectively combat this atrocious crime, a "multi-agency and multi-expert response" is of the utmost necessity.³¹

Human traffickers utilize force, fraud, or coercion in the form of financial, psychological, and chemical means to exploit innocent children and adults alike for their own selfish profit.³² Both the federal government and the state of New York passed laws that increased the protection of human trafficking victims while simultaneously increasing the punishment for the traffickers.

MOU Part I: Data Collection (Continued)

In 2015, the state of New York passed a comprehensive law, the Trafficking Victims Protection and Justice Act (TVPJA). In the same year, the United States Congress amended and reauthorized the Justice for Victims of Trafficking Act of 2015, which “established the framework for the ‘3 P’s’ of the fight against human trafficking: protection, prevention, and prosecution.”³³

The Task Force will be collaborating with the United States attorney and Tompkins County District attorney to prosecute human traffickers successfully. Human trafficking is a crime punishable by both the state of New York and the federal government. The Task Force will be utilizing the definitions listed in both the above-listed acts, New York laws, and 22 U.S. Code § 7102.

According to the United States Department of State Trafficking in Persons Report, which was released in June 2019, the Department of Justice (DOJ) investigated fewer human trafficking cases in 2018 than it did in 2017. The DOJ only investigated 230 cases in 2018, compared to 283 cases in 2017.³⁴ However, the DOJ was able to get 526 traffickers convicted in 2018, compared to 499 traffickers in 2017.³⁵ Law enforcement agencies receive leads from the National Human Trafficking Hotline, which is a confidential and multilingual hotline for everyone, including victims, survivors, and witnesses, to report human trafficking cases. In 2018, the National Human Trafficking Hotline received 23,000 calls.³⁶ Due to the complexity of investigating human trafficking cases, the Federal Bureau of Investigation (FBI) arrested 2,400 individuals, which equals roughly 10.4% of the 23,000 human trafficking incidents that were reported to the hotline.³⁷

MOU Part I: Data Collection (Continued)

To measure the effectiveness of the Task Force and determine if the set goals were achieved, the Task Force will be collecting data from both victims of human trafficking and traffickers. The taskforce will publish these reports/statistics quarterly. The Task Force will propose a standardized human trafficking data collection system for all law enforcement agencies that operate in the Tompkins County area. The Task Force will be responsible for training all law enforcement personnel in using the new system. The data collection will include both the suspect and the victim's age, sex, and race. The data collection will also include the location of contact and if an arrest was made.

To accurately track human trafficking cases, the Task Force is proposing that a secondary title or code (Human Trafficking Incident) should be added to all written incident reports involving either a victim and/or a suspect of human trafficking. In the event after the initial incident report was generated but later determined that the case was a suspected or identified human trafficking, officers/investigators must generate a supplemental report adding the title of human trafficking incident to the initial report.

Part of the Task Force's objectives is to implement and utilize intelligence-led policing (ILP) to combat human trafficking crimes. The Task Force will propose to utilize a software system or business intelligence (BI) that would allow Task Force investigators not only to search for patterns of human trafficking crimes but also to assist in locating potential victims and apprehending traffickers.

The Task Force will reach out to academic researchers to conduct surveys and research concerning human trafficking in the Central New York area. The researchers should measure

MOU Part I: Data Collection (Continued)

which individuals were more likely to either become human trafficking victims or traffickers.

The researchers should also measure if any of the programs and social services that are available for victims of human traffic are adequate. The collected and analyzed data could then be utilized to address and prevent human trafficking crimes in the Central New York area more effectively.

The Task Force will use these reports to make any necessary adjustments needed to improve the effectiveness of the mission.

MOU Part II: Risk Management

Policy governing risk management is an essential requirement for all professional organizations. Veteran law enforcement officer and risk management expert, Gordon Graham, famously asserts that “if it’s predictable, it’s preventable,” which vividly underscores the need to plan for that which can be foreseen.³⁸ The Central New York Human Trafficking Task Force (CNYHTTF) wholly subscribes to this philosophy and therefore will be governed by policy and procedures which define sound risk management strategies. These enacted protocols will protect not only the Task Force, but also the member agencies and the individual officers from risk and liability.³⁹

The risks can be divided into the categories of *professional risks*, which correlate to matters of integrity and ethics, and *physical risks*, which are directly linked to areas of task force member safety.⁴⁰ The professional risks encompass items such as evidence collection, use of force, confidential informant utilization, and time management documentation.⁴¹ Physical risks are associated with raids, warrant service, arrests, undercover contacts, and field interviews.⁴² All of these areas align well with the critical standards outlined within the New York State Law Enforcement Accreditation Program, and will therefore be easy to assimilate into the task force.

Since all individuals associated with human trafficking must be approached as if they are a victim, the risk management protocols must be infused into all member actions to protect both the officer and the potential victim.⁴³ These vital policies governing risk management will be disseminated electronically to each task force members in a read-only format. All members will be mandated to acknowledge receipt and understanding of the information delineated within, after which time they will be responsible for complete adherence. Command members of each agency will also be expected to regularly review the risk management policies with their staff.

MOU Part II: Risk Management (Continued)

To create a culture that supports ethical decision-making, the members of the task force will be selected based upon not only their desire to serve on the task force, but also an established record of trust, professionalism, and ethical reliability. Additionally, task force members will be reminded of the significance of the mission in that the illicit sex trade in San Diego County alone equates to an \$810 Million annual enterprise.⁴⁴ This data illustrates a high stakes challenge involving potential life and death situations, thereby requiring every action to be fully sound and integrity-based.⁴⁵ Just as we must create a secure environment for victims of human trafficking to feel comfortable, we must also create an environment for task force members to feel secure in their ability to bring forth policy issues that may need attention.⁴⁶ The same respect and dignity shown to victims will be demonstrated to all task force members to produce a culture of trust.

Each command level representative will serve as a Risk Manager to ensure that policies are followed and that the mission is upheld. Any of these individuals will have the authority to end an operation, counsel a task force member, or adjust a task force action to ensure safety.⁴⁷

Since liability is fluid, it can be difficult to anticipate every challenge. To control for this, matters of risk and liability will be addressed not only when they are observed during field operations, but also in advance via the predictive method defined within the eightfold path to policy and planning as outlined by Eugene Bardach and Eric Patashnik.⁴⁸ This methodology delineates a process by which problems (risks in this case) are defined, empirical evidence is collected, and viable policy options are considered. Criteria is then selected for policy evaluation to establish a priority of desired outcomes. The possible outcomes of the policy decisions will then be considered using a matrix to aid in identifying the pros and cons of each decision. Upon completion, a cost-benefit analysis of the policy will occur so that the rationale behind the

MOU Part II: Risk Management (Continued)

decisions can be reevaluated. Finally, the policy will be disseminated, along with a description of the process involved.⁴⁹ This strategy will not only control for risk and liability but will provide a mechanism for the Risk Managers to consistently address problems as they occur.

MOU Part II: Training

The purpose of the Central New York Human Trafficking Task Force (CNYHTTF) training program is to provide all task force personnel with high quality training that is contemporary, realistic, comprehensive, educational, economical, effective and consistent with the interests of the public and germane to the task force mission and its personnel. Providing this training is important to the safety of all personnel, the public and for the overall success and outcome of task force operations.

POLICY:

It is the policy of the CNYHTTF that all training listed in Part 2 will be accomplished pursuant to this MOU and any other additional source of authorization listed.

OBJECTIVES:⁵⁰

The Task Force training program objectives are to provide guidance and direction for all training missions conducted by or for the Task Force. Resources for meeting Task Force training needs shall be allocated in the following order of priority:

- Task Force required training.
- Task Force related training.

MOU Section II: Training (Continued)

- New York State Division of Criminal Justice Services (DCJS) required training.
- Provide training opportunities to qualified instructors for applicable Task Force training programs.
- Ensure all training information is current and does not conflict with other training courses, policies, guidelines, etc.
- Evaluate the effectiveness of all Task Force training.
- Provide for the reporting of all training accomplishments.
- Special consideration should be given to high-risk training.⁵¹

TYPES OF TRAINING:

Task Force personnel shall complete the required training as outlined in this policy:

- US Department of Homeland Security (DHS) Human Trafficking Training Program.⁵²
- International Association of Chiefs of Police (IACP) Anti-Human Trafficking Training and Technical Assistance Program.⁵³
- US Department of Justice Human Trafficking Training Program.⁵⁴
- DCJS Human Trafficking Program.⁵⁵
- Tompkins County Human Trafficking Training Policy.
- Scenario-based training covering high-risk / low-frequency events.

MOU Part II: Training (Continued)

DOCUMENTATION:

All mandated training shall be recorded by the Task Force Training Officer and documented on each officer's service record and entered into the Employee Training Records System (ETRS) within ten business days of completion. These records will be maintained by the CNYHTTF and a copy sent to each member's agency head. It is the responsibility of the Task Force Commander to ensure all training has been completed by required timeframes.

CONCLUSION:

The success of the task force is dependent on any number of factors, training is just one of those components. The Task Force commander is encouraged to disseminate, on a regular basis, the mission of the CNYHTTF to all allied agencies within Tompkins County and to conduct informative training opportunities for those officers and personnel who are not assigned to the CNYHTTF (e.g. patrol divisions) in an effort to garner more support, legitimacy and buy-in of this very important mission. The Task Force will send regular updates, best practices, training information and officer safety bulletins to all allied agency personnel through the New York State Threat Assessment Center Communications Network.

MOU Part II: Funding, Budget, and Total Operational Expenses

The crime of human trafficking has been proliferating over the years and has become a very profitable business for traffickers. According to the International Labor Organization (ILO), human traffickers are taking home a whopping \$150 billion a year.⁵⁶ The majority of the profits—\$99 billion—come from sexual exploitation.⁵⁷ Dr. Wendy Patrick, who is a prosecutor in the Special Operations Division of the San Diego District Attorney’s Office, explained that human trafficking has become so profitable because the traffickers target “trafficking hotspots,” which are areas that have high demands and include but are not limited to convention cities, larger cities, and cities that hold significant sports events.⁵⁸

Therefore, it is imperative that the Central New York Human Trafficking Task Force (CNYHTTF) has the necessary funds to operate and combat human traffickers resourcefully. Admittedly, one of the main obstacles for creating and implementing a successful taskforce is “finding sufficient funds” due to the budget restraints and limited resources that are facing most law enforcement agencies, whether local, state, or federal agencies.⁵⁹

General Funds and Special Funds:

General funds are those assets that can be spent on anything within the CNYHTTF’s budget. In contrast, special funds can only be spent on specific purposes or particular things that they were initially intended for, such as grants. The CNYHTTF will utilize both general funds and special funds to accomplish its mission. The CNYHTTF participating agencies will provide the majority of funding to operate the task force while the rest of the funding comes from grants and future asset forfeiture.

MOU Part II: Funding, Budget, and Total Operational Expenses (Continued)

Furthermore, obtaining private funds and partnering up with community groups, nonprofit organizations, and non-government agencies will be part of the Task Force's mission. The CNYHTTF qualifies and will be applying for grants such as the Department of Justice Office of Justice Programs (OJP)'s "Enhanced Collaborative Model to Combat Human Trafficking: Supporting Law Enforcement's Role."⁶⁰ The United States Department of Justice (DOJ) has been one of the reliable funding sources for most, if not all, law enforcement human trafficking task forces around the nation, awarding more than \$100 million in 2019 to fight traffickers and aid victims.⁶¹ The Trafficking Victims Protection Act (TVPA) established the President's Interagency Task Force (PITF) to fight and monitor human trafficking in the United States.⁶² The PITF is responsible for coordinating and bringing together nineteen federal government agencies to combat trafficking in persons collectively.⁶³ The CNYHTTF will work closely with PITF to obtain grants or other funds for the Task Force's operations and also resources to assist victims of trafficking. Command level members will ensure that the financial requirement of any CNYHTTF operation will be required to adhere to the mission, objectives, policies and procedures, and investigative and tactical plans.⁶⁴

Each of the participating agencies will be responsible for paying for its members' regular salaries and benefits. Other costs, including but not limited to overtime, equipment, travel, stipends, supplies, services, and miscellaneous expenses will be covered under grants and/or other funding resources received from other sources such as private sector, local, state, and federal governments.

MOU Part II: Funding, Budget, and Total Operational Expenses (Continued)

The command level officers are committed to ensuring that the CNYHTTF is adequately funded, has all the essential support resources, and able to carry out its mission without interruption.⁶⁵

The proposed total budget to operate CNYHTTF is currently estimated at 3 million dollars.

	FY 2020-21 Proposed Budget	FY 2021-22 Predicted Budget
Salaries and Benefits	2,600,000	2,678,000
Overtime	300,000	309,000
Equipment/Supplies/Services	100,000	103,000

MOU Part III: Operational Planning / Investigation / Prosecution Strategy

Historically, criminal gangs were heavily engaged in crimes such as drug trafficking and illegal weapons trade; however, recent studies have demonstrated that gangs are also involved in human trafficking, which has become a very profitable and expanding criminal enterprise.⁶⁶ A recent, three-year study conducted by Drs. Carpenter and Gates examined “the scope and nature of gang involvement in sex trafficking and commercial sexual activity” in San Diego County.⁶⁷

Carpenter and Gates’s report found strong evidence that gangs in San Diego County were engaged in human trafficking, especially “the commercial sexual exploitation of people and children”.⁶⁸ In addition, criminal gangs in the United States “are responsible for more than half of the violent crimes and, in some jurisdictions, gang members are responsible for 90 percent of violent crimes.”⁶⁹ Thus, anti-human trafficking operations that involve suspect(s) contact carries safety risks to law enforcement personnel, members of the public, and traffickers.

It is the goal of the Central New York Human Trafficking Task Force (CNYHTTF) to have a written operational order for all planned operations, listing the number of officers necessary, any specialized units, and logistical resources needed. The operational plan must be submitted and approved by the Task Force’s command-level officers. The CNYHTTF’s supervisor is the “dedicated on-scene/risk manager” for planned operations that involve suspect contact.⁷⁰ The supervisor is also tasked to oversee day-to-day operational planning and investigative matters pertaining to the CNYHTTF.⁷¹

The CNYHTTF’s operational plans should include, but are not limited to, the following: a) A pre-event plan that explains in detail the type of operation the CNYHTTF is carrying out—undercover/decoy or search warrant service. The operation plan will include the “case synopsis, suspect information (including photographs, if available), location and time of the event, specific

MOU Part III: Operational Planning, Investigation and Prosecution Strategy (Continued)

assignments for all participating personnel, body wire communications and other methods of communicating with undercover agents, dedicated staging, rally, and debriefing areas, deconfliction center notification, notification of on-duty local law enforcement officers, and equipment checklist.”⁷² b) The tactical plan should include a “plan of action, entry plan and assignments (if applicable), photographs, diagrams, and maps of the target area, communications plan, contingency plans such as emergency and abort signals, rescue plan, evacuation plan, termination of operation plan, location of trauma center/ER facilities.”⁷³ In the event of pursuit, the CNYHTTF’s members should adhere to the procedures listed in the Task Force’s policy. After each operation, the supervisor will debrief all involved personnel. The purpose of debriefing the event is to discuss the operation and “seek opportunities to improve task force operations (safety and efficiency considerations).”⁷⁴

The Task Force members will exclusively investigate only cases that fall under the criteria of the CNYHTTF case assignment. The Task Force’s supervisor is responsible for making notification to other law enforcement agencies to avoid numerous investigations into crimes being investigated by the CNYHTTF. The Task Force’s supervisor is also responsible for case assignments and monitoring, guiding, and directing the Task Force’s investigators in accordance with the CNYHTTF’s policies and procedures.

The Tompkins County District Attorney is responsible for filing charges and prosecuting cases that fall under the New York Penal Law. The United States Attorney is responsible for filing charges and prosecuting cases that fall under the U.S. Federal Law. In addition, both the Tompkins County District Attorney and the United States Attorney will coordinate with each other to determine whether a case will be prosecuted either by the state or federally.

MOU Part III: Operational Planning, Investigation and Prosecution Strategy (Continued)

The CNYHTTF's highest priority is to safeguard the life, liberty, and dignity of all persons including both victims and traffickers; therefore, this Task Force is mandated to conduct all operations in a manner that considers the safety and well-being of all involved persons and complies with the CNYHTTF's policies and procedures.

MOU Part III: Critical Incident Response

Critical Incident Response (CIR) to human trafficking suppression and the coordination and execution of such operations requires careful planning, skilled training and a professional, measured response. The Central New York Human Trafficking Task Force (CNYHTTF) CIR program will provide all task force personnel with guidance and direction for such incidents, including mitigation efforts and use of force policy during mission takedowns and sting operations.

Training exercises are the best method of exposing personnel to potential critical incidents. They allow personnel to become thoroughly familiar with the procedures and systems that will be used in emergencies in a "no fault" environment. A briefing usually precedes an exercise. It serves as an opportunity to introduce concepts or details of a plan to a selected group. The Task Force shall use three training exercise methods for CIR response: Tabletop, Functional and Full Scale.

Tabletop Exercise: A tabletop exercise is an interactive discussion of hypothetical situations, as presented by an exercise leader, with proposed responses simulated by exercise participants.

MOU Part III: Critical Incident Response (Continued)

This exercise type is a convenient and low-cost method to evaluate existing policies, procedures, and management strategies.

- a. **Functional Exercise:** The functional exercise simulates an emergency in the most realistic manner possible, short of moving real people and equipment to an actual site. The functional exercise is the type most envisioned when emergency management exercises are discussed.
- b. **Full-Scale Exercise:** A full-scale exercise is as close to a real emergency as possible. It is a lengthy exercise which takes place at a location using the equipment and personnel that would be called upon in a real event. This method combines the interactivity of the functional exercise with a field element. Normally, full-scale exercises should be conducted prior to any sting operations or takedowns planned by the Task Force.

Management of all critical incidents shall be accomplished through the effective use of the Incident Command System (ICS). There are specific actions and elements Task Force team members shall implement when mitigating the critical incident (refer to Critical Incident Response Below.) Each member shall use the guidelines / incident checklists as needed.⁷⁵

Another important component of the MOU shall include media relations, and how to best disseminate information to the media. Establishing and maintaining good relations with the media is critically important to the CNYHTTF. The public's attitude and perception of task force operations and law enforcement in general can be greatly influenced by information obtained through the media. The public has a right to know what the Task Force is doing and maintaining positive media relations will only strengthen the probability of obtaining positive publicity and a willingness of the media to help task force operations whenever necessary.⁷⁶

MOU Part III: Critical Incident Response (Continued)

The Task Force Public Information Officer (PIO) is the liaison between the Task Force and media. The PIO will provide timely, factual and unclassified information to the media as outlined in CNYHTTF policy and prescribed by New York law. Press briefings, press releases and any statements shall normally come from the PIO unless there are inquiries regarding personnel matters, which will be addressed by the Task Force commander. Task Force personnel shall not offer any opinions, respond to hypothetical questions or speculate about any critical incident. As mentioned earlier, only factual and unclassified information shall be provided to the media.

Ensuring a clear and comprehensive CIR plan and the opportunity to train for any critical incident shall be the only manner in which the CNYHTTF shall conduct operations. The safety of CNYHTTF personnel and those lives whom its mission relies upon is paramount to the success of any future operations and outcomes. Positive media relations are also an important component to help eradicate the problem of human trafficking in New York.

CRITICAL INCIDENT RESPONSE:⁷⁷

TASK FORCE OFFICER-INVOLVED CRITICAL INCIDENTS/ SHOOTINGS / USE OF FORCE / COMBATIVE SUBJECTS – TASK FORCE RESPONSIBILITIES:

- _____ Task Force supervisor assume incident command responsibilities until relieved by a manager.

- _____ Stabilize the Scene.

MOU Part III: Critical Incident Response (Continued)

- Ensure critical incident has concluded.
- Ensure all suspect(s) are disarmed and in custody.
- Resolve any other threats to employee safety.
- Secure any firearms / weapons used at the scene by the involved suspect(s).

_____ Medical Treatment: First Aid, Paramedics, and/or Ambulance.

- Ensure medical treatment for all persons.
- Request necessary medical assistance.
- Accompany the officer and/or suspect to the hospital.

_____ Crime Broadcast (if applicable).

- Gather necessary information to facilitate immediate follow-up and apprehension of outstanding suspect(s).
- Broadcast an All Points Bulletin (APB) for outstanding suspect(s) and/or vehicle(s).

_____ Request Additional Personnel (if needed).

- Request that a supervisor respond immediately to the scene.
- Coordinate apprehension/arrest of any outstanding suspects.

_____ Secure Scene.

- Establish command post (outside of crime scene area).
- Utilize crime scene tape, rope, patrol cars, or vehicles to establish the perimeter.
- The crime scene should be of sufficient size to provide safety, security, and confidentiality.

MOU Part III: Critical Incident Response (Continued)

- Since physical evidence is critical to the reconstruction of any critical incident, the crime scene perimeter should encompass as large an area as possible. The perimeter may be re-evaluated and adjusted at a later time.
- Provide crowd control.

_____ Assign an officer to keep a log of on-scene activities using the Task Force 500, On-Scene Checklist/Critical Incident and Task Force 552A Discharge of Firearm/Post Incident Checklist.

- Keep personnel, including those from law enforcement agencies who have not been assigned specific crime scene duties, out of the crime scene.
- Keep members of the media out of the crime scene. Refer to, Authority of Peace Officers, Section 1262.5, New York Penal Code (NYPC).

_____ Protect the Evidence.

- **DO NOT MOVE ANYTHING.**
- Assign an officer to photograph and video record (if possible) those items, persons, or subject matter that may not be available when the primary investigator arrives. When in doubt, photograph.

_____ Care for Involved Employee(s).

- Assign an officer to accompany each involved employee.
- Accompany injured employee(s) involved in the critical incident to the hospital.
- Uninjured employee(s) involved in the critical incident shall be taken to a safe and secure location. Involved employee(s) **shall not** be placed in the back of a patrol unit.

MOU Part III: Critical Incident Response (Continued)

- Ensure the involved employees are not subject to any interviews or interrogations at the scene except to obtain necessary information to assist in locating suspects, witnesses, or to determine the focus of the investigation.
- Do not allow the involved employee(s) to provide comments to the press or other personnel not involved in the investigation.

_____ Ensure the following steps are accomplished (once the crime scene is secured).

- Identify and record the names, addresses, telephone numbers, and exact locations of everyone present at the scene at the time of the incident, even if they say they did not see anything.
- Record the names, identification numbers, and Area of assignment of all officers present.
- Record the license numbers of all vehicles within close proximity of the shooting incident for possible investigative leads.

TASK FORCE SUPERVISOR RESPONSIBILITIES:

_____ Obtain a Public Safety Statement from as many employees as necessary to immediately determine the following:

- Type of force used.
- Direction and approximate number of any shots fired by the involved employee(s) and/or suspect(s).
- Location of injured persons, including those in need of medical attention.
- Description of outstanding suspect(s), direction of travel, time elapsed since the suspect was last seen, and any weapons the suspect may have.

MOU Part III: Critical Incident Response (Continued)

- Description of any known victims/witnesses.
 - Description of any known evidence.
 - Other information as necessary to ensure officer and public safety, and assist in the apprehension of any outstanding suspect(s).
- _____ Assume incident command responsibilities.
- Ensure all first responder responsibilities have been performed.
 - Ensure the scene is secure and unauthorized personnel stay out of the scene, regardless of rank.
- _____ Coordinate resources with the primary investigating agency as appropriate.
- _____ Remove the involved employee(s) from the scene as soon as possible.
- Take the involved employee(s) to Task Force HQ or other comfortable location affording privacy.
 - Involved employee(s) **shall not** be placed in back of patrol unit.
 - Do not take the officer's weapon unless a replacement weapon is available.
 - Do not isolate the involved employee(s).
 - Do not allow the involved employee(s) to talk to other personnel about the incident.
 - Do not separate the employees when two or more are involved until it is necessary; i.e., to obtain statements in an interview with the investigating agency or CNYHTTF members.

MOU Part III: Critical Incident Response (Continued)

- Do not allow allied agency personnel to interview or interrogate Task Force member(s) involved in the critical incident until the primary investigator of the CNYHTTF can be consulted.
- After it has been determined that evidence will not be destroyed, ensure the involved employee(s) have access to a restroom, telephone, food/drink, etc.
- Ensure an officer is assigned to accompany each involved employee at all times. The assigned officer is encouraged to talk to the involved employee, but not about the incident.

_____ Press Relations, Public Affairs Liaison.

- If possible, designate a specific area for the press to meet with the designated spokesperson.
- Ensure the media is kept outside the crime scene Area.
- Statements to the press shall be made by one person, preferably by the Task Force commander or a representative from the agency with investigative authority.
- Prior to providing a statement, the allied agency having jurisdiction and the district attorney should be consulted.
- Do not divulge information relating to the use of soft body armor.

_____ Ensure CNYHTTF investigators assist allied agencies investigating the incident.

MOU Part III: Confidential Informants / Investigative Funds

A tool which is particularly valuable for investigative functions is the use of confidential informants. Confidential Informants, commonly known as CIs, create a unique bridge between law enforcement and criminals, thus becoming a necessary conduit for the delivery of essential information that may otherwise be unattainable. As with any investigative tool, however, there must be clearly defined policy and procedure to delineate the various methods by which CIs can be utilized. Since these informants present elevated levels of danger to the members of the task force, the trafficking victims, and even to themselves, the policy controlling their use requires the highest degree of thought and specificity.⁷⁸ Equally, the incorporation of CIs into any operational component of the task force will demand extensive oversight to assure safety and mitigate risk.⁷⁹

The CI policy shall contain a detailed description concerning who is eligible to serve as a confidential informant along with a rate table to establish fees and clarify how compensation will occur. Generally, based upon historical precedent, payment for reliable leads will range from \$50 to \$500 depending on the value of the information. The policy will also list who maintains control and direction over CIs, and how their usage will be recorded.⁸⁰ It is crucial to recognize that CIs are voluntary, therefore no person will ever be coerced into that role. CIs will not be authorized to act as law enforcement, possess a firearm or any other weapon while serving in that capacity, participate in violence, initiate any plan to commit a crime, or engage in task force activity that has not been approved.⁸¹

To ensure that CIs are used only in the manner intended, specific training will be mandated for all members of the CNYHTTF. Task force commanders will receive detailed policy and legal training regarding what their responsibilities are as pertaining to CIs. This includes instruction

MOU Part III: Confidential Informants / Investigative Funds (Continued)

not only in the aforementioned areas concerning risk and integrity, but also as related to matters involving fraternization, working with CIs of the opposite sex, the making of promises, and appropriate documentation.⁸² Additionally, all task force members will receive general training as it correlates to their role and involvement with CIs. This includes guidelines regarding how CIs are established, where files are maintained, how payments are authorized, and how a CI is deactivated.⁸³ Training for both command members and investigators will occur via electronic delivery of the policy in a read-only format. Members shall read and acknowledge receipt, after which time a task force review session will be convened so that questions may be answered.

One of the most important parts of the CI policy involves the audit process. The audit will be conducted monthly by a designated agency commander who will verify that the policies are followed and that the CI fund balances are accurate. The audit will also verify that training has occurred for all members regarding the use of CIs, that accurate records are consistently maintained, and that those documents are stored in a secure and confidential location.⁸⁴ The results of the monthly audits will not only be maintained internally, but they will also be given to the Tompkins County District Attorney for his review. Additionally, the District Attorney will be expected to request random audits at various times within the task force's operational period to ensure that the CNYHTTF is continually compliant with all policies and procedures.

The New York State Law Enforcement Accreditation Program establishes the standards for best practices in policing and as such, standards 50.5 and 50.7, respectively, relate to informants and intelligence gathering. Standard 50.5 requires procedures to ensure protections pertaining to the reliability, confidentiality, and security of information, along with policy to outline informant management.⁸⁵ Standard 50.7 addresses the need to maintain confidentiality of information and

MOU Part III: Confidential Informants / Investigative Funds (Continued)

to have plans in place to not only share such material, but to legally and effectively oversee it.⁸⁶

The confidential informant policies and procedures to be implemented, as described herein, will be consistent with these critical standards and best practices. This uniformity will aptly ensure the integrity of the task force, the investigators, the commanders, and the sponsoring agencies.

MOU Part IV: Case Management

As with any organization, and vital to its long-term success, is efficient management and oversight of the unit's mission and day-to-day operations. In this case, the Central New York Human Trafficking Task Force (CNYHTTF) will adhere to policy crafted by Task Force (TF) management and approved by the Board of Directors to allow for fair application of all laws, operations, procedures, tactics and practices.

To ensure a positive mission outcome and that human resources are adequately allocated, supervisors shall conduct daily squad briefings to impart operational information to TF personnel. The TF commander shall maintain a system for documenting the receipt of briefing information by TF personnel. Additionally, supervisors will rate the performance of each TF officer monthly. This practice will assist supervisors and officers in establishing methods for increasing individual effectiveness, it will identify strengths and weaknesses, it will memorialize goal setting, planning and subsequently record the progress made in reaching those goals.

Lastly, this method will evaluate the performance of critical job functions and factors during a specified rating period. Human capital is critically important to the mission of the CNYHTTF. Appropriate oversight and management of its squad is equally important for the health, welfare and safety of all personnel and for the success of mission critical operations.

Budgets and finances are also an important component to mission operations, as funding is what allows the CNYHTTF to operate. The TF commander shall, on a monthly basis, record and report all TF expenditures, including salaries and overtime usage, purchases, expenses, asset forfeiture seizures, grant management and other financial or fiduciary obligations to the Board of Directors. These transactions will be documented on a TF500, Report of Financial Transmittal, and the TF commander shall submit a memorandum explaining all expenses for the month.

MOU Part IV: Case Management (Continued)

Case management and workload monitoring is also an important component to the purpose and outcome of any operation, especially that of the CNYHTTF. When completing monthly evaluations, supervisors are encouraged to meet, individually, with their TF officers to discuss all open cases and to obtain the status of when a case will be closed and filed with the DA's office. This system provides the basis for supervisors to actively engage their personnel while closely observing the progress of each case. Weekly case status meetings between management and supervision shall occur to encourage and confirm that all resources are being used effectively, efficiently and as intended.

The TF commander shall ensure monthly meetings with stakeholders (e.g. DA, elected officials, allied agency counterparts, patrol divisions, advocacy groups, community leaders, etc.) are occurring and that he is personally meeting with these stakeholders for the purpose of promoting harmonious relationships and buy-in of the TF mission. Communication amongst all participants is key, and this method will ensure all stakeholders are on the same page and have a clear understanding of the disposition and/or status of certain operations and cases. Every effort should be made to respond to operational issues broached during a meeting with a stakeholder(s), as this will minimize any potential conflict or concern.

Lastly, it is important that all personnel on the CNYHTTF have a clear understanding of the mission and goals of the TF. To that end, all sworn personnel, on a quarterly basis, shall review the TF Strategic Plan and supervisors shall engage and impart mission critical goals during briefings, training days, evaluation periods and commander's hour.

MOU Part IV: Case Management (Continued)

One of the most fundamental problems of any TF is that of the decision-making process and deciding between input from the line officers and supervision versus TF management making the actual decision. It is recognized that supervision should make the decision or should provide input to TF management who will make the decision. The TF shall use a decision-making model whereby all personnel have a clear understanding of this policy and procedure. Normally, there are three decision-making categories:⁸⁷

- Category 1: TF management makes the decision without any input from supervision / line personnel.
- Category 2: TF management makes the decision after receiving and considering input from supervision / line personnel.
- Category 3: TF management advises a decision will be made by consensus of all supervision / line personnel.

By using this process, TF management develops a habit of involving TF supervision and personnel in certain types of decision-making. This process promotes productivity and ensures trust and buy-in within the unit.

When adhering to the management methods described herein, the success of TF operations and outcomes will greatly improve, and this process provides a type of road map to be used by all personnel in which to accomplish the mission.

MOU Part IV: Task Force Design / Facilities / Equipment

The mission of the Central New York Human Trafficking Task Force (CNYHTTF) heavily emphasizes a multidisciplinary effort to identify and rescue victims of human trafficking, apprehend and prosecute perpetrators, and offer a full range of services and resources to victims and families of human trafficking.⁸⁸ To achieve these goals, the CNYHTTF's leaders, community participants, stakeholders, and victim service providers must remain actively engaged in Task Force's "scope and design decisions."⁸⁹ Furthermore, to ensure the success of the CNYHTTF, the leaders of the Task Force (command-level officers) will determine the necessary elements that ensure all CNYHTTF members have a clear understanding of the Task Force's design, mission, and vision.

The Task Force's design will be primarily investigative, focusing on proactive investigations with a few selected reactive investigations.⁹⁰ The CNYHTTF leaders understand the difficulties involved for its investigators to conduct both proactive and reactive investigations; therefore, any reactive investigations that the Task Force elects to handle must have the potential to rescue additional human trafficking victims and disrupt at least one major or more human traffickers' criminal enterprises.⁹¹ The CNYHTTF investigators will not handle any reactive investigations that might "deplete the ability to focus on proactive investigations."⁹² In addition, any reactive investigations must be approved by the Task Force's command-level officers. The CNYHTTF members will operate in plain clothes to gather intelligence and conduct both covert and sting operations.

The CNYHTTF members will also collaborate with other anti-human trafficking task forces in the State of New York and around the globe because traffickers often move their victims from one city to another, and at times from one state to another, rarely staying in one place for more

MOU Part IV: Task Force Design / Facilities / Equipment (Continued)

than three days.⁹³ Moreover, many human trafficking victims are brought to the United States from other countries.⁹⁴

The Nature and Extent of Gang Involvement in Sex Trafficking in San Diego County, a study conducted by Dr. Ami Carpenter and Dr. Jamie Gates, found that there was “significant undercounting and perhaps under-investigation of sex trafficking cases.”⁹⁵ Therefore, it is essential that the CNYHTTF members play a crucial role in training and assisting other local and tribal first responders, healthcare providers, and social service providers in the Central New York region. It is vital that the first responders have the skills, knowledge, and abilities to differentiate individuals involved in other crimes, such as prostitution and domestic violence, from those individuals who have been forced into human trafficking by violence, fraud or coercion.⁹⁶

The scope and expectations of the CNYHTTF emphasize a collaborative effort between law enforcement officials and victim service providers, in which all participants and key stakeholders are valued and actively engaged. The CNYHTTF’s expectations will be outlined in the Task Force’s MOU and agreed upon by all participating agencies. The Task Force leaders, stakeholders, and victim service providers will conduct weekly conference calls to discuss or clarify the scope of the Task Force’s operations. Additionally, the CNYHTTF will hold monthly meetings to identify and address any concerns regarding the Task Force’s performance and any redundancies, as well as obtain additional or potential support roles.⁹⁷

The Task Force leaders will also utilize all available resources to achieve CNYHTTF’s short- and long-term goals.⁹⁸ It is the responsibility of the Task Force leaders to have an open dialogue with one another and build strong, lasting relationships with other stakeholders and victim

MOU Part IV: Task Force Design / Facilities / Equipment (Continued)

service providers.⁹⁹ These open dialogues and meetings will allow the CNYHTTF to be better prepared in identifying and confronting human trafficking crimes in the Central New York area. Scope and design decisions must be consensus-based in order to achieve the Task Force's mission. Lastly, the Task Force's leaders and stakeholders must review and approve CNYHTTF's design options, elements, scope, and expectations to ensure that any concerns of the local community are appropriately addressed.

MOU Part IV: Task Force Participants

Success is frequently the byproduct of a cooperative and team-based approach to any endeavor, thus, to achieve our mission, the composition of the CNYHTTF must contain a variety of diverse stakeholders in addition to local law enforcement. As asserted by human trafficking expert, Lieutenant Torino Valdovinos (Oceanside, California), effective enforcement for this crime requires a multi-agency approach paired with a collaborative and communications-based mindset.¹⁰⁰ These cited values create ownership while instilling commitment by all participants.¹⁰¹

To ensure full inclusion, representatives from all levels of the justice community will be offered a participatory role within the CNYHTTF. This eclectic group will include federal, state, local, and tribal law enforcement agencies, affiliates from youth service agencies, personnel from the National Guard Counterdrug program for analytical support, and staff from correctional agencies for their rich intelligence-sources.¹⁰² Further support will be derived from information technology personnel, crime laboratory and evidence collection experts, and communications support staff.¹⁰³ Since a San Diego study revealed the average age for entry into sex-trafficking

MOU Part IV: Task Force Participants (Continued)

to be 16.1 years old, it is vital to ensure that youth-centric victim advocates are also embedded in this task force.¹⁰⁴

To maximize the efforts of all participants, the CNYHTTF will coordinate its operations with the New York State Intelligence Center (NYSIC) which serves as a state operated fusion center for crime data analysis.¹⁰⁵ The NYSIC is a crucial repository for valuable information collection and sharing regarding suspects and crime victims, therefore, the utilization of this resource will serve as a tremendous tool for task force efficacy. To further expand upon our human resources, the CNYHTTF will partner with representatives from the New York State High Intensity Drug Trafficking Area (HIDTA) since drug trafficking has been empirically proven to have a direct nexus towards human trafficking.¹⁰⁶

To ensure that all invited agencies and participants feel a genuine sense of belonging within the task force, an emphasis shall be placed upon creating an environment in which all members realize that justice for victims can occur only when all participants have a voice and are treated as equals.¹⁰⁷ The unique blend of talented individuals slated to comprise the CNYHTTF will create a truly synergistic atmosphere with all participants bringing valued skills, experience, and creativity, thus a core guiding principle will be to maintain mutual respect for all members.

From a mission-oriented perspective, tremendous value exists in establishing a federal prosecutorial liaison with the Tompkins County District Attorney. This partnership will become a key asset towards interstate trafficking, Racketeering Influenced and Corruption Organization (RICO) violations, and Continuing Criminal Enterprises (CCE) offenses.¹⁰⁸ To facilitate this, a formal request will be made to the U.S. Attorney of the Northern District of New York, asking

MOU Part IV: Task Force Participants (Continued)

for his office's assistance. Similarly, since human trafficking suspects may likely be on parole for other crimes, it will be important to include federal parole as an additional key resource.¹⁰⁹

The diverse nature of the task force participant pool unquestionably renders a positive impact on the functionality of the entire team. The inclusion of our federal counterparts establishes a quality mechanism for resources and asset allocation which would otherwise be unattainable from our local governments.¹¹⁰ Additionally, since much trafficking occurs internationally, the invited federal agencies offer the task force the greatest ability to address this key challenge.¹¹¹

Human Trafficking is one of the greatest blights of modern times, therefore substantial resources must go towards combatting this offense. The strategic and diverse participants comprising the CNYHTTF establishes the best methods for disrupting trafficking rings and saving victims. As Lt. Valdovinos affirmed, communication and collaboration make the biggest difference in ending human trafficking, so adherence to this concept will become the foundation of the CNYHTTF.¹¹²

CONCLUSION

As a crime, human trafficking is most aptly equated to modern-day slavery, which is why it is critically important for every law enforcement agency in every community to place substantial resources toward eradicating this despicable act. Trafficking victims are systematically deprived of the most basic liberties and freedoms that are intended to be inalienable for every human being. Sadly, this appalling victimization frequently occurs in plain sight throughout the United States, which is disturbing to conceptualize. Therefore, this knowledge shall serve as the most germane impetus for the CNYHTTF's success.

As described herein, the organizers of the task force have painstakingly considered all critical factors required for the achievement of the established mission. This is inclusive of the appropriate and varied array of sworn personnel and outside participants, along with vital considerations for funding and training. Key variables that will further contribute to the success of the task force are the established emphasis on risk management, critical incident response, and accountability. The chosen leadership reflects a diverse cross-section of the law enforcement community; all of whom have established records of victim-centric mindsets.

As with most progressive units, the task force will remain ever attentive toward changing trends and will be open to incorporating new investigative methodologies into its evolving processes. The ability to make necessary operational adjustments, consistent with best practices, will serve as a significant asset for the function of the task force and for victim reduction. Collaboration will remain a crucial element toward identifying victims, managing resources, sharing information, and ultimately enforcing criminal acts. Together, as a team, the CNYHTTF is dedicated to making a positive difference for all human trafficking victims while bringing to justice those who perpetrate such a reprehensible and vile criminal act upon another person.

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- ¹⁰⁰ LEPSL 570, Presentation 5.2; Human Trafficking, A Law Enforcement Perspective; Fritsvold, Eric, Dr. and Valdovinos, Torino, Lieutenant, Oceanside, California PD; 8m43s-9m30s
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- ¹⁰² Ibid P. 7, 8

¹⁰³ Ibid

¹⁰⁴ The Nature and Extent of Gang Involvement in Sex Trafficking in San Diego County; Carpenter, Ami Ph.D., Gates, Jamie, Ph.D. April 2016; P. 91

¹⁰⁵ The Office of Counter Terrorism (OCT) supports federal, state, local, tribal and private sector efforts to prevent terrorism in variety of ways. Members of the [OCT Intelligence Unit](#) also staff the New York State Intelligence Center (NYSIC). Managed by the New York State Police, the NYSIC serves as the State's Fusion Center, bringing together federal, state and local agencies to analyze and share information related to terrorism and other crimes. <http://www.dhSES.ny.gov/oct/prevent-protect-prepare/index.cfm>

¹⁰⁶ Guidelines for Establishing and Operating Gang Intelligence Units and Task Forces; Prepared by the Gang Intelligence Strategy Committee, Global Intelligence Working Group, Criminal Intelligence Coordinating Council, Global Justice Information Sharing Initiative; October 2008; P. 9

¹⁰⁷ Ibid P.7

¹⁰⁸ Ibid P. 8

¹⁰⁹ Ibid

¹¹⁰ LEPSL 570, Presentation 5.2; Human Trafficking, A Law Enforcement Perspective; Fritsvold, Eric, Dr. and Valdovinos, Torino, Lieutenant, Oceanside, California PD; 9m57s-11m00s

¹¹¹ Ibid 11m00s-13m40s

¹¹² Ibid 14m40s