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United States Human Trafficking Task Force

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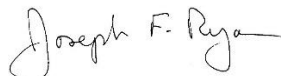Commons

UNITED STATES HUMAN TRAFFICKING TASK FORCE

BY

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Abstract

Human Trafficking is a multi-billion-dollar industry which is both a domestic and foreign issue for the United States government. The purpose of this paper is to address the issues such as: lack of a centralized task force, lack of funding and an introduction of a new method of investigation which utilizes intelligence to fight human trafficking. The results found through research and interviews with federal agents have shown that a federal task force utilizing federal, state, and local law enforcement along with nongovernmental organizations (NGO's) and government would have a positive, profound effect against human trafficking. It is recommended that law enforcement fight human trafficking by collecting evidence via intelligence gathering methods and then disseminate the information to the appropriate agencies. This would enable law enforcement to track human trafficking trends as they cycle through the country. With a centralized taskforce, member agencies would be able to easily access the intelligence databases and communicate with one another. Since human trafficking is a covert crime which moves quickly with high stakes, communication and collaboration are extremely important in order to fight it.

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the program. A special thank you to Dr. Arslan, without whose support I would not have been

able to complete such a rigorous project.

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Chapter 1: Strategy

Introduction

  This Homeland Security strategy will fight the organizations that commit the act of human trafficking. The importance of this is growing as law enforcement agencies throughout the world learn more and more about organizational structures in human trafficking. Human trafficking isn't just the exploitation of individuals, it involves men, children, women and only discriminates depending on the organization's needs. Victims can be put in forced labor, prostitution, drug smuggling and more that will be discussed. This is unacceptable. There are many charities and foundations that are very good at fighting human trafficking and conducting investigations. For example, the Foundation Against Child Exploitation and Human Trafficking has had successful investigations but they are limited by law and size. According to dosomething.org, an organization that advocates anti-human trafficking, there are approximately 20 to 30 million slaves in the world today. Over half are women and children and most are forced into sex labor. This is a multi-billion-dollar industry that generally exploits those from conflict nations, poor nations and those trying to take refuge. Whether it is from the Middle East or Mexico, there are victims from all across the lands. This is why the creation of the federal Human Trafficking Task Force (HTTF) will prove to be important. The HTTF will follow the laws set forth by international treaties, federal, state and local laws. The task force will also be a joint effort between the Federal Bureau of Investigations (FBI) and Homeland Security Investigations (HIS) as they are already leading the fight against human trafficking. The task force will have the ability to work with law enforcement agencies not only in the United States but also across the world. It (HTTF) will also be able to utilize resources such as intelligence or victims' stories that organizations already fighting may have. Some of the most

notorious traffickers have been prosecuted in the United States but they came from foreign soil.

One of the largest struggles of this strategy will be collecting valuable intel. The victims are the

ones at stake and many times are unreachable. The agency will also have a difficult time

obtaining information from captured madams or pimps (high ranking individuals within human

trafficking) as they are usually unwilling to speak. It is important for the HTTF to do its best at

collecting, analyzing and investigating any potential leads to the discovery of the dark networks

of human trafficking. It is important to note when reviewing this strategy that while there are

state level task forces designed to fight human trafficking, the federal system will absorb these

and help fund a much more powerful and useful task force, thus the creation of the HTTF.

Support for Strategy

It would appear that there are no known agencies that have a mission solely to fight

human trafficking. The HTTF will be similar to the Drug Enforcement Agency (DEA) or the

Alcohol, Tobacco, Firearms, Explosives (ATF) as it has one set mission, to fight human

trafficking. The HTTF would be the first of its kind since focusing on fighting human

trafficking has been a recent development by governments from the early 2000's to today.

Much of the support and intelligence will come from non-profits and charities that focus on

helping out those who are victims of human trafficking. A large part of what these organizations

do is helping the victims after they have been saved. Organizations such as the National

Women's Coalition Against Violence & Exploitation offer support even after the victims have

been removed from their hostile environments. While it is primarily a volunteer organization,

they have had great success in helping out victims from all sorts of violence, human trafficking

included. Next is a West Coast based coalition known as The Washington Anti-trafficking

Response Network. They provide direct assistance to victims of human trafficking and even

have a 24-hour hotline to call. They offer basic needs such as clothes, housing food. ~~and so on.~~

~~Also,~~ mental and physical health help treatment, access to job training, interpreters and legal

assistance. They are also in partnerships with International Rescue Committee in Seattle, API

Chaya (Asian and Pacific Islander), Refugee Women's Alliance, YouthCare, Lutheran

Community Services Northwest-Spokane and Northwest Justice Project Farm Worker Unit-

Yakima. They have a large system which contains useful information for fighting human

trafficking as well helping structure the HTTF.

On a federal level, the support will come from existing agencies that deal with

trafficking of different types such as drugs or fire arms. There is an overlap of the two and many

times human trafficking is part of the same criminal organizations. This is where the

Department of State, Department of Justice and the Department of Homeland Security will

become part of sharing intelligence. The Department of State has an annual report known as the

"Trafficking in Persons" report or TIP for short. It is where a large investigation and analysis of

what is being done and what should be done is written down. As Secretary of State Kerry said,

"This year's TIP Report asks…questions, because ending modern slavery isn't just a fight we

should attempt—it is a fight we can and must win." This was statement made to the questions,

what if I know someone who's a victim? Or my brother or sister? The collaboration between

agencies and departments will prove to be useful. With the knowledge the Department of State

already has, the amount of support academically and with intelligence is vast. This department

has created a system known as the Trafficking Victims Protection Act of 2000 which has a

section, Div. A of Pub. L. No. 106-386, § 108, as amended describes a three-tier ranking system

for countries in regards to human trafficking. Tier 1 is the highest which means that the country

may recognize that it contains human trafficking but hits the minimum requirements for fighting

and addressing it. Since the Department of State is an international organization that is in charge

of representing American interests as well as diplomacy, they are a vital resource when it comes

down to the design of the HTTF.

The DEA, ATF, Coast Guard and CIA are of no doubt huge resources as well.

Considering those agencies tend to deal with gangs, cartels and violent crime in general, they

often come across victims of human trafficking. Whether the person is a drug smuggler,

prostitute or forced labor, many times the person is forced into it. The drug cartels do not just

sell drugs, they sell firearms and people as well. The cartels also have connections to terror

groups in other countries since they tend to complete deals with each other. This is why the

DEA, ATF, Coast Guard, FBI, HSI and CIA will be a valuable source of intelligence and

manpower for the HTTF. The FBI contains anti-human trafficking units already which operate

on different levels. The strategy however, will focus more on the task forces that the FBI has.

There is the Innocence Lost National Initiative task force and the Violent Crimes Against

Children Section which is under the Civil Rights Unit (CRU) which focuses on the commercial

sex trafficking of children under the age of 18. The amount of information that is offered by the

victims of these crimes is tremendous. The FBI has been working very hard on the frontline of

domestic human trafficking. Also, the FBI works closely with the Department of Homeland

Security with investigating human trafficking. This fight is relatively new when compared to the

other fights such as those against drugs and firearms but is growing quickly. The CIA will allow

for international intelligence and data gathering. The task force will utilize CIA agents and field

officers that are placed around the world to help supply the data base with valuable intel. The

CIA has a list of countries and tier they fall into according the Department of State's standards.

This list has a semi-detailed paragraph next to each country's name that defines why the country

is listed at its assigned tier. How they gather intelligence is known as "clandestine in nature"

which allows the CIA to go beyond what domestic services can. This is why it is extremely

important for proper communication and support between the HTTF and the CIA must occur.

Finally, the Coast Guard is an extremely valuable resource as it is the only military

branch that is also considered law enforcement. The Coast Guard defends the ports and the

maritime boundaries that are in place due to international law. In doing so, they protect ports an

airspace around these locations. It is also a partner in the Department of Homeland Security's

Blue Campaign which focuses heavily on fighting human trafficking. This allows for better

investigative practices and knowledge of what human trafficking is. The Coast Guard is also a

member of International Police (INTERPOL) which exists to fight international crimes, which

human trafficking is, including law enforcement agencies from countries that are members of

the United Nations (UN). The support from each of these agencies mentioned will prove to be

effective. The HTTF is designed as a multi-agency task force with specific sub-units that will

outsource agents from across different law enforcement agencies for their expertise and

manpower.

Strategy

This strategy of forming the Human Trafficking Task Force will not take nearly as much

effort to create when compared to creating an entirely new agency with similar goals. Looking

at the FBI's Joint Terrorism Task Force (JTTF), one can see how successful it has been with

utilizing both local and federal law enforcement. This is the same type of groundwork the HTTF

will see as well. Even though the DEA, ATF, FBI, CIA and Coast Guard have different

missions, they all handle investigations including different types of trafficking. The idea for the

strategy is that every law enforcement and intelligence agency share something in common,

fighting for justice and protecting the innocent or victims of crime. Since task forces already

exist among different law enforcement agencies such as the DEA and ATF task forces, this

concept is hardly new. The drive to join the HTTF should be strong, it should be a desirable task

force to be a part of. The idea is to combine agents from Homeland Security Investigations

(HSI), DEA, ATF, FBI and the Coast Guard to create a domestic task force while utilizing

intelligence obtained by the CIA. There's an unspoken respect between members of law

enforcement regardless of which agency they come from. This mitigates any tension between

members on the task force. The DEA's mission is as follows:

The mission of the Drug Enforcement Administration (DEA) is to enforce the controlled

substances laws and regulations of the United States and bring to the criminal and civil justice

system of the United States, or any other competent jurisdiction, those organizations and

principal members of organizations, involved in the growing, manufacture, or distribution of

controlled substances appearing in or destined for illicit traffic in the United States; and to

recommend and support non-enforcement programs aimed at reducing the availability of illicit

controlled substances on the domestic and international markets." (DEA Mission Statement,

p.1). This is very similar to the ATF's mission statement "ATF protects the public from crimes

involving firearms, explosives, arson, and the diversion of alcohol and tobacco products;

regulates lawful commerce in firearms and explosives; and provides worldwide support to law

enforcement, public safety, and industry partners." (ATF Mission Statement, p.1). The main

points to take away from both of these mission statements are protecting citizens, bringing

justice to those that deserve it, enforce trafficking laws and public safety. The rest of their

statements are specific to what the agencies are by law supposed to do. Then, when one looks at

what the JTTF is comprised of, it is seen that it has over 4,000 members over 600 local law

enforcement agencies and 50 federal agencies working in a partnership to fight terrorism. The

HTTF will be no different. It will share almost identical characteristics except for the mission

statement and which agencies will be utilized. The HTTF will need to first create a data base by

using existing data from INTERPOL, FBI and HSI as well as all NGO's, non-profits and

charities. It is important to remember that the Department of Justice has a program in place to

help fund state level human trafficking task forces but it is struggling. The federal HTTF will

absorb these task forces. In doing so, there will be a much more centralized focus on training,

funding and coercion between officers of the task forces.

The Bureau of Justice Assistance currently funds state level law enforcement agencies to

fight human trafficking. Unfortunately, while the number of potentially identified victims is

relatively high at 3,336, that is not enough. The program has not trained even half of the states

in how to fight human trafficking. What will be taken from their mission is the fact that they

utilize the Department of Health and Human Services which maintains, through the Polaris

Project, the National Human Trafficking Resource Center (NHTRC), which operates 24-hours,

7-days-a-week. (www.bja.gov). The initiative will be absorbed by the Department of Homeland

Security during the creation of the HTTF. The training will be overhauled and redelivered. The

officers and departments that have received training from the initiative will be among the first

considered during the creation of the units within the task force.

The HTTF will consist of two units, the cyber unit and the human intelligence unit

(HUMINT). Both will have the ability to conduct investigations and utilize intelligence from all

supporting agencies and organizations and finally, carry out arrests. The cyber unit will focus

only on open source and closed source such as the dark network for signs of human trafficking.

This is considered to be extremely difficult since it is very hard to crack the dark web and

follow criminal activity committed on it. In the cyber world, it is possible to be completely

invisible and untraceable; it takes years to become this type of professional. The HTTF will

employ only the best qualified for those positions (reversing orders over the dark network).

Aside from the dark network, there is what is called open source intelligence (OSINT). This is

readily available information over the internet such as public profiles, blogs and social media. It

is estimated that OSINT provides between 80 and 95 per cent of the information used by the

intelligence community (CSS Analysis in Security Policy, p.1). As seen, OSINT is one of the

best ways to obtain information even though it is not the only way. One of the biggest issues

that the HTTF will face regarding OSINT is knowing when security ends and rights to privacy

begin. This will be discussed more fully in future chapters. It will be a challenge nonetheless.

That is the biggest difference between using open source intelligence, which requires no

security clearance when compared to those searching the dark network. While it is perfectly

legal to use Tor, a web browser which contains many more dark networks, the type of activity

that goes on within Tor is illegal. The information will also be sensitive to investigations and

multiple undercover operations will be acted out.

        The human intelligence unit (HUMINT) will focus on the dark networks that exist in

real life, not the internet. This can be anywhere from brothels to large scale operations which

include international travel. This is how the CIA will be utilized: their intelligence will be

shared with the HTTF and put into the national human trafficking database. This information,

which may contain travel information of those involved in an operation, will then be accessible

to those that are part of directing investigations (supervisory status) within the HTTF.

Domestically, agents will use undercover operations carried out by local law enforcement

agencies, guided by the directors in charge of the HTTF operations. This allows the local

departments to maintain their jurisdiction with an added responsibility. When there is enough

evidence to commit a search, agents from various agencies will come together to form

something similar to SWAT. This is a team that raids property once given permission by the

courts in search of more evidence. This will most likely only happen when it is known that there

are human trafficking operations done at a certain location such as a massage parlor. This

information will come from undercover informants (UI) and based on previous raids in related

agencies, are deemed successful. However, it must be certain that they are carried out properly

on a case to case basis since there is no such thing as a routine case.

   There will be some constraints that the creation of this task force will face. Funding is

among the largest issues. It is unknown whether taxpayers will want to fund this task force. It is

important that when the HTTF is announced as a future task force, statistics must show to the

nation that human trafficking is a problem in the United States. One can see the effects of drugs

on a city or the effects of illegal firearms trade. These changes are generally visible. The

problem with human trafficking is that it is a very well-kept secret. Many individuals utilize

services offered by illegal brothels and many are ignorant of the fact that the individuals they

pay are committing a much bigger crime. The Department of State estimates between 600,000

to 800,000 people are trafficked across the American border each year. Of those numbers, 80%

are female and half of them are children. These are not small numbers by any means. To

mitigate the belief that human trafficking is not an American problem, numbers like these have

to be shown. It is also important to show that many of the victims are Americans who are

kidnapped and then sold domestically within the trafficking industry. Americans in general do

not like taxes or have them used for a cause they do not believe in, but these are some examples

that can be used.

Fortunately, there should be very few complaints on a law enforcement side. Since human trafficking is gaining more recognition, it is among the next major crime for law enforcement to fight. The structure of these organizations is different than drug smugglers or arms because the goods are humans and humans can be unpredictable. It is a different effort from trying to fight the war on the drugs. This should come across as appealing to the agents invited or interested in joining the HTTF. There is also the idea that those in law enforcement do so to help carry out justice and protect the public and innocent from crime. This means that fighting human trafficking falls directly in line with that ideology. The advantage to creating a task force as opposed to a new agency is that the task force will fall under the Department of Homeland Security as a multi-agency force. This means that the laws are specific to this agency but the oversight will be from the director in charge at the Homeland Security Investigations. Also, utilizing agents from other agencies means that no agency is crossing boundaries which will mitigate push-back from them. The largest disadvantage to creating this task force will be the amount of work put into defending it to politicians, the public and to law enforcement agencies. There will be a significant use of facts and data that will provide the necessary information to prove that the creating of the HTTF will be useful.

Another struggle that will be faced is utilizing the non-law enforcement organizations that offer services for victims of human trafficking. This means that organizations and movements such as the Polaris Project will have to share their information and tools without much in return. They may receive grants and funding but it will be difficult for the HTTF, at least in the beginning, to commit law enforcement officers to aid them with investigations. Since the organizations that are already fighting human trafficking do not have the authority to carry out arrests or search warrants, there will have to be a specific answer as to where their

investigation stops and where HTTF may begin. This may be as simple as the organization

handing over vital information that could be enough to carry out a search or investigation.

Although it may seem unethical for there to be incentives in place to help engage organizations,

helping them out financially could in turn provide the HTTF with a higher level of cooperation.

These are only possible problems so it is necessary to be prepared for them.

However, another important resource that these organizations provide are social workers

who are able to work with victims and assist them in mental and physical health. The social

workers are an important piece to gaining the trust of victims who are likely to have suffered

forced labor, involuntary sex, and drugging. If they are able to trust individuals in a safe

environment with the proper protection from those who used them, they will feel better with

sharing information. These organizations provide housing and shelter for victims, which is

extremely important as they have had everything taken away from them.

Manpower will also be an issue for the HTTF. While the database will prove to be

useful and the joint teams will provide a multitude of operational functions, it has to be-noted

that almost one million individuals are subject to human trafficking in the US alone, every year.

There will not be enough investigators, whether in HUMINT or OSINT, to discover them all.

Not everyone will get saved from human trafficking. This in and of itself will prove to be an

issue among the force. The nature of the work that all members will face is generally depressing

in nature. There will be multiple videos, testimonies and pictures that are horrific to know

about. There is nothing that can be done about this; however, there can be services offered to the

agents that have the potential to help them cope with the investigations and nature of the work.

Discussion

The strategy to develop the Human Trafficking Task Force will be successful because it includes local, state and federal law enforcement agents as well as organizations that run as NGOs and non-profits. This will be unique since the task force is designed to fight all aspects of human trafficking at the same time. The sources could be on foreign soil, the staging countries, cartels and domestic issues. Utilizing the intelligence from the CIA will offer an unprecedented amount of information of how foreign operations work. The Coast Guard will continue to protect the maritime borders and ports. The information and criminals that are caught by the Coast Guard are usually involved in a larger scheme. The capture of captains guilty of smuggling has the potential to provide a better view of how the organizations work. This could help save thousands of people daily. The DEA, FBI, ATF and of course the HSI agents will provide experience with investigations, law enforcement and trafficking in general. Since all of the mentioned agencies deal with trafficking of some sort on a day to day basis, their experience will be critical in the mission. Using the state and local law enforcement authorities while allowing them to continue to do their day to day operations will allow them to not only be included but respected since the federal law will not intervene with local and state law. The use of all of these agencies on the law enforcement side of the battle will be extremely beneficial. This is the type of task force that is strong and nationwide; it will provide victims with help and bring the criminals to justice. The use of charities and non-profits/NGOs will allow for the victims to seek better assistance than what law enforcement agencies will be able to provide. While they will also help victims, they also offer investigative skills and intelligence that can be used by law enforcement when appropriate. The idea is that everyone that is part of the HTTF is part of the same team and therefore, minimal "stepping on toes" will be committed.

Conclusion

This proposal will raise questions in more than one way. For one, politicians will wonder how to catch human trafficking as it is a difficult crime to catch. The answer is that this is a new idea which will have unprecedented manpower working on fighting human trafficking. The HTTF is comprised of the best agents and organizations when it comes to fighting not only human trafficking but trafficking in general. The HSI has experience with Immigration, Customs Enforcement (ICE) and fighting human trafficking alongside with them. The DEA, ATF, FBI, Coast Guard and CIA all fight human trafficking when it crosses their paths. This means that agents from each of those agencies will have a good understanding of how the structures of these organizations work. Then, the officers of state and local law enforcement see the victims and places where human trafficking takes place. They are the ones who face the buildings, cars and houses that contain victims of human trafficking. They may not know it upon first encountering it, but they will always be the first to find out, even if by accident. This why allowing all agencies to function as they are but utilizing their man power for the HTTF will prove beneficial. This allows all agents and officers to continue their day to day work and be a part of the HTTF. It may one day grow to more than a task force but this is the best way to implement the policy. The cooperation between among all agencies and organizations has proven in the past to be useful and continues to be useful. This is simply a more intense version of America's modern day task forces.

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Chapter 2: Management

Introduction

The type of work the HTTF must face is extremely challenging and therefore calls for a strong structure. The Human Trafficking Task Force (HTTF) will utilize a local/state/federal task force approach. The structure is informed by the Four Frame Management Model. The model contains four elements: structural, human resource, political and symbolic. Without all four the management structure would fail. Due to the conditions of victims and challenges, agents' physical and emotional needs will need to be focused upon (Human Resources). There are political challenges since human trafficking is a global and domestic problem. There must also be a symbol with meaning, which is described in this chapter that will help unify the agency. Looking at officer/leadership ego, corruption, current policy, failing states, trade agreements and routes, the challenges are vast and this chapter analyzes how the HTTF will handle them.

Due to the vastness of human trafficking and its connections to terrorism, drug cartels and prostitution, the fight is in the homeland and across multiple investigative entities. Agents from the FBI, DEA and ICE along with local agencies such as the NYPD will be used as agents of the HTTF. The clearance level of those who wish to join the HTTF will be of the highest due to the nature of the intelligence gathered and shared. This reason alone is why only the most qualified candidates from domestic agencies will be considered. Although the agents will be considered federal, they also have the local experience to help them in the fight. It is clear that "[w]hen federal agents are unable to interview all detained [kingpins], local law enforcement resources should extend coverage on grounds that [kingpins] have so often proven to be among the most prolific sources of actionable intelligence about their smugglers" (Bensman, 2016, p.96). The HTTF will continue be a large task force which will have foreign and domestic

intelligence services. It is in essence modelled after the Join Terrorism Task Force (JTTF) with intense local collaboration.

The organizational structure is similar to Homeland Security Investigations (HSI) but with a more specified goal of fighting human trafficking. The levels are Director, then the Deputy Director, then the three subdivisions, Enforcement and Removal Operations, Investigations and finally, Management and Administration, all tasked with their own missions. Under the Investigations, the following are researched: domestic operations division, intelligence division, international operations division, mission support, national intellectual property rights coordination center and national security investigations division. Enforcement and Removal Operations are as follows: removal division, enforcement division, immigration health services division, mission support division, detention management division and local field offices. Although this is an almost direct copy of the HSI organizational structure, some have been removed to focus more heavily on human trafficking and the needs of victims.

The structure of the newly named agency will be one that ensures cohesion within the agency. Only the best of the best agents and officers from various agencies will be used to focus on human trafficking only. This will provide a clear focus and the best communication since important information will be shared among various agencies. Agents who operate internationally will communicate with field officers to utilize foreign intelligence. Their task will be heavy on finding the weak points in organizations and governments that are known and or suspected to be involved with human trafficking. There are many geographical areas are to be observed closely because there are countries of origin, staging countries and the final destinations, normally the United States. From South East Asia, to Western Africa, there are many countries in which only the foreign intelligence officer will be able to operate. A strong

understanding of the different cultures from various countries and provinces will also help us

understand how many of the organizations are run. The field officers' main objective is to try

and discover evidence to capture the top leaders. "This strategy targets kingpin smugglers in

recognition that their specialized capabilities and skills are not easily or quickly replaced"

(Bensman, 2016, p.97). Following the capture, intelligence may be gathered during

interrogation. This information will then be passed on to the other parts of the HTTF. This will

be the main focus of the clandestine sector of the HTTF. The collaboration between the field

officers and the HTTF will prove to be extremely beneficial.

Application of Theory to Strategy

The nature of fighting human trafficking is one that includes just as many tragedies as it

does success stories. This alone is reason to have a strong Human Resources department.

"Human resource management is a set of practices that affects performance, attitude and

behavior of employee at work" (Aslam, Habbi & Abbib, 2013). The employees of this agency

are going to be required to work late and long hours which may include gruesome

investigations. Interviews of victims from human trafficking will be conducted and many of

them will be with children. Their stories are likely horrific and will have a negative effect on the

agents. The Human Resources department (HR) is tasked with ensuring that the agents get the

help they need when they ask for it. HR is responsible for setting up mandatory meetings with

teams so that there can be a more family-like atmosphere. Each office should feel like home to

all employees and everyone should be shown respect. This optimizes work ethic and relaxation

in an inherently stressful environment. Each team should feel like a unit or family where

anything can be shared and spoken about with rational responses. This is also up to the

supervisors to insure this remains fact. HR should interview agents at random and on a monthly

basis to evaluate the team environment. This allows for the agents to "easily communicate with

the top management about new strategies and trends" (Aslam, Habbi & Abbib, 2013). This

allows for a good partnership for employees and HR exists to ensure that if this does not happen

that there will be consequences. The HTTF is meant to be similar to a large family that works

together and shares information about work without issue.

HR is also in charge of employee benefits, pay and healthcare. All agents will acquire

pay based on the GS Grade pay scale. "The General Schedule (GS) classification and pay

system covers the majority of civilian white-collar Federal employees (about 1.5 million

worldwide) in professional, technical, administrative, and clerical positions, GS classification

standards, qualifications, pay structure, and related human resources policies" (opm.gov, p.1).

Because agents will be coming from experienced backgrounds whether it be education (Masters

degree) or work experience, they will start at a GS-9. This is one of the largest pay systems in

the government. This is beneficial for employees of HTTF who are not agents such as

administrators or secretaries as they will still receive the same benefits but not LEAP

availability pay. "Availability pay is a type of premium pay that is paid to Federal law

enforcement officers (LEO's) who are criminal investigators. Due to the nature of their work,

criminal investigators are required to work, or be available to work, substantial amounts of

"unscheduled duty"" (opm.gov, p.1).

HR exists to provide empowerment, support skills and needs as well as a positive

environment. The HR department is a vital piece for ensuring that the agency stays alive and

strong. The organization cannot survive without persons and vice versa. This means that HR

must align organizational needs with personal needs to create synergy between employees and

the organization they are part of.

As many know, politics play a role in every organization whether internal or external. The HTTF will be facing many challenges as it is a law enforcement agency that operates internationally. Human trafficking is not characteristic only of the United States. People are smuggled from across the world from various regions. Europe does not export as many humans compared to the Middle East. However, Europe has a problem similar that of to the United States where people are still bought and sold within its countries. There is corruption on the borders where agents are paid to allow illegal activity. It is important that the HTTF does not fall victim to the same corruption. One example: "Customs and Border Protection Officer Luis E. Ramirez was ordered to forfeit half a million dollars in bribes for agreeing to smuggle people and cocaine through his inspection lane at the Los Indios port of entry, court records show" (Becker, Wilson, Satija, Cobler, East & Aaronson, July 7, 2016, p. 11). The political structure of HTTF will do its utmost best to show competence, power and enforce organizational policies.

The Director of the HTTF must respond to the President's orders, obey the Constitution and American laws. There are also international laws which must be followed. The politics of personal relations and teams to supervisors will be handled by HR but the highest in command will have to face the scrutiny of other nations. For example, the United States has the resources to arrest and investigate where treaties and international law allow for it. The only limitations are the politics of other nations and those government resources in conjunction with permission. In 2008 "Ecuador dropped all visa requirements for anyone in the world wishing to visit for 90 days, after which human smuggling operations moved to the country. Human smugglers seized on the opportunity" (Bensman, 2016, p.95). Ecuador is a staging country for multiple human trafficking organizations. People come to the United States illegally this way and many are said to be terrorists. The HTTF will have a difficult time arresting those in Ecuador due to political

turmoil and mass corruption. This is why politics are so important. The key question is how the

HTTF can make a difference there. Changing foreign policy could be an answer, but the only

way the HTTF will be able to proceed is through clandestine missions.

HTTF leaders will have to advocate constantly to change policy regarding how the Latin

American countries deal with human trafficking organizations. However, "By 2011, the U.S.

forced mass arrests of Muslim immigrants in Ecuador" (Bensman, 2016, p.95). This has set a

precedent for national security operations. This alone allows the HTTF to act if it has sufficient

intelligence proving that there is illegal trafficking going on. The ramifications will have to be

dealt with politically. Having a strong political presence will allow for the HTTF to be powerful

and respected among its peers. Having a well thought out political framework will also ensure

that the leadership is respected at large which positively affects morale. The task force's agenda

is to stop human trafficking from occurring. The political frame will advocate this constantly. It

is the single most important goal shared throughout the HTTF.

The issue of funding will be handled by simply keeping the funds as they are but

redirecting the mission to solely anti-human trafficking. Homeland Security Investigations

already aids ICE by assisting in missions, according to its website. It is expected to have little

push-back from other agencies as there will be positive communication among them.. It is about

stopping the crime and protecting/saving the victims, not about which agency has the best

intelligence since everyone is on the same team. Again, the HTTF will utilize what it already

has and create inter-agency task forces that are designed to work with other agencies rather than

against them. This design will help build unity between field agents and officers from different

agencies. This is to how U S Probation Officers are able to join task forces with the DEA and

ATF.

An organization requires a single symbol that represents its ideals. Many would argue that this is not important, but it is. The United States is represented by a very powerful flag. It represents fifty states and freedom. This is why the symbol of the HTTF will project a powerful message. The goal of the symbol is to give significance to leadership, faith in the organization, inspiration and tradition. The symbol alone can be a symbol of strong leadership in conjunction with the meaning of the organization.

Human trafficking is not just the trafficking of women. Children and men are also victims of human trafficking which is why the symbol will represent all three parties. It will be a visual representation of a trio, woman, man and child. The adults will be to the left and right of the child. Behind the trio there will be the American bald eagle to symbolize justice and freedom. This is the ultimate goal of the HTTF, justice and freedom of those who are caught in the enterprise of human trafficking. This symbol will be on the badges of agents, in the offices and on business cards. It will be everywhere as a reminder to the employees as to why they are in the fight that they have taken part of. The symbol is meant to go above and beyond physical and material meaning. It's meant to be a feeling that resonates throughout the agency. Employees should feel proud to be a part of this task force and proud to be the direct representatives of it. This is an integral part of managing a task force this large. A symbol can bring everyone together under one meaning, as the American flag does. This alone represents the cultural structure of the HTTF and this method has proved to be an effective way of leading and managing organizations. The United States will be among the first developed nations to have such a powerful organization to tackle this problem; it will show that the U S has interests in everyone, not just in resources or its domestic population. This will the image of the United

States on a global level since the mission of the task force is about protecting and helping

victims of human trafficking as well as dismantling the human trafficking enterprise.

Conclusion

This strategy, informed by the Four Frame Model of management will prove to be an

effective method of insuring that the HTTF will be run efficiently. Between the four elements,

structural, human resources, political and symbolic, the HTTF will be run smoothly and the

management will follow the rules strictly. This means that there must be an effective HR

department to make sure that every employee's needs are being taken care of and that the

leaders are following the structure in a strict manner and understand what it means to be in

charge of an agency with such a daunting task. The the very intense political challenges that are

native to such a powerful force must be dealt with appropriately and show understanding of the

consequences of negotiating with countries with poor political relations. Finally, it must make

sure the symbol is properly represented and respected among the HTTF. If the functionality of

all four elements are properly and respectfully carried out, the task force will be successful and

a better response to fighting human trafficking will result.

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Chapter 3: Mountain Lakes Volunteer Fire Department Strategic Plan

Introduction

The Mountain Lakes Volunteer Fire Department (MLVFD) is a 501(c) (3) non-profit charitable organization which depends on contributions from the residents and businesses. The MLVFD is owned by the town but it operates under its own set of rules. It is a paramilitary organization that has both line officers and administrative officers which have important operating functions. This strategic plan analyzes the important roles by examining line officers and administrative officers to determine how they can be used to make the organization better. This relies heavily on volunteer hours and strong community support. Community support will be obtained by having the MLVFD help other community organizations such as the garden club and sports events. The strategy will look at terms for officer positions, creating a position specific to community events and analyze the best way to create successful fundraisers, marketing and recruitment strategy. Recruitment will be the biggest obstacle to overcome as the requirements mandated by law make it very difficult to become an interior firefighter. The plan will look closely at budgeting, manpower and changing to a proactive organization as opposed to a reactive one. This is also the first strategic plan for the MLVFD ever created. The resources will be Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA), the town mandates and other laws affecting operations.

Mandates

Fire Departments must abide by the rules set by OSHA, NFPA and laws set forth by federal, state and local governments. Due to the large number of these, the strategic plan will choose the ones that directly affect recruitment, budgeting and marketing. Title 1910.156(c) (1) of OSHA requires that:

The employer shall provide training and education for all fire brigade members

commensurate with those duties and functions that fire brigade members are

expected to perform. Such training and education shall be provided to fire brigade

members before they perform fire brigade emergency activities. Fire brigade leaders and

training instructors shall be provided with training and education which is more

comprehensive than that provided to the general membership of the fire brigade. (2017)

This is the foundation for becoming a firefighter. In order to become an interior firefighter, one

must go through rigorous academic and physical training for 190 hours at the Morris County

Public Safety and Fire Academy. In Title 1910.156(d), OSHA states:

The employer shall maintain and inspect, at least annually, firefighting equipment

to assure the safe operational condition of the equipment. Portable fire extinguishers and

respirators shall be inspected at least monthly. Firefighting equipment that is in

damaged or unserviceable condition shall be removed from service and replaced.

This holds true in all Departments. The MLVFD constantly checks the functionality of

equipment and personal protective gear (PPE) as mandated in Title 1910.156(e).

If any equipment fails or is deemed unsafe, there is a cost for each use of service that the

Department budgets for and pays unless it is over a certain amount ($1,000) in which case the

Town Council must bear it. This is written in the by-laws of the Department and must be

obeyed. Other mandates such as water restrictions are given on a need-to-know basis. During a

drought, the MLVFD may have to cut back on water use in drills. If the town exceeds the water

budget, the EPA puts a 7-year audit on the town. This has happened to Mountain Lakes only

once. This can be caused by citizens using too much water, a large structure fire or a water main

break which requires immediate attention. The town mandates under Title § 237-3, Chapter

237:

> The water mains shall be under the exclusive control of the Department and its
>
> authorized agents and employees, and all other persons shall be forbidden to
>
> disturb, tamper with, injure, tap, change, obstruct access to or interfere with such water
>
> mains in any way. Only in the case of an emergency shall the Department perform any
>
> work after regular business hours or on legal holidays. (Borough of Mountain Lakes, NJ:
>
> Regulations controlling water mains, hydrants and pipes. (2017).

Most mandates are for the operational aspect of the MLVFD; budgeting and marketing are

created as needed. Since the Department is a 501(C) (3) organization, it is untaxed as well as

mandated by the Internal Revenue Service (IRS). This allows the Department to use the "social

money" for things such as marketing and events.

> Contributions to political campaign funds or public statements of position made   on
>
> behalf of the organization in favor of or in opposition to any candidate for public office
>
> clearly violate the prohibition against political campaign activity. Violation of this
>
> prohibition may result in revocation of tax-exempt status and/or imposition of certain
>
> excise taxes. (Compliance Guide, p.4).

In relation to this, the MLVFD may not lobby or get involved with public intervention. This

allows the MLVFD to exist primarily for emergency services.

Stakeholder Analysis

The town of Mountain Lakes, NJ is the entity that controls the MLVFD. It hires the Fire

Department personnel as "free employees" who are volunteers. The town has a budget

exclusively for helping the MLVFD when there are large purchases so the town owns all

equipment. The MLVFD uses the not-for-profit 503(c) (3) category to pay for the social activity

of the Department and some equipment. According to the tax regulations for a non-profit

organization:

> A stakeholder is not an owner, but rather someone who has a stake in the successful
>
> operation of the organization. Stakeholders could be members of the nonprofit or even
>
> beneficiaries of the nonprofit's activities. One thing stakeholders have in common: they
>
> have no legal ability to profit personally…hence, nonprofit. A nonprofit corporation is
>
> formed to carry out a public purpose, whether that be religious, educational, charitable,
>
> scientific or whatever. It is prohibited from acting in a manner that results in private
>
> inurement (profit) to individuals.

This shows that all of the members of the MLVFD are stakeholders of the organization. It is up

to the members to decide what is best for the Department, to carry out the duties of the

Department and practice maintaining it for the Department. The members are the employees in

the organization and the MLVFD is "owned" by the public at large as a public service entity.

There are outside stakeholders who are not employees of the MLVFD/Mountain Lakes but do

have a concern about what the MLVFD does. These are the political figures, vendors (services

paid by MLVFD) and residents. They rely on the MLVFD to respond to emergencies, purchase

necessities and respond to requests by political figures such as the Mayor. Every part has a

function that helps the MLVFD be what it is, whether it is the stakeholders (volunteer members)

or the outside stakeholders.

 Vision Statement

The MLVFD wants to be the best solution to emergencies including fires, floods,

vehicle accidents, downed power lines and much more; it is on the front lines of natural

disasters and crises. The MLVFD strives to be professional, efficient and aware of surroundings during a crisis. This means being a friendly neighbor, the support for those who are losing property and the organization the people of the town look to when no one else can help. To do this it must train to the fullest potential, utilize proper resources and understand its function. It must have the best teamwork for events and community activities. The MLVFD will be a strong mutual aid to neighboring departments. It aims to function not only as those who respond to emergencies but also those who take part in community events and to be the positive public figure at schools and local businesses, the fearless, respected, supportive, public entity that represents and is in service by those of the town, and a true representation of the common good of Mountain Lakes, New Jersey.

Mission Statement

The Mountain Lakes Volunteer Fire Department's mission is to provide quick rescue and fire suppression with minimal damage to property and life. The way to obtain this is to train effectively on a weekly basis, maintain equipment to ensure its functionality, prepare for ice, water and fire rescues and assist in Hazardous Material (HazMat) situations, to stay vigilant and prepared for the unexpected and save as much life and property as possible with quick, risk-benefit assessments in mind. This allows the Department to improve better at the core fundamentals of its responsibilities. The Fire Department is responsible for saving life, property, downed wires, fallen trees, car accidents, HazMat issues, ice and water rescues and community events beyond what the police or citizen response teams (CERT) can do. The MLVFD is also limited once the HazMat situations are beyond operational level as then specialty teams are called in to help and take over the operation. This is by either evacuating the "hot zones" or blocking off streets and traffic. If a scene is big enough, multiple agencies are called in to create

a task force that helps support the Incident Commander. These are very rare but can happen at any time. The MLVFD exists to respond to disaster, crisis or any call for help regarding property or life.

Internal & External Situational Analysis

The MLVFD faces many challenges internally. One strength that the Department has is equipment designed for rescue and fire suppression. The town is 2.5 square miles with very few large businesses. The company (Department) consists of two fire engines and one rescue vehicle. Engines are designed for interior suppression only and are equipped with attack lines, supply lines, forcible entry and ladders. This is different from a truck company which is essentially the same but the truck has large ladders that normally extend to 75ft. The other strength the Department has is training which occurs weekly and consists of the first fifteen minutes of any fire. During these chaotic fifteen minutes, the Department must establish water, grab two attack lines and assemble two search teams. The MLVFD is especially good in these areas. The Department also has the jaws of life which can easily take apart a car for rescue operations in under ten minutes. There is also ice rescue equipment which can keep any firefighter safe from hypothermia for approximately eight hours.

In regards to weaknesses, the manpower of the fire Department is at an all-time low, with more members leaving than joining. The issue is that to join, one must go through 190 hours of training at the Fire Academy. Most adults in the town of Mountain Lakes are married and have children and full time jobs. To join the MLVFD and commit to training seems unreasonable to many. These are issues the Department has to adapt to as they are mandated not only by the town but also the state and federal laws. No one can become an interior firefighter without successfully completing Fire Fighter 1, a 190 hour course, or the Department's training,

which meets the same requirements. There are no incentives other than the fulfillment of being a firefighter. This is the biggest hurdle the Department faces and unfortunately, it is a problem throughout the country. Politically speaking, the Fire Department must maintain relationships with Town Councilmen who tend to have difficulty agreeing to fund the Department in any way. This causes stress through the chain of command and affects the morale of the Department. Mutual aid relations can also have an effect. Until the last year Mountain Lakes was viewed as the weaker Department in the area; now, due to training and efficiency, it is among the best.

A threat to the Department is poor leadership which can result in the lack of respect from the town and mutual aid. If this happens, the morale goes down and finally, attendance of members goes down. This would be the ultimate destruction of the Fire Department. The only way to counter these issues is for the members to get together and vote on what they need for the Department to be known and respected. This is the threat the Department faces, aside from the dangers of firefighting. The goal is to keep training and to keep the current members in the Department. The lack of community involvement also has the potential to be a threat to the MLVFD. Since the Department is lacking in manpower, it is difficult to assemble a crew to help out other community organizations which can paint a poor picture in the public eye of the Department.

Identifying the Strategic Issues

The main issues that came up in the situation analysis are as follows: manpower, funding, community involvement and lack of incentives to join. Manpower and incentives go hand in hand since if there were more incentive to joining, it would easier for a busy person to justify spending the time and effort in becoming a volunteer fireman. Although these issues are

separate, they overlap into each other. The same is true for poor community involvement and

funding. If the MLVFD were to participate in more community affairs, there would be more

community support, which means more funding to create incentives and ultimately, manpower.

There are external factors to these issues such as laws and the community in general. To deal

with these external factors, the Department will keep attending and pursuing constant

involvement in events. This should, at the very least, show the town that the MLVFD is around

24/7 as a strong part of the community. External factors are not the biggest issues. Internally, it

will be difficult to motivate members to do extra volunteer work and the leadership may be

against such an idea. These internal factors can be overcome the norms of the Department

change to adapt to the new challenges of the 2010's.

The approach this strategy uses will be the goals approach. This means that those in

charge of reaching the goals will develop a strategy that carefully plans how each one will be

obtained. This is easier than trying to reach every goal at the same time because of the lack of

manpower and the lack of time most volunteer firemen can spare. It also insures that each plan

will be of quality and executed properly with minimal issues. However, the leadership exists on

the functional level of the MLVFD which can mobilize more volunteers at a moment's notice.

Performance Goals

The MLVFD will have to finish each of the goals by the end three years of the strategy's

adoption. Starting with team building for the internal workings of the Department, the

Department will allocate its "social money" to hosting more events run by the MLVFD, such as

a large summer barbecues, monthly dinners, and Sunday game night for members only. In other

words, these are the "comradery" events where the members of the Departments bond and share

stories or simply join in and socialize. These have nothing to do with training but more to with

internal relationships of the MLVFD which will allow for better communication between the

ranks. It will also get some publicity which will make it more enticing to join so that the facility

can be used in such a way. Events such as the Chief's Dinner, Firemen's Ball and Shredding

Day exist, but the ones previously mentioned will be added. These can be put in effect

immediately, once the strategy is adopted.

Mutual aid relations will be established, meaning the MLVFD and its neighboring

departments will have someone who will exclusively communicate between the MLVFD and

them. The person in communication will be chosen based on past positive relations with them to

help create future drills, training and coordination between the Fire Departments and police.

Included in this are mutual aid events which will be comprised of obstacle courses and

competitions between Departments that the public can witness. This creates opportunity for a

good public relations, recruiting, team building and training. Having a strong relationship

between mutual aid Departments will also ease any tension between fire companies and create a

larger team atmosphere. For example, town x hardly knows town y because they only work

together for certain events, maybe twice a year. The members of those towns do not really get

along but do not resent each other either as it is not a strong relationship. The mutual aid

coordinator will make sure that there will be less tension and more cooperation and team

building. This can be achieved and put into regular practice by the end of the three year.

Fundraising may be one of the more challenging goals to achieve. It will require proper

planning, negotiating with other community volunteer organizations, schools and businesses.

The MLVFD already uses a mailing system that asks for donations from town residents. Aside

from that, the only fundraising is Shredding Day and blood drives. These are few and far

between and the Department will come up with new ideas such as activity dinners or events

sponsored by the MLVFD. The Department will create events that support the community by

also asking the community to give to the Department. The fundraising events will be a

children's field day, super soak day (uses Department hose lines) and a kickball tournament.

Each of these events will have a monetary charge to participate. This will happen in the spring,

summer and fall within the first year of the strategy's adoption. They will be organized and run

by the three lieutenants helped by the junior Department. All ages will be welcome to these

fundraising events. The winner of the tournaments will receive a prize and those who participate

receive a letter of thanks from the Department, signed by the Chief. This must be organized and

put into practice within the first year.

Training for the Department's best functionality is the next goal. The MLVFD should

focus on what it is best at, immediate fire suppression and motor vehicle accidents (MVA's).

Due to the size of the Department (two engines and one rescue truck) and the lack of manpower,

the Department should focus on being as quick and thorough with the first fifteen minutes of a

call. This means being quick and thorough at putting on all gear and setting up attack

lines/water supply in under five minutes of arriving on scene. By that time there should already

be at least one attack team in the building, hitting the fire. At the same time, the other members

should be setting up more attack lines for mutual aid and enter the building with. This is a

perfect scenario and sometimes unrealistic. The Department should try to do this with minimal

manpower during drills to test each member's skill with those specific tasks. For MVA's,

whenever a car is available for practice, the Department should train on taking it apart as

quickly as possible. The quicker firefighters can open up a car by removing the doors, roof and

dashboard rolling, the quicker the victims can get help by the medical staff on scene. The

Department will focus on these trainings as soon as the next training date. A test of skill and

knowledge at every training date will occur to keep each member up to date and trained for the

real scenario where time is everything.

Incentivizing joining the Fire Department is the same as recruiting. Right now, the

MLVFD is begging for members. The only incentive is a retirement fund from Lincoln

Financial which allocates roughly $1,250 a year so long as current members are active enough.

The issue is that one only sees this money when they choose to retire. The members of

volunteer fire Departments need more than that. Many argue that since the service is voluntary,

no one should be compensated. The difference is that these men and women are training and

putting their lives on the line for free. That type of honorable service is uncommon in modern

day. The town should choose between allocating funds to pay for an active member's gas once a

month, paying family phone bills or free memberships at local gyms/clubs. This type of

incentive applies not just the firefighter but also the firefighter's family after one full year of

service. This means that the family gets a reward for dealing with random calls in the middle of

the night, taking time to train away from family and putting one's self in harm's way. This will

need to be brought up to the Town Council and argued considerably. The statistics show that

volunteer firefighters are declining but are also being forced to train for more than just fires.

> Burdens on firefighters continue to grow. Edward A. Mann, a volunteer chief in
>
> Pennsylvania, said that training requirements keep increasing partly because
>
> volunteers are now being called to do much more than just "putting water on fire."
>
> Terrorist attacks and improvised explosive devices, malfunctioning solar   panels and
>
> wind turbines, ethanol and natural gas fires, and electric-and hydrogen-powered vehicle
>
> accidents — these are just some of the emergencies for which training is needed, said
>
> Mr. Mann, who is also the Pennsylvania State Fire Commissioner. (Urbina, 2016).

This is another reason for the town to offer powerful incentives to join or they will lose their

own fire company. This will be offered to the Council for two years with reapplication by the

end of the three years.

These goals are obtainable within three years after the adoption of the strategy. It will

take hard work and dedication but if it is given to the right leaders for this cause, it should be

the success the town relies on it to be. The MLVFD is tasked with protecting the residents and

as such deserves incentives for joining, especially with today's demands and new threats that

every Department faces.

Performance Indicator

Ultimately, the Chief must implement the strategic plan by ordering members to do tasks

they are most fit for. This could be started by first creating an open floor meeting in which

every member can offer ideas and be asked to dedicate time to a certain aspect of the strategy.

Once there are a sufficient number of members, the formation of the strategic plan committee

will put in action. This is created to help monitor and provide motivation for the members who

are tasked with carrying out the plan. The lieutenants will take much of the first responsibility

as they will be the ones instructing the standard members what to do and how to do it. The

lieutenants will then report to the captains, the captains to the chiefs. This allows information

that is only vital to reach the top as the committee will be in charge of the plan. However, when

leadership changes, the rolls of the officers in charge will not change. Over a three-year period,

the Department could see drastic changes of who will be in authority but the plan will continue.

There will be a comprehensive timeline, both on paper and in digital form, that will allow for a

visual monitoring of completion of certain tasks with dates tagged for events. Once they are

checked off, the next dates will be entered and planned for. When the strategy is completed, the

jobs that each officer position held during the three years will remain as the new requirement.

For instance, the 1st lieutenant will be in charge of mutual aid relations, 2nd will be in charge of

community events and 3rd will be in charge of training. The captains will be in charge of

supporting the plan to incentivize joining and the chiefs will be there to advocate at a higher

political level. This enables the committee to monitor the actions and success rate of each

officer and the ability to step in and overlap some duties in case it is needed. It also insures that

the rolls do not follow the individual but remain with the job description of an officer's position.

Not only will the Department be able to now monitor the success rate of the plan by utilizing

officers and a separate committee but will see tangible results within the first year. A side

benefit to this will be a boost in morale and member involvement.

Budget and Resources

The plan requires minimal spending within the first year. The budget for the total plan, if

accepted, will be no more than $10,000 by the end of the three years. It is safely assumed that

the fundraisers and stronger involvement in the community will actually help create more funds

for the MLVFD given by the community. This strategy however, requires manpower that the

Department does not now have. It will require constant communication between members, other

departments and organizations so that the events can be set up. It also requires the effort of the

members to work together on a weekly basis and to spend more time at the firehouse in a

positive way. It will seem like a chore at first but eventually it will become a normal practice of

the MLVFD. The manpower is also needed to help run the events, which will be a Department-

wide detail with every member involved. Since the manpower is technically free, the only

spending will be on food for the events or renting certain businesses for dinner events. The

budget and manpower will be the simple aspect of the plan, executing it correctly and calling

active members to service events will be the most difficult. If the incentives get approved by the town, morale will go up and the Department still will not lose any money. The incentives will be provided by the town's budget to help attract more members to the MLVFD.

Conclusion

The MLVFD will follow this plan to become more efficient, better staffed and respected by Mountain Lakes and the surrounding communities. By following this plan, the leadership will flourish within the Department and morale will be boosted. These are all vital for a successful future of the Fire Department. While these actions plans are detailed and require extra volunteer hours, it is for the best for both the MLVFD and the Mountain Lakes community.

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Chapter 4: U S Constitution and Ethical Issues

Introduction

The Human Trafficking Task Force (HTTF) is a federally funded law enforcement

fusion center for the entirety of the United States of America (USA) to use. It is a federal task

force that works with and utilizes state and local law enforcement. The HTTF also utilizes

charities, non-government organizations (NGO's) and non for profit organizations that may

supply housing, investigative work, technology and intelligence that may help the fight against

human trafficking. This task force is very similar to the Joint Terrorism Task Force (JTTF) in

the sense that is a huge intelligence/data factory for information on human trafficking. It has

been designed as such to allow for proper funding and allocation of funds to the correct areas,

based on intel, that can help support the fight at the street level. The federal agencies that are

included are: the Drug Enforcement Agency (DEA), Federal Bureau of Investigation (FBI),

Alcohol, Tobacco, Firearms and Explosives (ATF), Immigration and Customs Enforcement

(ICE), Coast Guard (CG) and Homeland Security Investigations (HSI). Agencies will carry out

their duties and have select agents/leaders who will also be a part of the HTTF. Going further,

the database/intelligence center for the HTTF will have partners in state and local law

enforcement. It will be a fusion center for law enforcement intelligence with satellite locations

throughout the country. This allows for information to make its way into the intelligence data

base for selected agencies to use. The charities, NGO's and non for profits will be allocated

funds from the Department of Justice for the help with hospitality for victims and the sharing of

information they may have on current victims or investigations. This is a massive

database/intelligence sharing task force that will help fight the horrific crime of human

trafficking. The Constitution however, has its laws and citizens have their rights. These laws

and rights will not be ignored and do not hinder investigations at all. This chapter analyzes which laws and acts put in place by the government affect how the HTTF will continue or complete its mission. The HTTF will obey the Constitution regarding how intelligence may be obtained and shared. The constitutional amendments that have the most severe effects on the HTTF and law enforcement in general are the 4th, 5th, 6th and 14th (section 1) Amendments. Certain Congressional Acts also drastically affect the creation of the HTTF. The following are acts that will be explained in detail their effects: Law Enforcement Trust and Integrity Act of 2015, Jacob Wetterling Crimes Against Children and Sexually Violent Offender Registration Act (the Wetterling Act), Victims of Child Abuse Act of 1990, Combat Human Trafficking Act of 2015, Survivors of Human Trafficking Empowerment Act, Trafficking Victims Protection Act of 2000 and Human Exploitation Rescue Operations Act of 2015. There are many acts in place that are overlapping/redundant with those just mentioned. In essence, these Congressional Acts allow for interagency intelligence communication, monitoring and tracking of sex offenders (post sentencing) and the creation of a cyber-unit. When combined into one massive, federal task force, the true effect of the Congressional Acts will be felt. The FBI and HSI are the two top agencies that are currently fighting human trafficking. The legal authority to arrest and monitor sex offenders is allowed by the laws set forth by the federal government.

Congressional Acts

The Law Enforcement Trust and Integrity Act of 2015 allows for the Department of Justice (DOJ) to supply funding to agencies.

This bill requires the Department of Justice (DOJ) to analyze existing law enforcement

accreditation standards, recommend additional areas for the development of national

standards, recommend the adoption of additional standards, and adopt policies and

procedures to encourage accreditation of law enforcement agencies. It authorizes DOJ

to make grants to federal, state, local, and tribal law enforcement agencies to obtain

accreditation from certified organizations" (H.R.2875 - 114th Congress (2015-2016):

Law Enforcement Trust and Integrity Act of 2015, 2017).

This allows the analysis of current task forces and fusion centers to be part of a study to see if

there needs to be improvements. The Law Enforcement Trust and Integrity Act of 2015 also

allows for the monitoring and collection of data from many types of law enforcement

encounters. Originally, this piece of legislation was designed to break down officer

misconduct but offers much more than that. "Law enforcement agencies must report data

regarding practices on traffic violation stops, pedestrian stops, frisk and body searches, and

use of deadly force. Data must include the number of incidents of each practice broken down

by race, ethnicity, age, and gender of the officers, employees, and members of the public

involved in the practice" (H.R.2875 - 114th Congress (2015-2016): Law Enforcement Trust

and Integrity Act of 2015, 2017). Many victims of human trafficking are discovered during

traffic stops. It is also important to realize that this Congressional Act demands the details of

the individuals involved in the incidents. This amount of detail will help the HTTF through

the fusion/intelligence center to provide the necessary descriptions for victims or potential

perpetrators. Although the number of discoveries that have potential to help the HTTF which

are permitted by the Law Enforcement Trust and Integrity Act of 2015 allows for, is minimal

in most cases the HTTF can utilize the data to help discover patterns of action in certain areas

over a region. The Act was not designed for the type of law enforcement the HTTF will be

conducting, but the data has the ability to provide huge benefits to discovering crime patterns.

The Jacob Wetterling Crimes against Children and Sexually Violent Offender Registration

Act (the Wetterling Act) affects sex offender sentencing, monitoring, and most importantly,

creates a national registry for sex offenders. One of the most heinous crimes is the sexual

exploitation of children. Human trafficking does not discriminate based on age and often

times, utilizes children to perform sexual acts or create child pornography for the use on the

dark, an issue touched upon in other chapters. Sex offenders can be caught via cybercrime

law enforcement units and once caught and sentenced, they are not registered sex offenders.

"Under this law, all states must verify the addresses of sex offenders every year for a

minimum of 10 years. Sexually violent offenders are required to verify their addresses

quarterly for the entirety of their lives" (Lee & Lee, 2017). Added to this, there is an addition

to the Wetterling Act named Megan's Law which allows for the sexual offender registry to

become public. This data knowledge can be used by the HTTF to create a geographical map

of sex offenders throughout the USA. This means, through a huge collaborative effort, the

names and details of the offenders can be entered in the database and brought up when any

crimes take place in specific areas or if monitoring is occurring from law enforcement. Since

the HTTF is a fusion center made up of chiefly law enforcement personnel, any ongoing or

new investigations will be noted within the HTTF's intelligence database. Since the

Wetterling Act is so crucial to the improvement of law enforcement, there is one more Act

that also helped in monitoring sex offenders.

The Adam Walsh Child Protection and Safety Act organizes sexual predators into

three separate tiers based on the severity of their crimes. Tier 1 offenders are required

to update their address every year and register as a sex offender for 15 years. Tier 2

offenders must update their address every six months and register as a sex offender for

25 years. Tier 3 offenders, which is the most serious category, are required to update

their address every three months and must be registered as a sex offender for the

remainder of their lifetimes. Tier 2 and Tier 3 offenders must be made public

information by the state. Failure to comply with these requirements is a felony under

The Adam Walsh Act. (Lee & Lee, 2017)

The reason these three Acts/Laws are represented together with the Wetterling Act is because

they all support what the act stands for. This type of data and intelligence can help group

together offenders who participated in some part of human trafficking, even if they are on the

purchaser/viewer side of things.

Victims of Child Abuse Act of 1990 which was reauthorized by the Victims of Child

Abuse Act Reauthorization Act of 2013, allows funding to be given to child abuse victims

through special programs. In the beginning of this chapter, it was mentioned that the HTTF

would be working with charities, NGO's and not for profits to help support victims of human

trafficking. The reauthorization of the Victims of Child Abuse Act of 1990 allows for such

funds to be allocated and increased over the years. Although this is only meant to go through

until 2018, the HTTF can push for a permanent extension. The funds will help provide

housing, food, therapy and investigative support from the local groups. Taken directly from

the Act:

[A]ppropriations for FY2014-FY2018 for: (1) the children's advocacy program; (2)

grants from the Administrator of the Office of Juvenile Justice and Delinquency

Prevention to develop and implement multidisciplinary child abuse investigation and

prosecution programs; and (3) grants to national organizations to provide technical

assistance and training to attorneys and others instrumental to the criminal

prosecution: of child abuse cases in state or federal courts, for the purpose of

improving the quality of criminal prosecution of such cases. (H.R.3706, 113th

Congress (2013-2014): Victims of Child Abuse Act Reauthorization Act of 2013,

2017).

The HTTF will obtain this information and provide it efficiently to law enforcement

personnel to help the groups in their investigations. The combination of not only helping the

victims but allowing the intelligence to be shared through the task force is vital to stopping

human trafficking. This also supports the needs of the victims as well as the needs of law

enforcement. They are equally as important when it comes to fighting human trafficking.

Survivors of Human Trafficking Empowerment Act establishes the U S States Advisory

Council on Human Trafficking, which shall provide advice and recommendations to the

senior policy operating group and the president's task force to monitor and combat trafficking

in persons. (H.R.500, 14th Congress (2015-2016): Survivors of Human Trafficking

Empowerment Act, 2017). This act allows for the information that is shared to be given to

officials to help implement policies, improvements on policies and review intelligence. It is

one of the most important legislations to help law enforcement combat human trafficking.

The act gives authority to the federal government to allocate $1.5 billion to fight human

trafficking on the international scale. "By enlisting additional help from foreign governments

and the private sector, which has been increasingly cooperative, the legislation is a

multipronged effort to raise awareness and help victims of forced labor from the garment

factories of Bangladesh to World Cup construction in Qatar to shrimp boats in Thailand"

(Imam, 2017). The act allows for much as well. It "expand[s] wiretap authority for

investigating crimes related to sex trafficking, including slavery, involuntary servitude, and

forced labor." It also lets the victims of the crime know when the offender is appealing his or

her case. This act helps victims and expands what law enforcement is allowed to do when

fighting human trafficking. It allows law enforcement to go after "buyers, as well as sellers,

of commercial sex involving sex trafficking victims; (2) provide that in prosecutions of sex

trafficking crimes, the government is not required to prove that a sex trafficking defendant

knew or recklessly disregarded the fact that a victim was under age 18." This means that the

crime of human trafficking is no longer discriminating on age or the level the participant of

the crime was involved in; it protects more victims and goes after more of those who commit

the crime.

Human Exploitation Rescue Operations Act of 2015 (HERO Act) states that the

Department of Homeland Security (DHS) will work with the cybercrime unit to use

intelligence from ICE to help put together a data center. This will be carried out by the Child

Exploitations and Investigations unit under the DHS. This act helps push forward the

initiative to help victims on a psychological basis, combine law enforcement agency efforts

and create the Child Rescue Corps program. This supports the strategy of the HTTF by

creating the foundation law that allows for such an initiative to take place. Since the HTTF is

a federal, multi-agency, large-scale task force that operates on multiple fronts, the HERO Act

of 2015 allows for the sharing and creation of a database/intelligence center for all who are

part of the HTTF to have access to:

> The bill further amends the Homeland Security Act of 2002 to expand the purposes of
>
> the DHS Acceleration Fund for Research and Development of Homeland Security

Technologies to include conducting research and development to advance technology

for the investigation of child exploitation crimes, including child victim identification,

trafficking in persons, child pornography, and for advanced forensics.

The Patriot Act is among the most important acts that exists for law enforcement. It allows

and advocates for multi-agency communication and intelligence sharing. These two very

important factors are what will make the HTTF so successful. It has helped the JTTF in its

fight against terrorism by allowing such drastic changes to the way federal law enforcement

works. First:

Before the Patriot Act, courts could permit law enforcement to conduct electronic

surveillance to investigate many ordinary, non-terrorism crimes, such as drug crimes,

mail fraud, and passport fraud. Agents also could obtain wiretaps to investigate some,

but not all, of the crimes that terrorists often commit. The Act enabled investigators to

gather information when looking into the full range of terrorism-related crimes,

including: chemical-weapons offenses, the use of weapons of mass destruction, killing

Americans abroad, and terrorism financing.(What is the USA Patriot Act, 2017).

Just change terrorist to human trafficking and the game changes in favor for law enforcement.

Many times, leaders in human trafficking utilize fraudulent passports, mail and finances to

conduct their missions. Although the Patriot Act is controversial, it cannot be denied that it is

beneficial to the success of law enforcement when it comes to intelligence sharing:

The Patriot Act facilitated information sharing and cooperation among government

agencies so that they can better "connect the dots." The Act removed the major legal

barriers that prevented the law enforcement, intelligence, and national defense

communities from talking and coordinating their work to protect the American people

and our national security. (What is the USA Patriot Web,2017).

 The act is a tool that will help HTTF to take down, human trafficking organizations.

Amendments

Amendments play a crucial role in allowing what the HTTF is capable of on a

constitutional level that affects the entire nation. The Amendments that were created to

protect the rights of citizens in order to maintain American freedom considered here are the

Fourth, Fifth and Sixth and Fourteenth Sec.1). These Amendments directly affect American

rights, freedoms and what law enforcement can and cannot do when it comes to crime in

American.

The Fourth Amendment states that "The right of the people to be secure in their persons,

houses, papers, and effects, against unreasonable searches and seizures, shall not be violated,

and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and

particularly describing the place to be searched, and the persons or things to be seized." The

Amendment requires that a warrant be issued by the courts before law enforcement may

search a house, person or other private places. This means that HTTF's law enforcement units

must obtain a warrant before searching any victim's or suspect's personal areas. This is

important to enforce as the moment the government has the ability to take away liberty is the

moment freedom is lost. It also must get warrants or permission from the charitable

organizations that are part of HTTF before retrieving any information about victims. This

means before raids, investigation or other acts of law enforcement, the courts must be aware

of the current and future situations.

The Fifth Amendment states:

> No person shall be held to answer for a capital, or otherwise infamous crime,
> unless on a presentment or indictment of a Grand Jury, except in cases arising
> in the land or naval forces, or in the Militia, when in actual service in time of
> War or public danger; nor shall any person be subject for the same offence to
> be twice put in jeopardy of life or limb; nor shall be compelled in any criminal
> case to be a witness against himself, nor be deprived of life, liberty, or
> property, without due process of law; nor shall private property be taken for
> public use, without just compensation.

The HTTF is not an organization that can detain suspects without probable cause nor can the HTTF force anyone to speak against themselves before having a lawyer. Any suspect must be aware of the circumstances and read their rights. They only have to speak if they feel it is in their best intentions to speak about the crime they potentially committed. This requires the HTTF has to have probable cause to carry out an arrest or detain an individual who is suspect of human trafficking. If the HTTF seizes property in public interests, the government must repay the owner for the cost of it.

The Sixth Amendment states:

> In all criminal prosecutions, the accused shall enjoy the right to a speedy and
> public trial, by an impartial jury of the State and district wherein the crime
> shall have been committed, which district shall have been previously
> ascertained by law, and to be informed of the nature and cause of the
> accusation; to be confronted with the witnesses against him; to have

> compulsory process for obtaining witnesses in his favor, and to have the
>
> Assistance of Counsel for his defence.

Although the HTTF does not have an impact on whether or not an individual obtains a fair and speedy trial, it is important to consider for this project. With a currently backed-up court system, it will be difficult for anyone found guilty or arrested by HTTF to get a speedy trial. It will be a felony if anyone is caught by the HTTF and will be considered in relation to federal statutes and judges. The job of the HTTF is to catch offenders who are involved with crimes of human trafficking and to support victims as well. It will offer evidence at court but cannot speed up court dates. Insuring a fair trial is primarily the court's role in the process. Finally, the Fourteenth Amendment, Sec. 1 must be considered. It states:

> All persons born or naturalized in the United States and subject to the
>
> jurisdiction thereof, are citizens of the United States and of the State wherein
>
> they reside. No State shall make or enforce any law which shall abridge the
>
> privileges or immunities of citizens of the United States; nor shall any State
>
> deprive any person of life, liberty, or property, without due process of law; nor
>
> deny to any person within its jurisdiction the equal protection of the laws.

This is extremely important in how the HTTF conducts its investigations and carries out arrest warrants. Offenders from foreign countries are not guaranteed the same rights as an offender who is a citizen of the United States. The federal and state governments must abide by this. No one person of the United States scan be deprived of life, liberty or property unless the justice system declares it so. This means that when there is sufficient evidence to bring an offender to court, that individual may lose his or her freedoms. If the offender is found guilty, he or she now faces loss of property and liberty.

Conclusion

The HTTF has many rules, including many supportive Congressional Acts, which not only help law enforcement but also the victims and organizations that help them. Through federal funding by the Department of Justice and support from all agencies involved, the HTTF will able to follow the law of the land while providing the best services possible, from proper arrests/investigations to helping victims obtain housing or therapy after their troubles. The courts will support the HTTF as best they can by following the laws mandated by the United States Constitution. If every element of the task force does its job, the American people's freedom, along with those who are brought here against their will, will be given the proper support by the government.

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Chapter 5: HTTF Program Evaluation

Introduction

The Human Trafficking Task Force (HTTF) is a fusion center for data specific to human trafficking patterns. This encompasses sex trafficking, smuggling and forced labor across the United States borders and within, making this a transnational issue. The HTTF is meant to function as the tool that helps law enforcement and victims of human trafficking by gathering data and developing patterns. It will partner with NGO's, hospitality organizations, charities and law enforcement to effectively gather data. The HTTF is primarily an intelligence center that is given funds to support all the listed entities. The reasoning is that as of now, there is less funding to fight human trafficking compared to that for terrorism and drug trafficking. These numbers can be further inspected by visiting the United States Department of Justice website. This is undesirable for many reasons, particularly because human trafficking involves people, not material items such as heroin or other fraudulent goods. This is a violation of human rights where millions are subjected to terrible conditions daily. The HTTF will be given the funding and allocate it to the agencies on a needs-based system. New York, southern California and New Mexico are recognized as some of the regions which need the most support. This thesis analyzes similar organizations that have received funding using data from around the country and the Bureau of Justice Assistance (BOJ)'s website. One of the largest hurdles the task force will face is obtaining enough funding to maintain operations. Intelligence analysts from an intelligence center, also known as a fusion center, explained that it is difficult to obtain funding or grants to support the fight against human trafficking. This is one of the leading issues for law enforcement, which wishes to open a human trafficking division, one that the analysts are all in favor of. They acknowledge that it is extremely difficult and resources are scarce. The HTTF is

designed to eliminate these difficulties and become the leading database for human trafficking crimes.

Anti-Human Trafficking Agencies

The United States already has human trafficking taskforces in almost every state, similar to the joint terrorism task forces that were in existence before 9/11: "JTTFs existed before September 11, 2001. The FBI has established 103 JTTFs nationwide" (The Department of Justice's Terrorism Task Forces, 2005). The FBI now has a National Joint Terrorism Task Force (NJTTF) which conducts training for all JTTF's in the nation. This is what should happen with human trafficking. It is too large a problem to not have such an organization to combat it. In 2015, the most funded law enforcement agencies to combat human trafficking were the Michigan Department of State Police and County of Riverside, California which were allocated $900,000 each. In the years 2016-2017, the Michigan State Police obtained $1.6 million to collaborate with the Salvation Army to combat human trafficking. According to Michigan Human Trafficking Task Force, it "[engages] innumerable agencies to work together for the collaborative impact of awareness, support of prosecution of offenders, and identifying victims and putting forth every effort to assist them to become survivors" (2017, para. 1). Michigan HTTF has grown over the years to collaborate with agencies outside of law enforcement to collect data and help victims. This is similar to how the HTTF will function. The agency "creates training, education, and Train the Trainer to innumerable groups such as NGO's, victim service providers, faith-based groups, medical providers, teachers, students, political leaders, and community groups." It would appear that it has effectively used the funding that has increased over the years and has collaborated with other agencies and NGO's to increase the effectiveness. This is a prime example of a successful taskforce that uses minimal funding to

execute a task, an example the country should follow on a national level. The task force is

comprised of over thirty agencies that help collect data and intelligence to support the mission.

This should be centralized and expanded to all states and agencies that are willing to become

part of the HTTF. It will take more funding than $1.6 million to execute but it is necessary to

fight human trafficking. Another example of a successful organization is the Polaris Project

which exists solely to fight human trafficking. This organization collaborates with many task

forces and offers large amounts of data and resources for law enforcement to use.

> The Polaris Project works to ensure that the U.S. government prioritizes efforts
>
> to eradicate all forms of human trafficking and protect victims of this crime at
>
> home and abroad. We build government support for promising practices in our
>
> field, including anti-trafficking hotlines, the development of data standards and
>
> data-sharing, and protection policies for victims and vulnerable populations. Our
>
> public policy focus drives legal and regulatory changes that enable the United
>
> States and international governments to better protect victim populations, reduce
>
> worker vulnerability, increase support to survivors and increase human
>
> trafficking investigations. (Policy and Legislation, 2017)

It is among the most successful with aiding task forces and changing policies to help fight

human trafficking. They work closely with a U S-led coalition known as the Alliance to End

Slavery and Trafficking (ATEST), which is a coalition of nonprofit organizations, fourteen

human rights organizations, all which exist solely to end human trafficking as stated below:

> ATEST member organizations include: Coalition of Immokalee Workers (CIW),
>
> Coalition to Abolish Slavery & Trafficking (CAST), End Child Prostitution and
>
> Trafficking – USA (ECPAT-USA), Free the Slaves, Futures Without Violence,

International Justice Mission (IJM), National Domestic Workers Alliance (NDWA),

National Network for Youth (NN4Y), Polaris, Safe Horizon, Solidarity Center, Verité,

and Vital Voices Global Partnership. (ATEST website, 2017)

Both Polaris Project and ATEST are massive organizations that work together by sharing

information and resources. They also aid law enforcement with data collection and sharing

which connects crime patterns throughout the U S and internationally. Not only this but they

pursue policy making that helps discover lasting solutions:

In partnership with the ATEST Coalition, Polaris provides critical and concrete

recommendations to Congress to ensure that federal funding effectively enables service

providers to assist victims, law enforcement to prosecute traffickers, and develops a

whole-of-government approach to prevent human trafficking. (Policy Priorities, 2017)

Both organizations are transparent enough to share their own recommendations for the public to

view and learn from. The research provided from ATEST alone is useful for law enforcement

and among the leading research in human trafficking. It estimates that between 20 to 27 million

slaves exist around the world, which is unprecedented in history (ATEST website, 2017). The

HTTF will collaborate and push to adopt these policies and practices. These are examples of

agencies with which the HTTF wishes to collaborate for resources and intelligence collection.

Other policies that they advocate are business transparency laws which allow law enforcement

to examine businesses to see whether or not they are violating human rights. They are

constantly working with the government to create policies that end trafficking and allow for

better insight to how it works.

Policy Evaluation

Policy evaluation is conducted to measure quality control and ensure that tax payer money is being spent effectively. Evaluations help guide administrative decisions regarding criminal justice programs such as the HTTF. For this reason, it is important to recognize who the stakeholders are. For the HTTF, the stakeholders are technically tax payers as it is a government funded task force. The Department of Justice is in charge of how the money is allocated in the task force. This designates the Department of Justice as the entity which controls the evaluations. It is under the Department's supervision that all evaluations will be conducted. Judgment based on the evaluations will be the methodology used since there are no established guidelines for fighting human trafficking. It is always evolving and so must the policies which fight it.

Trained Observers

Trained observers are used for comparing the effectiveness of private contractors, assessing the difference between in-person requests and telephone requests for service and responsiveness of public agencies (Newcomer et al., 2015). Therefore, leaders within the HTTF want to know if the collaborating agencies and the analysts are doing their jobs effectively. This means that hundreds of observers would need to be hired to test out the agencies. These observers would be considered "field observers" who actively seek out positive or negative feedback/answers from each agency about the mission. The reason for having trained observers is to obtain information that does not have to be used on a one-time only basis. They can "also trigger corrective actions for problems identified by the observer" (Newcomer et al, 2015). This is ideal for the task force since the mission is relatively straightforward: mitigate, protect and save victims of human trafficking. It will be more difficult to develop a rating system for the

hospitality, charity and NGO's since they are used for different purposes. Those will be left up to the leaders of those organizations in collaboration with the HTTF's leadership. The HTTF will hire undercover, trained observers with clearances since the information of the task force is so sensitive.

The observers will have to be trained to the skill level of the employees so that they fit in. They will record data throughout the day using paper notebooks to keep a low profile. It is essentially using human intelligence (HUMINT) to rate the effectiveness of the task force. Analysts will be interviewed by trained observers acting as interns or new employees who are asking about the jobs by using specific questions. This will help rate the effectiveness of knowledge for the analysts; the same will be done for other parts of the task force. This also applies to the hospitality and NGO employees. The observers will look to see tangible results, especially if there is high activity occurring at the time of observations. Hospitality agencies should be preparing the rooms for conferences, meetings and places for victims to rest and gain recovery during their processes. This will be in conjunction with the resources provided by the nonprofit organizations that have resources available to help everyone involved, especially the victims, both physically and mentally. This is one of the most important aspects to be observed. The victims cannot be treated poorly and must develop a trust of law enforcement and other helpers. The trained observers will make objective observations and analyze the situations in order to better provide basic help. This is in essence a quality check for work. The activity of the HTTF does not involve material products, but rather person to person, peer to peer work. This is why the observers will be highly trained for effective use. "When what you need to evaluate is obtainable only by seeing it, hearing it, or applying other senses singly or in combination, the trained observer method is a direct hit" (Newcomer et al., 2015). This is the main reason that the

trained observer method will be used to evaluate the HTTF policies. There are no other ways to obtain information of quality control when the job involves people, not only financial numbers. It is important to have analysis of policies since it allows those in leadership positions to make educated decisions regarding the future of the organizations they are part of. Without analysis, the organization would be acting freely without structured criticism that can help solve problems or mitigate larger ones. It aids in developing a strong strategic plan going forward and a more productive work environment. For the HTTF, evaluations will need to be on-going to make sure that the work is getting done and the database is updated frequently so that law enforcement and other agencies have the latest available information to help them attack human trafficking.

Record Sharing

Record sharing across most departments is another key function of the HTTF. Since there will be over ten agencies operating under the umbrella of HTTF, records will need to be shared regularly and compared so that a proper evaluation of efficiency is done. This will also be influenced by the different cultures of the participating agencies. If records are missing, reasons for this will need to be found, since evaluation is important for improvement and success. It is inevitable that some records may become lost since the normal span of control is usually saturated and inefficient in many large agencies. There will need to be a team created to investigate whether or not the loss was intentional or random (accidental).

Qualitative data allows for multiple sets of data to be analyzed at once, from various sources. It is useful when developing the HTTF where there is little precedent for this and the other agencies attempting to do the same thing. In regards to human trafficking, qualitative data is where the strategy starts. The Polaris Project estimates that 20.9 million individuals are being

trafficked yearly whereas the Department of State estimate anywhere between 30 to 60 million a

year. What does this mean for the HTTF? Gathering data from various agencies and finding

medians that are logical and work from that point allows the public to have a general grasp of

how intense this project can be.

Cost-Benefit Analysis

HTTF is a task force designed to bring all coalitions, nonprofits, law enforcement and

NGO's together to create the world's largest intelligence data-base/fusion center to allow for

more effective communication, help for victims and preventing the trafficking of humans. This

combination of resources will help victims find help, bring justice to perpetrators and make a

more efficient task force specifically designed only for human trafficking. An observation will

be conducted on how many agencies provide intel or hospitality. Once this is understood, an

analysis of how much money is already spent annually and how much money is allocated by the

Bureau of Justice Assistance (BJA) will be learned. A comparison of their actions as to how

successful the outcomes should be can be made. It is easy to view other agencies such as those

supported by the BJA and examine how they allocated their funds for their cost-benefit analysis.

Key questions are: was it effective, was the money used correctly, was it enough money to

support the cause. It is these questions that will allow the observer to look at how much the

HTTF will likely require during its inception.

The cost will be high, most likely several million dollars. According the BJA, the

highest paid task force received only $900,000 in the year 2015. The cost of equipment alone

for one HTTF agency could be that amount, and additional funds would be needed for

manpower, overtime and so on. This raises concern since that amount of money only allows for

so much action to be conducted. It is a question whether or not it will allow for the task force to

conduct effective and beneficial missions. This will help develop the general level of funding

required for the task force. This means that the organization must conduct a meta-analysis of all

of the supporting task forces, not just those of the BJA but from other areas as well to find out

how successful they are. A comparison will be made between what they do and the aims of the

HTTF to see if combining or asking for more monetary help would be beneficial. An analysis of

which federal agencies have the largest caseload must be done to see if they are effective and if

they need more help, and if so, what kind. It is complex but for this strategy, the data is there

and it will be utilized. Deduction will be used to analyze the effectiveness as well, first with the

largest areas/agencies, see if there are any spillovers and then slowly move to analyzing the

smaller agencies. Then the knowledge and data gained can be used to alter policies to make the

organization more efficient and effective.

The HTTF will be transparent about the results and outcomes of the evaluations. The

literature and documented successes or failures can be used by other agencies and researchers to

provide insight on the fight against human trafficking. The HTTF is designed to pioneer new

strategies while effectively helping all who wish to join the mission to end human trafficking.

Conclusion

Observing organizations with similar structures and missions to those of HTTF needs to

be done by trained observers. The Polaris Project, for instance, has multiple collaborative

partners with which they try to apply its policies. ATEST is another collaborative effort that

pushes Congress to make policy to help end human trafficking. They also aid law enforcement

with data that can help them solve crimes and put together large cases to dismantle some of the

organizations. The Michigan State Police are another example of what the HTTF is capable of

on a local level. To use these as models is ideal since they have grown larger over the years and

have had success as the number of lives saved has gone up annually. The HTTF will follow

those models along with implementing highly trained observers and data sharing to critique and

make an analysis of how well the task force is executing its mission. These observers and

cooperative agencies that will aid the HTTF will come from international law enforcement

agencies as well. Not only will the United States be utilizing the HTTF but large countries such

as China, Russia and various European countries may participate also.

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Chapter 6: A Partnership of West and East: China's Organized Crime Strategy

Introduction

This chapter suggests that United States Department of State has the potential to help China construct a strategy against acute and long-term transnational organized crime/terrorism issues. China's government is among the largest and most powerful in the world. It holds a massive economy and the highest population in the world, followed by India. It has an extensive transnational organized crime and terrorism issue which is funded in part by human trafficking, drug trade and illegal goods. This chapter will analyze the structure of the most notorious organizations and the functions of the Chinese government. A plan will focus on mitigating and dismantling trades and routes by using Chinese law enforcement and promoting better cooperation with international law enforcement. An observation is that many sources cover different regions of China and sometimes result with conflicting information which is partly due to the lack of free information from the Chinese government.

China

The People's Republic of China (PRC), China's government, is divided into four bodies: legislative branch, (National People's Congress); the executive branch (the State Council and President of Chin); the judicial branch (the Supreme People's Court or the Supreme People's Procurate); and the military branch (the People's Liberation Army (PLA) via the Central Military Commission.) The highest level of rule is the PRC Constitution, which is strictly followed by the government. The Constitution grants the legal power for the Communist party to control the state, military and media. China has had issues in the past regarding human rights and the ways government handled the powers of law enforcement, especially in the 1980's and the 1990's. In the present, the government has increased its oversight and has begun to crack

down on organized crime and protect human rights. The Chinese government has tried to do this with minimal outside intervention, especially from the United States. China, however has huge organized crime (triads) and corruption issues The structure of Chinese organized crime is very similar to American organized crime. The triads are the largest group which consists of "black societies" as said in China, or is called the Chinese Mafia in the West. They are family-run and span all Asia. They are some of the most powerful groups as well. Unlike Russian or Italian organized crime, they tend to stay local and conduct business as such. They have heavy influence on local politicians and in recent years, there has been an increase of crime. "Organized crime is growing in China, thanks to factors including economic liberalization, increasing migration, growing inequality and official corruption. People trafficking, drug smuggling, illegal gambling and extortion are all lucrative" (Triads and Organized Crime in China). This chapter focuses on changing the Chinese strategies on fighting organized crime and in specific, human trafficking. China is among the world's superpowers and due its ownership of massive areas, trafficking of many illegal goods occur through its borders. The United States Department of State labeled China a Tier 2 country according the Trafficking Victims Protection Act (TVPA) minimum standards.

Human trafficking in China is one of the major issues along with their growing illegal drug problem. This is not helped with the integration of Chinese officials and law enforcement aiding the organized crime societies. They get away with this with relative ease since Triads function at local level and rarely branch out to becoming large enterprises. They pay off law enforcement and infiltrate at the official level. It has become a large issue and since the PRC is very strict with what the media can and cannot produce for public, it is rarely shown. This makes obtaining information on the Chinese mafia or Triads difficult. The Triads are seen

frequently in Hong Kong and they are spread out all throughout Asia. The first step for China is to analyze the full extent of local corruption and better business practices. Many local businesses have to pay a fee for protection against the mafia so that they may operate safely. While some businesses will seem legitimate, many are fronts for loan sharking and or illegal trades. China will have to recreate its laws so that there is stricter oversight of small businesses. This is a toxic environment for entrepreneurs and the Chinese market as a whole. Starting here, the government could begin to stop the growing corruption.

China's terrorist threat is also one that is growing at a rate unlike before. The country borders many regions and certain ones have higher terror incidents than others. China's Muslim population is dominated by two ethnic minority groups: the more-or-less culturally assimilated Hui, who are distributed throughout several provinces in the country, and the Uighurs, an ethnolinguistically Turkic group found mainly in the northwest autonomous region of Xinjiang. It's with this latter group that the Chinese state has had the most political problems, particularly in the post-9/11 era. (Zhou, Muslim Rhetoric in China, para.4)

There are two major terror groups, Turkestan Islamic Party (TIP) and ISIS who regularly attempt to recruit and carry out attacks. Sources say that TIP is a much stronger organization in China than ISIS, with more capability to carry out attacks against the Chinese. The issue is that ISIS continues to gain momentum and the TIP remains powerful; the two forces tare a serious threat to China's safety.

Terrorism in China

Uyghur, the region with the most Islamic terrorism, is home to both ISIS and TIP where the active recruitment poses a threat to the rest of China. TIP continues to recruit the most

fighters. "A 2016 report published by New America, a Washington-based think tank, revealed that 114 Uyghurs joined ISIS, while TIP is believed to have 1,000 to 2,000 Uyghur fighters in Syria and Iraq" (Soliev, How serious is the islamic state threat to China?, 2017). It is important to know and understand that the two groups do not work together, nor do they support eachother. They actually despise eachother and activily attempt to recruit members against eachother. Their violence is growing, similar to the way rival cartels may operate. Beijing, the city where decision are made, has stated that it will fight against terrorism. The Chinese Foreign Ministry has stated in the past that China will work with international military/police to combat terrorism. This is not believed to be a strong message as China has a firm non-interference foreign policy approach, similar to that of the United States prior to the world wars. The issue is that China is too large a country to not be involved with the fast growing, international terrorism threat. ISIS has succesfully claimed victims in the United States, France, Belgium, U K and other regions such as South East Asia, the Middle East and North East Africa. Now, they are infultrating Xinjiang, Uyghur and other regions in China. This is beyond China's comfort zone as they have historically only had to deal with low-level interactions between local Uyghur and Han communities. China's geopolical issues, specifically with Uyghur, are providing terror groups with more members who have reasons to join. Beijing has announced to foreign countries that they should not help those from Uyghur, which in turn forced Pakistan to push out those who have been exiled. These individuals then immigrated to Afghanistan and other Middle Eastern countries that are plagued with Islamist extremism. This has fueled a geopolitical crisis since the tensions between China and its Muslim groups are already poor. This treatment does not help. China has to change the way it deals with minority groups,

specifically the Muslims. This is a new world for the Chinese government tand because of this, it should open the doors for international cooperation and change the policies.

Drug Trade Within China

China has begun to crackdown on high profile corruption such as the case of Liu Han who was executed for being "guilty of running a "mafia-style" gang responsible for multiple murders, assaults, gun-running, theft and embezzlement" (R. Frank, Chinese billionaire executed for 'mafia-style' gang). He was a mining businessman with a worth of $6 billion who was also attached to organized crime. The recent crackdown on corruption is aimed chiefly at the wealthy, to ensure that their wealth is clean. The issue with this method is that it only targets those who are wealthy while the focus should be at the local level first. If the smaller, family-run triads are forced out of power in a region, the flow of money will decrease significantly. This situation is also affected by the drug trade. In China, it is taboo to be an addict and therefore many individuals will not seek the help they require to get over the addiction. Illegal drugs are also extremely easy to purchase on the street. "In recent years, synthetic drugs such as crystal methamphetamine and ketamine, have become more popular than heroin which was previously dominant" (C. Zhang, A People's War, p.1). China has seen an increase in registered drug addicts every year since 1998. The real number of drug addicts is likely much higher than the report shows due to the way drug use is viewed and treated in China. There are harsh penalties for distributing narcotics and there is a high frequency of execution of those caught. The Chinese government does not show sympathy towards distributors or buyers. China should reconstruct its view on drugs. There has to be more support for addicts and better investigations regarding the drug circles. Most of the drug trafficking is linked to organized crime, even at the low level. "Myanmar is believed to be the single largest supplier of China's drug market. In

2013, 92.2 percent of the heroin and 95.2 percent of methamphetamine seized in China were traced to Myanmar" (C. Zhang, A People's War, p.1). The drugs do not only appear on the streets, they are trafficked through a complex system of organized routes of traffickers, buyers and sellers. Eventually they reach the hands of the final buyer, the user. When the arrest of a local drug ring occurs, the information that can be obtained from the individuals involved can be of critical value.

The Chinese justice system should start offering shortened sentences or lack of execution in exchange for information. This will give law enforcement a better idea of how the drug routes work and who is involved. These investigations will eventually lead to the key players in the drug trade. China is involved in little international collaboration which is among the government's largest downfalls. It is very insulated in its practices and tends not to work with other nations. However, due to the government strictness with drug trafficking, the drug trade groups have weak hierarchal structures. This is not the norm across all of China but only in some provinces where they are adequately equipped to deal with drug trade. China must allocate more funding for better equipment for law enforcement to use and better protocols for how the money is used. Chinese law enforcement operates similarly to that of the United States but lacks proper protection and equipment to face drug traffickers. Since the organized crime groups ignore laws and they have as much money as they are willing to spend, they are sometimes armed better than law enforcement. This makes an already dangerous job that much more dangerous. China must also change the way drug traffickers are punished. "According to Chinese criminal law, people who smuggle, sell, transport, or manufacture heroin or methamphetamine in an amount greater than 50 grams can be sentenced to 15 years in prison, life imprisonment, or death" (C. Zhang, A People's War, p.11). Since China uses the death

penalty in many cases of drug traffickers, they tend to engage in a firefight rather than submit to the law. Traffickers have a better chance of surviving a shootout than the justice system. If China were to change this, it would be able to create a safer environment for law enforcement personnel. It will also result in more cooperation between those who are charged and the investigators. This can help dismantle the organizations from the bottom up as opposed to going from the top down, which is a method that is currently in use. China should also remove politics from international collaboration when fighting drug trafficking. Since their cooperation tends to be clumsy and bureaucratic because it is influenced by too many political issues, the mission loses focus and often fails. China also needs to work with the United States and other Western powers to help cut down the extensive opium cultivation and trade on the South East Asian borders. If China removes political interference from such collaborations, the drug trade would suffer a massive financial loss.

Human Trafficking in China

China is on the Tier 2 list due in part to the government's recent efforts to create policy and fight human trafficking. If it were not for these efforts, it would be considered a Tier 3 country because of how bad the situation is. Analyzing the numbers, the Department of State's website indicates the following:

> Tier 2 Watch List: Countries whose governments do not fully comply with the TVPA's minimum standards, but are making significant efforts to bring themselves into compliance with those standards and:
>
> a) The absolute number of victims of severe forms of trafficking is very significant or is significantly increasing

b) There is a failure to provide evidence of increasing efforts to combat severe forms of

trafficking in persons from the previous year; or

c) The determination that a country is making significant efforts to bring itself into

compliance with minimum standards was based on commitments by the country to take

additional future steps over the next year.

China has what is known as Rehabilitation Through Labor (RTL) programs for drug addicts,

criminals or those deemed unfit for society. While the Chinese government claims to have

eliminated many of them, humanitarian agencies have reports that they are still functioning.

Since the government does not pay close attention to these camps, there have been multiple

cases of innocent people being forced to work there against their wills. Many cases begin with

recruiters going into rural China and offering employment to men, women and children in urban

areas. The recruiters offer fraudulent jobs and once the victims enter the city, they are held

captive and forced into different sectors of human trafficking. Some cases end up in countries

overseas. Once the captives land in the new area, they are held and all rights are stripped. They

are confined in the cycle of human trafficking. This can be anything from sex labor to forced

physical labor, depending on the buyer's markets. Victims are primarily sent to become

prostitutes/sex slaves with little to no freedoms. They are trafficked through an extensive array

of networks that lead them to urban Chinese regions and across the globe. Since the government

still does not have strong oversight of factories and employee rights, victims coming from

neighboring countries and the Americas are being put into forced labor:

Chinese men in Africa and South America experience abuse at construction sites, in coal

and copper mines, and in other extractive industries where they face conditions

indicative of forced labor such as withholding of passports, restrictions on movement,

non-payment of wages, and physical abuse. Chinese women and girls are subjected to

forced prostitution throughout the world, including in major cities, construction sites,

remote mining and logging camps, and areas with high concentrations of Chinese

migrant workers. (Department of State, Trafficking in Persons Report 2016, China).

China has to recognize that its people and those of other countries are subjected to its human

trafficking networks. While the government has made efforts to do something about this, it has

been placed on the Tier 2 watch list for the third year in a row. This means that China's policies

and law enforcement are not doing a good enough job at fighting human trafficking.

Human smuggling differs from trafficking since it involves the transportation of

terrorists, organized crime personnel and illegal immigrants who usually maintain their basic

human rights. While this strategy puts the two under the umbrella of human trafficking, for this

specific chapter, they will be separated. Another crucial point is that victims of human

trafficking can appeal for protection, but smugglers cannot as it is considered voluntary

migration. Chinese human smugglers who are also involved with human trafficking are also

known as Snakeheads. Reports find that there are no "godfathers" or sole individuals in charge

of a whole organization. Rather, it is individuals who network on a strict one-on-one meeting

only, mostly in person. They conduct business throughout the world and work for money. They

do not care about who they are buying and selling, as long as there is profit. This is not just a

Chinese issue; it also has been an issue in the United States for decades. Illegal Chinese

immigrants affect United States commerce, work place safety and security. "Turns out that,

since 2000, unauthorized immigration from Asia has grown at rates much faster than from

Mexico and Central America" (Phippen, para.1). These immigrants are brought into the United

States by different avenues. Sometimes they are flown in using illegal documentation, travel by

sea or air to staging countries mentioned in earlier chapters and smuggled through the Mexican border. This is one of the most common ways for human smugglers to transport people into the United States. They are brought up through South America, to Mexico and finally the United States. This high frequency of Chinese/Asian immigrants could be slowed significantly if China had stricter immigration and emigration policies. These immigrants are also wealthier than previous generations. Since Chinese, Korean and South East Asian countries experienced an economic boom, it has given more people the financial capability to migrate, legal or not. "[T]he going rate per person is believed to be somewhere between $50,000 and $70,000; the total value of the trade for the Chinese mafias involved has been estimated at $750 million" (Gonzalez, para.1). An alarming aspect of this is the connections between the Chinese mafia (Triads) and the cartels from Mexico and South America. As discussed in previous chapters, the cartels help terrorist organizations smuggle lone wolfs or small groups into the United States. Now that they are working with Chinese organized crime, they are a threat to both China and the United States. They smuggle narcotics and people between each organization without discrimination.

Counterfeit Goods

China has complex issues regarding counterfeit goods. There's a network of free-trade countries where counterfeit Chinese goods are transported, are lost and eventually make their way to America. "A consignment of counterfeit versions of Avastin, a cancer drug, found in America in 2012 had travelled through Turkey, Switzerland, Denmark and Britain. Free-trade zones are particularly favored as transit points—as are poorly governed or war-torn countries. Afghanistan, Syria and Yemen are all leading countries of provenance" (Metz, 2016, para.8). This makes it extremely difficult for not only American law enforcement but also Chinese law

enforcement to follow. These international routes which are plagued with organized crime,

allow the counterfeit economy to grow since the counterfeit market is primarily focused on

cloning large name brands such as Nike and Gucci. This means that the products America and

other parts of the world buy could be impressive clones of the product they think they are

buying. They can easily have diminished quality or unsafe parts and thus affect the public

images of the real companies. Some companies are taking initiatives with their material goods

by putting in an RFID chip that sends a signal to the company with a unique code that only they

have. Companies such as Ferragamo have "[i]nserted in the left shoe's sole a passive radio-

frequency identification (RFID) tag. A transmitter-receiver known as an interrogator can send a

signal to the tag and read its response. Only genuine Ferragamo shoes send back the correct

one" (Metz, 2016, para.1).

While it is important that companies are taking their own measures against counterfeit

goods, law enforcement around the world is having a difficult time fighting it. The Chinese

government is also in difficulties. Not only are the counterfeit operations toxic for consumers

and original companies, they offer millions of jobs for Chinese citizens. This means that if the

Chinese government put a greater effort in shutting down the factories, it would disrupt the

economy as a whole, potentially putting millions out of jobs. This will mean that whole

economies within China will be diminished greatly. On the local level, authorities are not

making this issue as a priority since they are ranked on how well their economy is doing. They

do not have an issue with this: "they are evaluated almost exclusively by their economic

performance, it is easy to see why many tolerate a factory that employs workers and pays tax—

even if it steals other people's intellectual property" (Metz, 2016, para.19). This issue has to be

taken care of with great caution since the quick removal of factories and workers could mean

the financial collapse of many regions in China. The fight against counterfeit goods remains

basically on the consumer's end, not the manufacturer's.

China is also second in the world behind the United States in the number of researchers

and innovators. The counterfeit market actually has a negative impact on Chinese innovation.

"According to the U.S. Custom Bureau, over 50 percent of the fake products seized in 2015

were made in China. According to the *Economist*, among all products seized reported by the

World Customs Organization in 2013, over 84 percent of the counterfeit goods, ranging from

medicines (e.g., fake Viagra) to leather goods (e.g., fake Louis Vuitton luggage), originated in

China. Counterfeits discourage innovations in China" (Tang, 2016, para.3). This seemingly

simple issue is in actuality a very complex issue. Not only are legal manufacturers creating

counterfeit goods, but organized crime helps fund illegal activities and terrorism.

Strategy

China must open more opportunities for cooperation between international law

enforcement agencies. This means that the government has to work on already existing relations

to make them stronger, primarily with the United States as it is the largest consumer of Chinese

products. When focusing on organized crime, law enforcement should be infiltrating and

collecting evidence against the local crime rings. This will give law enforcement a better

understanding of the inner workings of triads and most of the Chinese mafia. This will help

them predict future crimes as well as put countermeasures in place. In order to do this, politics

must be removed from the cooperating agencies. A system should be put in place that allows for

them to work together regardless of the political climate. This is for the greater good of

humanity, not the election polls. This belief should be adopted and accepted by politicians who

are involved with these new policies. To keep the cooperating agencies efficient, the directors

should design specialized units for each kind of crime. Categories such as human trafficking, human smuggling, narcotics smuggling, firearms smuggling and counterfeit goods should be individualized and segmented. This will help mitigate the issues commonly found in large bureaucracies where information is slow and there is less overall efficiency. This is not to be compared to how the United States uses multiple, large agencies such as the DEA, ATF and FBI. These acting units will share data and intelligence through a neutral fusion center where it is attainable via a digital system. Since China has so much land, so many different cultures and provinces, many regions would have a difficult time working together. A system such as this will let the local units specialize their operations for the area they are control. This allows for more cohesion and cooperation in Chinese law enforcement and a stronger anti-organized crime plan. There should also be data-sharing for international cooperation. This means uncovering transnational organized crime trade routes and leaders. It will also help to discover which countries are the most corrupt when it comes to accepting deals with crime leaders.

China should also change its laws for drug crimes. They are too extreme and lack the option for cooperation between users and law enforcement. This not only endangers those serving the country but also halts the release of information from the criminals. A user of drugs knows a seller, a seller knows a more prominent dealer and so forth. This information is vital to collecting evidence against crime rings. Triads are considered local organized crime with larger ties to transnational organized crime in ways not too different from the Italian mafia. Gathering information at first will be difficult and failures are destined to happen but will become better with time. China can utilize organized crime experts from the United States who have taken down similar organizations. This will cause a potential global crisis for transnational organized crime if both countries work together.

Conclusion

The terrorism issue will be dealt with as follows: China will alter the way the government deals with minority groups, particularly Muslims. They are currently treated poorly and geopolitically speaking have struggled to have their voices heard. This is caused by the tensions between the Chinese and Islamic groups from the handling of situations. China should begin cooperating in international anti-terror campaigns as it is now fighting it at its doorstep. It can easily gain resources from the U S, U K and other NATO forces which will open intelligence sharing capabilities and prevent more extremism from occurring. The Chinese government must also recognize all regions within China that are affected by foreign policy and military operations. A study of how Chinese actions affect regions such as Uyghur, Han and Xinjang, can produce a better strategy. China need not copy what the United States has done or is doing but the countries can work together to create a better strategy that has an entry and exit plan to mitigate the spreading of the extremist mentality. China must move quickly to suppress online campaigning from both ISIS and the TIP as they are very effective at producing propaganda to recruit members. An anti-propaganda campaign can be done by the Chinese government in cooperation with Allied Forces to undermine the leadership of the terror groups. Human intelligence (HUMINT) should be used to obtain up to date intelligence from the grounds of these terror organizations as well. The placement of the intelligence gatherers does not necessarily have to be deep in the organization but in an area with radicalization occurring. These agents will provide intelligence from the front lines of these issue, to help China's decision makers.

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Chapter 7: International Human Rights

Introduction

The United Nations defines human trafficking as the recruitment, transportation, transfer, harboring, or receipt of persons by improper means (such as force, abduction, fraud, or coercion) for an improper purpose including forced labor or sexual exploitation. Human smuggling, a related but different crime, generally involves the consent of the person(s) being smuggled. These people often pay large sums of money to be smuggled across international borders. Once in the country of their final destination, they are generally left to their own devices. Smuggling becomes trafficking when the element of force or coercion is introduced. (Human Trafficking: National Institute of Justice, 2017).

In 2006, the UN General Assembly met to discuss improving coordination of efforts against human trafficking. There are many parts to this resolution, one of the most important being that member states must protect the victims of all human trafficking crimes. Many member states tend to disregard the victims, which places them back into the toxic world which led them to becoming victims. Another extremely important section of this document is that it calls for "broad international cooperation between Member States and relevant intergovernmental and non-governmental organizations is essential for effectively countering the threat of trafficking in persons and other contemporary forms of slavery" (United Nations Official Document, 2007, p.2). This brings together both government and nongovernment agencies across the globe to work together against trafficking in persons. It is important to note that while the UN can create protocols and campaigns against human trafficking, it is up to the member states to follow through and act on them. Human trafficking is part of organized crime, against which the UN has protocols and many of these requests and calls for action overlap. The

best way to utilize the United Nations is to have the General Assembly create a strong campaign

to educate and show on a global scale how deep-rooted human trafficking is. The UN should

also continue to call for member states to cooperate and create effective ways to mitigate this

crime. This will aid the HTTF's mission educate the public as to why the funding for the HTTF

may be so high.

<div align="center">Victims of Trafficking and Violence Protection Act of 2000 (TVPA)</div>

The Victims of Trafficking and Violence Protection Act of 200 (TVPA) was a ground-

breaking act passed by the United States Congress which has helped fighting human trafficking.

The TVPA created much harsher sentencing guidelines for human traffickers as they were

considerably weaker prior to the year 2000. The TVPA also calls for helping the victims as

opposed to deporting them back to their home countries or placing them in the prison system.

One of the main focuses of the innovative act is to protect and help the victims. Many victims of

trafficking are not familiar with the language and culture of countries that they are brought to.

This generates fear of escaping from the trafficker. The TVPA calls for law enforcement to

learn the signs of trafficking and be supportive when a victim comes to them. This can greatly

reduce the number of incidents where victims are sent away or incarcerated unjustly. However,

at the time of the TVPA's adoption, "adequate services and facilities do not exist to meet

victims' needs regarding health care, housing, education, and legal assistance, which safely

reintegrate trafficking victims into their home countries." (Victims of Trafficking and Violence

Protection Act of 2000, 2000, Sec.102). This is still the case today since human trafficking is

only beginning to become a major topic in law enforcement. The HTTF strategy is designed to

utilize hospitality and NGO's to help victims after an operation takes place. This is in direct line

with what the TVPA calls for. Although the HTTF is technically a domestic organization in the

United States, it can help the relations with other countries. The United States is called to assess

any country it intends to work with on this. Questions are asked, such as: does the nation have a

history of investigating human trafficking and does the nation condone or participate in

trafficking. These questions are vital when the United States looks at other nations to join the

fight against trafficking. An issue with this however, depends on funding. The TVPA calls for

support for grant programs and nongovernmental agencies to help victims and combat the world

of human trafficking. This request is not specific to the United States, as it asks for grants from

nongovernmental organizations to accelerate and advance the political, economic, social, and

educational roles and capacities of women in their countries" (Victims of Trafficking and

Violence Protection Act of 2000", 2000, Sec.106). The HTTF's mission is to create a better

public awareness and participation program through many different avenues. The TVPA

requests through this act that:

> The President, acting through the Secretary of Labor, the Secretary of Health and
>
> Human Services, the Attorney General, and the Secretary of State, shall establish
>
> and carry out programs to increase public awareness, particularly among
>
> potential victims of trafficking, of the dangers of trafficking and the protections
>
> that are available for victims of trafficking. (Sec.106)

Since the TVPA calls for this, the HTTF will utilize it as a major tool to help the mission. The

TVPA is the precursor to the HTTF and allows the HTTF to participate on the major scale of

the strategy. The analysis of the TVPA reveals that it advocates for victims' rights and

assistance through funding via grant programs given by the federal government. This will

inevitably help victims feel trusted by law enforcement and can help solve trafficking patterns

and crime. The Department of State (DOS) compiles a list of countries that meet or do not meet

the minimum requirements for combating human trafficking. This list helps decide which

countries will be allies of the United States in this plan.

<div align="center">United States and Mexico</div>

The United States and Mexico have always had an interesting relationship. They share a

massive border and large trade policies that have allowed both economies to flourish. This is

due in large part to the North American Free Trade Agreement (NAFTA) which opened up free

trade between Mexico, United States and Canada, eliminating most tariffs and making it easier

to ship goods between countries. NAFTA has both helped and harmed, so this paper will focus

on how it affected human trafficking. While NAFTA made it easier for companies to transport

goods between nations by expediting the process of crossing borders, it also helped human

smugglers/traffickers operate since some restrictions were eliminated. It is not uncommon for a

tractor trailer to contain illegal firearms or drugs and people. This method, although risky for

cartels, is used on a daily basis. NAFTA was designed for business and seemed unaware of

potential criminal enterprises. Because the relationship between Mexico and the United States is

strained, they rarely cooperate together to fight human trafficking. "Twenty thousand people

are trafficked from Mexico into the United States each year, and despite encouragement by the

State Department to work together, there are few cooperative efforts between the two countries

to combat trafficking" (Le, 2017). This has negative implications when designing policy and

putting together campaigns to reduce the amount of such trafficking. The United States has

primarily tried to fight human trafficking from Mexico by dealing with it internally. Mexico has

created laws that criminalized human trafficking in all of its states but this has done little to

truly deter it. There are multiple factors for this. Mexico is one of the last countries victims and

traffickers go through before entering the United States. This is due to the long border and

massive trade routes. It is also important to mention that cartels control many businesses and

even small cities. These areas are staging grounds for human traffickers. The cartels function

like businesses, Although illegal and violent in nature, they will still cooperate with other

criminal enterprises and participate in it themselves. Human trafficking is an expensive business

and the cartels use it for their own gain, whether it is personal, such as keeping and using the

victim(s), or gaining economically profitable because of being paid to do requested services.

The DOS found in the 2014 Trafficking in Person Report that "Organized criminal groups profit

from Mexican citizens and foreign migrants in sex trafficking and force some Mexican and

foreign men, women, and children to engage in illicit activities, including work as hit men,

lookouts, and in the production, transportation, and sale of drugs" (Trafficking in Persons

Report 2014, 2014). Mexico continues to have a problem with these crimes and faces the

challenge of preventing them daily. This directly affects the United States since human

trafficking organizations, particularly in Mexico, can be traced into the United States whether it

is through drugs, firearms or humans. The Department of State also found that:

> Media reports indicate that criminal groups use forced labor in coal mines and for
>
> digging drug-smuggling tunnels under the border with the United States. Some criminal
>
> groups have kidnapped professionals, including architects and engineers, for forced
>
> labor. In 2013, Mexican officials identified a religious sect that allegedly forced
>
> members to engage in prostitution and forced labor. (Trafficking in Persons Report
>
> 2014, 2014)

Mexico and the United States need to put their political differences aside and work together to

stop this. Mexico, being a primary source needs to work with American law enforcement to

break through the criminal enterprises to protect and save the victims. Most victims are minors

who will die at a young age due to the environment they are exposed to. Many of these victims will enter American territory through illegal means and be forgotten. Together, the United States and Mexico can reduce human trafficking. South American countries which are struggling, such as El Salvador, are breeding grounds for human trafficking organizations. They are also used as safe grounds for traffickers to hold victims before transporting them to the United States. South East Asian and Chinese criminal enterprises tend to gravitate towards this method since it is much less risky than entering the United States directly or through Canada.

United States and China

China and the United States have two very different governments, China's is communist and the United States, a democratic republic. The main differences between these countries are the individual freedoms the citizens have as well as access to information. The United States has a heavily protected privacy and freedom of information/speech policy for its citizens whereas China does not. This unfortunately leads to the two governments clashing and a general lack of communication between them. In regards to human trafficking, China has a significant problem and is making efforts to combat it. China borders many countries that are on the Department of State's Tier 2 watch list which is the lowest a country can be when rated for their fight against human trafficking. It was originally a Tier 3 country. While that may seem political, it is based on an analysis of the efforts the Chinese government is making against the significant amount of human trafficking.

China has forced labor camps for criminals in which it places a whole spectrum of criminals. Many times victims of trafficking are placed in these camps because they cannot prove their innocence or law enforcement will not investigate enough to confirm whether or not the individuals were victims. This means that innocent people who were coerced and forced into

the country by traffickers are now being forced by the government to work like slaves, not

much different from what they were trying to escape. An issue with analyzing China's problem

is that the Chinese government lacks transparency about its policies and procedures for

prosecuting criminals. The Department of State constantly analyzes China's trafficking

practices. In the 2016 Trafficking in Persons Report, China received major criticism. It was

noted that since China is so large, rural areas are often left unchecked by the government.

Traffickers know this and will exploit rural areas by offering the people there jobs in urban

areas. It is fraud and these unknowing victims "willingly" become victims of human trafficking.

They are then brought to forced labor camps or sold into the sex trafficking market, often for

other Chinese men. Many times they are brought to other countries to become sex slaves or

forced labor victims. Since China does not have strict oversight regarding employee rights and

factory safety, it is very easy for traffickers to continue this method. This creates tension

between the United States and China since the United States buys much of China's goods. It

makes the United States corporations look unethical in the global view since it is no secret that

people, including children are working for very little in these factories. Another issue is that

many U S citizens are participants in sex tourism by flying to certain countries (primarily

Asian)to visit multiple prostitution sites.

> The extraterritorial sexual exploitation of children is the act of traveling to a
> foreign country and engaging in sexual activity with a child in that country. Federal law
> prohibits an American citizen or resident to travel to a foreign country with intent to
> engage in any form of sexual conduct with a minor (defined as persons under 18 years of
> age). (Extraterritorial Sexual Exploitation of Children, Department of Justice, 2016)

The ages of most prostitutes in this case are between 17 and 25 but there is also an appalling number of minors who are forced into prostitution. Americans caught participating are brought back and punished under United States law and are not protected by the country they visit. This law also encompasses child pornography, rape and sexual exploitation of children on foreign soil. This law can be modified to include the cooperation of foreign governments, especially between law enforcement and NGO's that help victims through the struggle. More cooperative training and action against human trafficking will create a more positive interaction between the two countries. This is important since there cannot be only one major country fighting human trafficking. If China were to cooperate with the United States standards to fight human trafficking, the world could see a reduced exploitation of those victims of the trade.

North Korea is another location that China must face. Many North Koreans will try to escape to China through handlers who promise them jobs once they cross a border river. This is normally a false promise and they are often sold to Chinese citizens. The most common service these handlers offer are mail order brides for Chinese men. There are well documented cases of North Korean defectors who became trafficking victims this way. They tend to keep their identities secret to protect their families in North Korea. Even though these defectors are married to Chinese men, they do not have any status in China. The Human Rights Watch (HRW) criticizes China for the feeble efforts to help North Korean defectors. Because the Chinese government is doing little about this, cooperation between the United States and China remains minimal. There are major criticisms over China: "Chinese authorities refuse to allow representatives of the UN High Commissioner for Refugees access to North Koreans seeking asylum, denying them critically important protection as refugees" (Richardson, 2017). Though the government claims they are doing their best to fight human trafficking and advocate for

human rights, the UN cannot ignore the fact this is not true. China will send the refugees back into North Korea where they face brutal prosecution, torture and ultimately, death. Citizens of North Korea "continue to endure horrific human rights violations – murder, rape and sexual violence, torture, arbitrary detention, and starvation – with little hope the government officials responsible will be held accountable" (Richardson, 2017). This past year (2017), China has increased the detention of refugees and guides trying to flee the oppression in North Korea. It is also destroying the network of legitimate guides who actually try to get North Koreans to a safer country. "Undocumented North Koreans who have crossed into China since the mid-1990s are generally treated as illegal economic migrants" (Refugee Law and Policy: China, 2017). This is counter-productive to preventing human trafficking and dismantles any trust the United States can have for China when combating human trafficking. It is also a violation of international human rights laws since individuals seeking asylum are sent back into the country where are destined to be tortured and put into prison. China needs to end its support for the North Korean government and help the asylum seekers achieve their natural human right of freedom. Furthermore, the United States must actively convince China though diplomatic means to crackdown on its human trafficking violations and create a plan to support victims of human trafficking.

The United States Military and Contractors

It is not unheard of or uncommon to read about stories regarding the United States military and its contractors and their violations of human rights. This chapter focuses on the sexual crimes committed by the U S forces and its contractors on foreign soil. It is ironic that the country that is meant to advocate for freedom for all has such a major problem with human trafficking. People of war torn countries are not only victims of the atrocities of war but are

victim of the atrocities of evil: "human trafficking pipeline wasn't benefiting some shadowy war lord or oppressive regime. No, these are workers who were feeding, cleaning up after and providing logistical support for U.S. troops" (Newman, 2012). The United States needs to take its own laws and protocols seriously in order for its word to be taken seriously. Is it fair the United States criticizes China's treatment of human rights when the military is involved in human trafficking rings? It is these types of questions that need to be answered and the criminals held accountable.

The United States military is so massive that it is almost impossible to monitor all personnel. This is a problem particularly because "it is widely acknowledged that where there is a large military presence, there will be a significant and concurrent growth of the commercial sex industry and trafficking of women and girls into the industry" (United States: Address role of U.S. military in fueling global sex trafficking, 2017). Military contractors will engage in the market of human trafficking since it is lucrative to do so. When the military is stationed for long periods of time, especially in foreign countries, there is always an influx of human trafficking and sex crimes in those areas. The general "lack of enforcement of the military provision banning the purchase of sex undermines the U.S. government's commitment to combating sex trafficking, and perpetuates the abuse of women and girls around the world." (United States: Address role of U.S. military in fueling global sex trafficking, 2017). This affects the image of the United State because on one hand, there are campaigns against human trafficking and diplomatic sanctions from America to nations that take part in it. The other hand is that the largest military in the world, that of the U S, is one of the biggest perpetrators of human trafficking on foreign soil. The United States recognizes and accepts that when military personnel contribute to prostitution, they are contributing to the larger criminal enterprises,

effectively helping them. This continues to occur because leaders in the military contribute to

the human trafficking cycle when they order prostitutes and escorts in foreign nations. An

article by a U.S. Navy veteran states that it was "clear [redacted] that no one would be charged

or prosecuted for these crimes. My first ship even saw a captain who routinely paid for sexual

"work" overseas" (VanDiver, 2015). This means that any sexual crimes committed by

servicemen will often go unreported. The United States government can start with creating

internal investigation units for each service branch which only answer to law enforcement in the

homeland. While they would be scrutinized heavily by military leaders, the President must

make it clear that in order for the United States to enforce its laws, it must also follow them.

There should be harsher punishments for military personnel who contribute to human

trafficking. Since they are warned heavily not to engage in this but do anyway, leaders need to

be made an example. This can be done by placing specially chosen service personnel in a

program that monitors the actions of personnel on foreign soil. It may come across as distrust of

the military but facts cannot be argued that the American military has a heavy hand in human

trafficking.

Contractors need to be monitored also at all times. It is not uncommon for them to get

involved in this business when they are entering war torn areas. "An American company that

was paid nearly $700 million to secure an Iraqi base for F-16 fighter jets turned a blind eye to

alcohol smuggling, theft, security violations, and allegations of sex trafficking — then

terminated investigators who uncovered wrongdoing, an Associated Press investigation has

found" (Press, 2017). The investigators on this case were fired from their positions on the base

as they began reporting the findings to those in charge. This says to the world that the military

and its contractors are above law. This has to be ended by closer inspection of bases and

military leaders.

Conclusion

The United States must work with the United Nations protocols to have a more effective

fight against human trafficking. Key players such as Mexico and China, which for their size and

power of government should have a better chance of fighting human trafficking, must comply

with international law and protect asylum seekers and victims of human trafficking. The gross

violation of human rights done by both countries is appalling. China needs to crackdown on the

human trafficking rings, provide better service to the victims and ensure their safety,

particularly North Koreans and South East Asian immigrants. Mexico must face its problem

with cartels that run rampant throughout the country. If they are to work with United States law

enforcement and practices, this could very well get done. Laws such as NAFTA need to be

revisited and analyzed to see if modifications can be made to hinder human trafficking

operations. The United States needs to create better foreign relations with both countries and

lead by example, something that the country is not doing. The military and its contractors need

to be held to a higher standard and dealt with accordingly. If these three suggestions were to

happen, human trafficking operations would face difficult times as the three large nations work

together. The United States, Mexico and China are among the largest countries in the world and

have the highest amount of human trafficking issues for first world countries. Together, using

international law to their advantage, human trafficking can be dismantled.

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Chapter 8: Intelligence: The Backbone

Introduction

Intelligence is the backbone of law enforcement and policy making. It educates the decision makers on what the next steps should be when conducting law enforcement or policy making. The Human Trafficking Task Force (HTTF) will rely heavily on intelligence and data gathering strategies to produce better results to fight human trafficking. The uniqueness of human trafficking and its victims force law enforcement to use a different approach when compared to tracking drugs or firearms. This chapter analyzes the different methods, Open Source (OSINT), Signals Intelligence (SIGINT), Human intelligence (HUMINT) and Geospatial Intelligence (GEOINT). The state system requires intelligence to guide decisions. This includes: protecting the state against terrorism, creating policy, informing governments during wartime and utilizing covert action to spy on foreign states. Intelligence collection is also used to obtain information that cannot be gathered diplomatically. For this reason, various intelligence strategies exist to gather information in different ways.

Intelligence Strategies Defined

The HTTF is designed to utilize four intelligence methods, Open Source Intelligence (OSINT), Human Intelligence (HUMINT), Signals Intelligence (SIGINT) and Geospatial Intelligence (GEONT). It is critical to have an understanding of how they function. OSINT or "open source intelligence" is not the collection of secret information; it gathers data from mass media (internet), meaning blogs, Facebook, Twitter and Instagram accounts. Other sources of information come from newspapers, magazines, radio, television, photos and "specialized journals, conference proceedings, and think tank studies." The following definitions are those of the Central Intelligence Agency (2017). By gathering and analyzing these sources, analysts have

the ability to gather information on groups or individuals. Using OSINT as a method to fight

human trafficking at a New York based intelligence center was found to be extremely useful as

many websites and blogs offer plentiful data. OSINT utilizes aspects of geospatial intelligence

such as maps.

Geospatial Intelligence (GEOINT) is defined as "Imagery: a likeness of any natural or

man-made feature, as well as its location. Imagery Intelligence (IMINT) is information derived

through interpreting imagery. Geospatial Information [is] information that identifies a natural or

constructed feature on earth by its geographic location and other characteristics." This type of

intelligence allows analysts to view buildings or geography of trafficking locations. Law

enforcement personnel who will be entering these areas benefit from these since it gives them a

better idea of what they will need to deal with upon arrival. The HTTF can utilize these methods

as they provide law enforcement with various methods of data collection and monitoring

regions and online groups through these various methods. The more data the HTTF can gather

on human trafficking both domestically and internationally, the quicker current investigations

can be solved.

The signals intelligence (SIGINT) is defined as "collection and exploitation of signals

transmitted from communication systems, radars, and weapon systems as signals intelligence."

This type of intelligence cannot be used without a warrant within the United States since it can

be a violation of privacy of an individual. This means that the intelligence analysts can only

collect information this way when it required by the courts. It can be very useful post-

operational after a trafficker or offender has been taken into custody.

Human intelligence (HUMINT) "is defined as any information that can be gathered from

human sources." It is the most reliable and precise but is hard to conduct. This is clandestine,

undercover work where a trained individual will attempt to meet with individuals such as a

prostitute who appears to be trafficked or they will attempt meetings with traffickers and set up

a "party" where everyone will ultimately be arrested. It involves a high-risk method but can

provide the best results when compared to the others.

<div align="center">Collection, Analysis and Exploitation</div>

The first step in any investigation is collecting evidence to obtain a warrant. Human

trafficking is quick to move locations and is time sensitive. Information from three hours ago

may not mean anything in the present time. This is why it is important for the HTTF to utilize

these methods. The process that the HTTF will use first is OSINT. There are programs that

collect and learn the locations, phones and patterns of advertisements of prostitutes. These

programs allow analysts to look at data sets and trail various ads or images from the internet. A

particular program which cannot be mentioned also conducts facial recognition on pictures and

finds ads that have similar features. This has proved helpful especially in missing persons cases.

"Traffickers advertise on social media and internet-based sites. Analytics could seek patterns in

photos through facial recognition software, comparing images from missing person reports or

trafficking ads" (Konrad and Trapp, 2017). OSINT gives a solid data on who, what and where

the crime is happening. A location could be a house, a place of business such as a salon,

massage parlor or motels. The people involved in the crime could be victims or

traffickers/pimps/madams. "What" means the type of crime being committed. For the HTTF,

this matters as human trafficking can be categorized into two areas, trafficking and smuggling.

For example, if a prostitute in question is truly operating alone without outside influence, this

individual is not a high priority for arrest.

While OSINT gathers data that is free for the public to see, it can also use GEOINT. Once a place has been recognized as suspicious, GEOINT analysts have the ability to analyze photos of the area over a course of time to help agents develop a plan to enter it. Important questions are: "What do we need to prepare for? Where are our partners? Where are our human traffickers? Where might they move?" It is imperative that the partner agencies involved in a human trafficking investigation have as much understanding of the situation as possible. A personal communication with an FBI Special Agent in charge of human trafficking explained that "human trafficking is extremely quick moving and may not be in the same spot today as it was last night" (2017). Thus, using GEOINT could help investigators have a better understanding of how trafficking moves and operates before using agents.

SIGINT can usually only be used when a warrant has been issued to follow and investigate an individual or business. However, with permission from certain places such as hospitals or retail stores, "researchers can help by tracking subtle trends in data at various locations; at access points where we actually come in contact with victims, such as the emergency room; and in the activity of local law enforcement" (Konrad and Trapp, 2017). By gaining access to phone signals or emails, the HTTF will be able to put together a comprehensive timeline of when the trafficking began and how it has developed. This is crucial not only to the current investigation but also future ones. It can help better profile traffickers so that law enforcement can have the advantage when investigating future crimes.

HUMINT is the most dangerous and difficult but also the most reliable intelligence gathering strategy. It "is espionage-spying-and is sometimes referred to as the world's second oldest profession" (Lowenthal, 2017, pg.137). It allows law enforcement and policy makers to gather interpersonal data from interactions of individuals, something that no other intelligence

method can replicate. Our Underground Railroad is a non-profit organization which targets

human traffickers by using HUMINT to get in contact with trafficking rings to set up scenarios

where victims may be brought in for a party, paid for by the leaders of Our Underground

Railroad. The moment the transaction of money occurs, the party is covered by federal police to

make arrests and free victims. This has been successful in the past and continues today, for

example, with Operation Whale Watch condutced by Our Underground Railroad. HTTF's use

of HUMINT will be conducted domestically. This is so that intelligence officers can infiltrate

businesses or areas that are known to be heavy with human trafficking. For example, based on

OSINT, if a massage parlor is known to have more than just massages (pay for sex services),

the HTTF will send an officer in to obtain evidence without committing any crime. This is

among the hardest to do since any tip-offs can and will result in the organization's move or

shutdown. These officers will be highly trained in undercover work and have a false but

believable identity. "HUMINT requires time to be developed. Clandestine service officers need

to learn a variety of skills (foreign languages; conducting, detecting, or evading surveillance;

recruiting skills and other aspects of HUMINT" (Lowenthal, 2017, p.139). These officers will

have specialized skills and will be under close watch by the HUMINT-Clandestine coordinator

and his or her peers. HUMINT, along with the other methods will provide the HTTF with

unprecedented intelligence on human trafficking within the United States. "HUMINT is far less

expensive than the various technical collectors, although it still involves costs for training,

special equipment, and the accoutrements clandestine officers need to build successful cover

stories" (p.143). This is a positive value when considering funding for the HTTF mission.

The Role of the Fusion Centers in Countering Human Trafficking

Fusion Centers are vital to the HTTF strategy since they are like localized intelligence hubs. The concept of fusion center was introduced after 9/11 "to increase information sharing and improve intelligence production by utilizing information collected at the state and local level to enhance intelligence production" (Scott, 2014).

They work closely with local law enforcement and produce quick analyses of crime patterns. Many fusion centers are heavy users of machine learning technology which enables the HTTF to follow and trail traffickers' steps not only within the United States but also throughout the world. This enables a focus on local crimes and trafficking rings that can be connected to the HTTF's data on national crime rings. Fusion centers have analysts who become experts on their region and will be able to help guide the efforts of HTTF. There are several success stories given by the Department of Homeland Security (DHS). One example is described below.

> Working across the National Network of Fusion Centers, the CFIX, LA-SAFE and the
> OCIAC leveraged their vast information access and sharing capabilities to quickly
> obtain and disseminate key investigative information to MBI and local law enforcement
> partners. Through the extensive collaboration between fusion centers and law
> enforcement, all three suspects were identified and convicted, with the ringleader
> receiving a 30 year sentence in February 2015. These results demonstrate the
> indispensable role of fusion centers in supporting multi-state criminal investigations.
> (Fusion Center Success Stories, 2015)

Since their foundation, despite various criticisms on the use of budgets and privacy violations, fusion centers have been a reliable and powerful source of intelligence for law enforcement. Fusion center are a Multi-INT, meaning that they do not specialize in just one area of intelligence procedures but several. This is another positive aspect since it enables analysts with

different expertise to communicate and share their own analyses of the same crime patterns

from different collection methods. Collaboration is a requirement to dismantle human

trafficking in the United States because of its size. Fusion centers are the one of the key

ingredients to a developing system and will continue to grow over the next several years. As a

part of HTTF, they will exist to help execute and obtain intelligence on crime rings.

Analysis and Production

There are two types of intelligence that will be defined here, current-intelligence and

long-term intelligence. Current-intelligence "reports and analysis on issues that may not extend

more than a week or two into the future-is the mainstay of the intelligence community, the

product most often requested and seen by policy makers" (Lowenthal, 2017, p.166). Long-term

intelligence is a "longer range analyses that look beyond current demands. For the HTTF, both

will be equally valuable and valued by those in charge. In policy making where current-

intelligence is constantly being requested, it is unfortunately used the most to modify or design

policy. The issue is that analysts can become experts in a particular field and will tend to

become "frustrated by the emphasis on current intelligence" (p.166). In order to mitigate this

issue, both will be utilized in each report with an explanation of the short and long term

intelligence and its effects on the action/policy. The HTTF is unconventional in that the

intelligence gathered is not for a person who will be in charge for a short period of time. It is for

the long term fight against human trafficking. Each piece to the intelligence gathered will in

some fashion, have an effect on future anti-human trafficking efforts.

Management of analysts is a major concern in the HTTF. There is a broad spectrum of

regions, cultures, people and history that needs to be addressed when following a trafficking

pattern. There is a term known as analyst fungibility or analyst agility. This "[means] the need

for analysts who have more than one (or two) areas of expertise and therefore can be shifted to higher priority accounts during times of need" (Lowenthal, 2017, p.173). Analysts will be given training on the regions they are assigned to. Once these skills are developed, the analysts will then enroll in a program that is sponsored by the HTTF to gain more specific skills. These skills can be on languages and regional, cultural and operational aspects. The system of training the analysts is one that reflects the needs of the region. This allows each satellite office to have a quota that follows a needs-based system. For example, New Mexico offices may need more Spanish-speaking analysts and experts on drug trafficking as those routes can be closely followed and mirrored by human traffickers who usually speak the same language. In contrast, New York offices will need experts with knowledge of a much wider range of languages. A major aspect of analyst training is the mitigation or removal of analyst bias. "Although intelligence analysts can and often do have strong personal views about the issues they are covering, their opinions have no place in intelligence products" (p.175). The analyst training will help them recognize when they are encountering strong bias and develop the ability to filter their views.

Groupthink is an issue that occurs when analysts jump to the same conclusion without a more rigorous analysis of what they are looking at. When analysts agree too quickly, the wrong decision can be made and an investigation can fail. This issue is similar but not to be confused with analytical stovepipes. "Collection stovepipes emerge because the separate collection disciplines are often based on different technologies, are manage independently, and often are rivals to one another" (p.183). The idea behind the HTTF does not allow for competition but collaboration. HTTF is a team-work environment, where all the different intelligence collectors will work to support each other and compare rather than compete.

Confidence levels of information are extremely important for analysts and their supervisors to recognize. Lowenthal's descriptions follow.

- High confidence: judgments based on high-quality information, or the nature of the issue makes a solid judgment possible

- Moderate confidence: available information is susceptible to multiple interpretations; or there may be alternative views; or the information is credible and plausible but not sufficiently corroborated

- Low confidence: information is scant, questionable, or fragmented, leading to difficulties in making solid analytic inferences; or is based on sources that are problematic. (p.193)

When an operation to combat a local human trafficking ring is in development, there can only be high confidence levels with the information at the end of the cycle. This means that analysts must work vigorously on filtering out low and moderate confidence levels of information and create a report that is only high in confidence, not an easy task; that is why, analysts will go through rigorous training at becoming experts in particular areas and work with one another, supervisors included, to create the best intelligence available.

Dissemination and Consumption

Once the intelligence has been officially documented and accepted, it is time to choose which agencies, government or others, will receive the information directly. By design, the HTTF will be the largest database holder for human trafficking efforts. Agencies involved in the HTTF collaboration will have varying levels of access to the data, anything from open cases, cold cases, cases just beginning, and so forth. Certain agencies, such as NGOs will have limited access to information since the background investigations on their employees are naturally few

to nonexistent. To mitigate the chance of espionage against the HTTF and its efforts, this is the

best action to take. However, NGOs and hospitality agencies that are a part of the task force will

receive information on an "as needed" basis for operations since they will offer housing, social

workers and basic needs resources. They will also be asked to input information on victims they

are receiving via hotlines and the like. This means that they are as important to the strategy as

analysts are. "It is well established that the kinds of societal changes that are necessary to

counter problems like human trafficking require the engagement of leaders from every part of

society, every sector" (Foot, n.d. p.13).

The following describes the routine intelligence cycle for the HTTF.   First, NGOs,

hospitality, state, local and federal law enforcement agencies put information into the HTTF

database. The database then learns patterns and connections among the datasets. For example, a

hospitality employee sanctioned to work for the HTTF will input data on the frequency of a

room being used in a hotel. Meanwhile, a law enforcement officer trails a trafficking pattern in

the same city. The database will use machine learning to identify the similarities and flag them.

Analysts will also collect and analyze data and report it to the regions where they believe the

crime is occurring in real time. This creates an exchange between fusion centers and regional

offices.

While this is repetitive, human trafficking is not stationary and therefore can run across

multiple jurisdiction within a week. This is why there is not a unidirectional flow of information

from director down but rather a constant cycle. This means that basic data such as trails will be

relatively open to most of the HTTF collaborators. "Collaboration is a complex interaction

between human agency, interpersonal dynamics, and the wider social, political, and economic

contexts in which is takes place" (Foot, n.d. p.10).

The analysts will collect and analyze the information given to them by the NGOs.

hospitality, state, local and federal agencies. After this process has been meticulously executed,

the supervisory analysts, in agreement with their directors, will return the intelligence to chosen

law enforcement agency in a finished and vetted product. This enables the investigators to

launch a sting operation where victims can be saved and traffickers arrested. This receiving,

collecting, analyzing, resending, repeat is the essence of how the database is meant to be used.

The collaborators who are not analysts are there to give information for the analysts to study

with their expertise and personal collection of intelligence and ultimately create a polished

intelligence product for the courts to use.

Conclusion

The HTTF is an agency that by design is a heavy user of intelligence. By utilizing

experts on SIGINT, OSINT, HUMINT and GEOINT with specialized training in particular

areas as needed by the individual regions, the collaborative effort between agencies will be

more efficient. The style of database that the task force agency will use is unique in that it calls

for an exchange among all contributors and agencies, whether they are government or not.

Intelligence analysts, whether they are working on computers or speaking directly with

traffickers, are on the same team and will communicate regularly under strict guidance and

oversight. The idea of the intelligence strategy for the HTTF is to create a community of

intelligence officers and analysts who do not compete but help each other, using the expertise

obtained through rigorous training. This will inevitably make an intelligence member of the

HTTF an important participant with the kind of back-up and support that mirror those of a

firefighter and his or her team.

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Chapter 9: Technology and Critical Infrastructure Protection

Introduction

The Department of Homeland Security (DHS) contains the Emergency Services Sector (ESS) which is comprised of subdivisions: Emergency management, law enforcement, emergency medical services (EMS), fire and rescue and public works. These are considered critical pieces to the infrastructure within the United States and must be protected. There are different areas that require different protection, personnel, communications and equipment. This chapter measures the effectiveness of these by analyzing the different subdivisions and their needs.
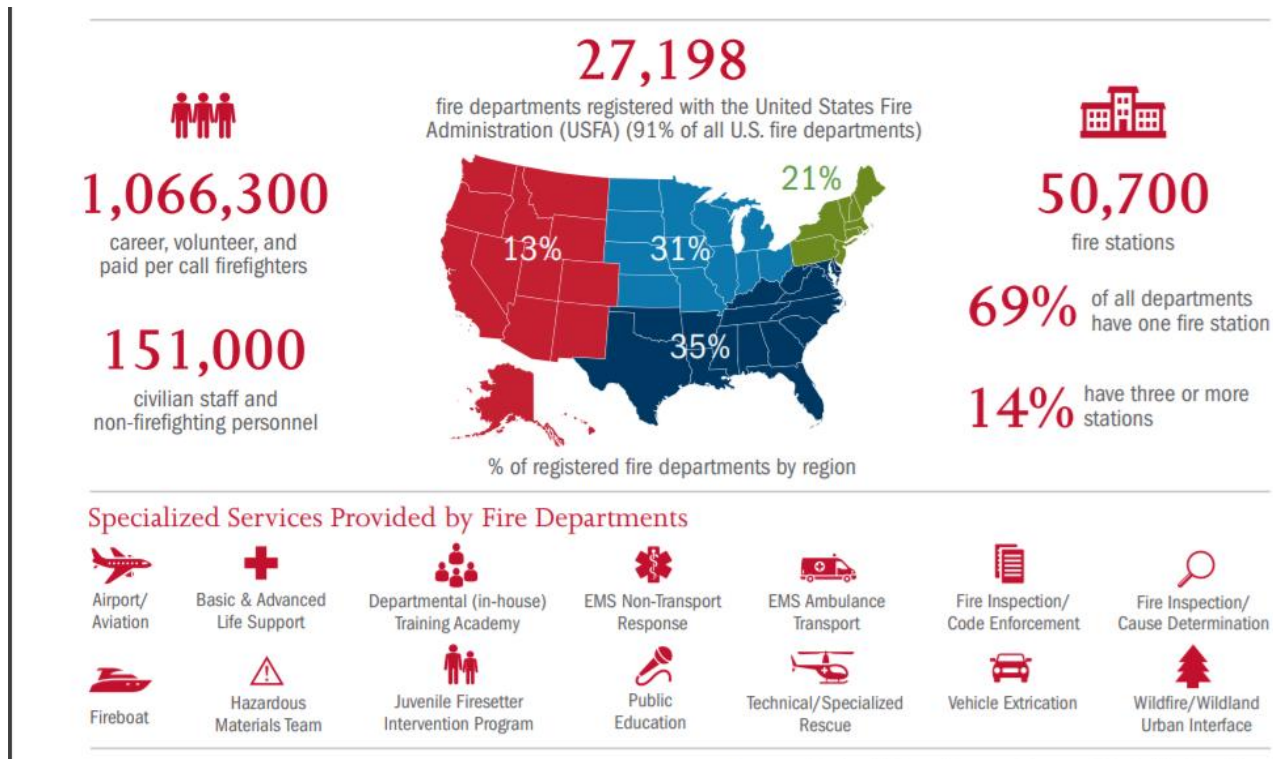
Emergency Services Sector

The Emergency Services Sector (ESS) is comprised of five different subdivisions or services known as emergency management, law enforcement, emergency medical services (EMS), fire and rescue and public works. The personnel of each are usually categorized as first responders. "The first responder community comprises an estimated 4.6 million career and volunteer professionals" (Emergency Services Sector Profile, 2017). Each piece of the ESS, especially the individuals who are part of it, is critical to the daily function of American life and society. Depending on the jurisdiction, there are eleven more services offered by the ESS:

- Tactical Teams (i.e., SWAT)

- Hazardous Devices Team/Public Safety Bomb Disposal

- Public Safety Dive Teams/Maritime Units

- Canine Units

- Aviation Units (i.e., police and medevac helicopters)

- Hazardous Materials (i.e., HAZMAT)

- Search and Rescue Teams

- Public Safety Answering Points (i.e., 9-1-1 call centers)

- Fusion Centers

- Private Security Guard Forces

- National Guard Civil Support ("Emergency Services Sector", 2018)

Each of these serves as a major part of the protection of the homeland. There are many services that are shared across the major five services. For instance, dive teams are used by search and rescue, law enforcement, and fire and rescue. This is critical since the major five are responsible for responding to all emergencies, regardless of size and hazard. This means a fire and rescue team may be diving in a lake to find a body or helping at a HAZMAT situation. Law enforcement could be handling crowd control while at the same time dealing with a tactical situation in need of a SWAT team. Without these services, it would be extremely difficult to live a safe life in the United States.

It is important to understand the breakdown of each of the five services. Fire and rescue service is defined as "as any organization in any State consisting of personnel, apparatus, and equipment which has as its purpose protecting property and maintaining the safety and welfare of the public from the dangers of fire" (Emergency Services Sector Profile, 2017). Today's firefighters are trained in a variety of different skills. These are wild land firefighting, structural firefighting, technical rescue services and emergency medical services. They are also part of private organizations as well. Firefighters also need equipment for confined space rescue, accidents (car, airplane), swift water and ice rescue. Below is a graphic from the Department of Homeland Security's "Emergency Services Sector Profile" which illustrates the structure:

(Emergency Services Sector Profile, 2017).

As shown, it is clear just how extensive the fire and rescue is and how much money, time and manpower it takes for one of the five services offered by the ESS.

Next is the law enforcement service. This is an extremely large aspect of the sector since it spans multiple layers of government.

Law enforcement (LE) is the term that describes the individuals and agencies responsible for enforcing laws and maintaining public order and public safety. LE includes the prevention, detection, and investigation of crimes and the apprehension and detention of individuals suspected of law violation. The LE community consists of Federal and State, local, tribal, and territorial (SLTT) LE agencies, courts systems, correctional institutions, and private sector security agencies." (Emergency Services Sector Profile, 2017).

Law enforcement is the key to maintaining justice, livelihood and safety of civilians within the United States. In some cases, law enforcement may require specialized equipment for SWAT, human trafficking stings, drug busts and so on. These all require different resources and equipment. Many times law enforcement personnel are cross-trained to help EMS/paramedics and provide protective services. Without the training, manpower and equipment, it would falter. Below is a graphic that illustrates the different law enforcement levels.


U.S. Law Enforcement Categories

Federal Law Enforcement Agencies
73 different agencies, (e.g., U.S. Secret Service, Drug Enforcement Administration, U.S. Park Police, Office of Inspectors General, etc.)

State, Local, Tribal, and Territorial Law Enforcement Agencies
Local police departments, sheriffs' offices, primary state LE agencies, special jurisdiction agencies, and other agencies

Private-Sector Security Companies and Other Protective Service Professionals
Private-sector security guards, transit and rail police, etc.

Specialized Capabilities Provided By Law Enforcement Agencies

Aviation Unit | Bomb Squad/Explosive Unit | Canine (K-9) Unit | Crime Scene Investigation Unit | Crisis Negotiation Unit (CNU) or Crisis Negotiation Team (CNT) | Hazardous Materials (HAZMAT) Unit

Marine and Port Unit | Patrol or Strike Team | Public Safety Dive Team | Riot/Crowd Control | Search and Rescue Unit | SWAT Special Weapons and Tactics (SWAT) Team

(Emergency Services Sector Profile, 2017)

Emergency medical services are divided into four categories. Emergency medical responder (EMR) "can render on-scene interventions while awaiting additional resources and may serve on a transport crew, but generally will not be the primary caregiver." These individuals make up 6% of the EMS providers. Next are emergency medical technicians (EMT's) who have all of EMR's abilities but also patient care during transport. They make up 64% of EMS providers. Advanced emergency medical technicians (AEMT) are individuals who are capable of EMR and EMT skills but "can also conduct limited advanced and pharmacological interventions." This group is 6% of all emergency medical providers. Lastly,

there are paramedics, the highest trained medical personnel outside of a hospital. They are able

to provide "invasive and pharmacological interventions. Possessing all the skills of the lower-

level providers, paramedics can also conduct a broader range of interventions based on skills

that are harder to maintain and pose greater risk to patients if done incorrectly. Paramedic care

is based on advanced assessment and formulating a field impression." Paramedics make up 24%

of the emergency medical service. Each group of emergency medical services has a great impact

on the welfare of those who are in need of immediate attention. Whether they are EMR or

paramedics, they must be available every day at every hour in every town within the United

States. Some of the services have personnel who are cross-trained with municipal fire

departments where firefighters are also trained as EMS or paramedics as part of their job. This

is not uncommon and is seen in big cities such as New York City.

Below is a graph of the EMS system.
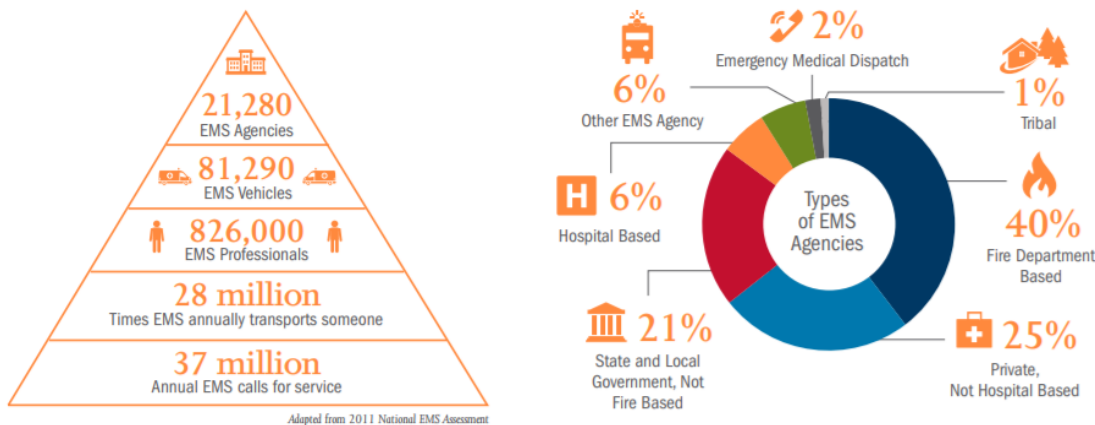
(Emergency Services Sector Profile, 2017).

As seen in the graphic, fire department based EMS services are the most popular method of

utilizing manpower for EMS.

Another division of the ESS is the public works sector. The personnel are not technically

first responders but are extremely important to all emergency services. They are the backbone of

the municipal infrastructure. Public works can be defined as "the combination of physical

assets, management practices, policies, and personnel necessary for government to provide and

sustain structures and services essential to the welfare and acceptable quality of life for its

citizens." Without public works, nodes and links (explained below) would crumble and the

other emergency services would not be able to function as efficiently and effectively as they

currently do. They are at the events that occur before and after a crisis to help deal with

damages, damage assessment and debris management. Public works is responsible for

maintaining the infrastructure that is required for a municipality to function at its best.
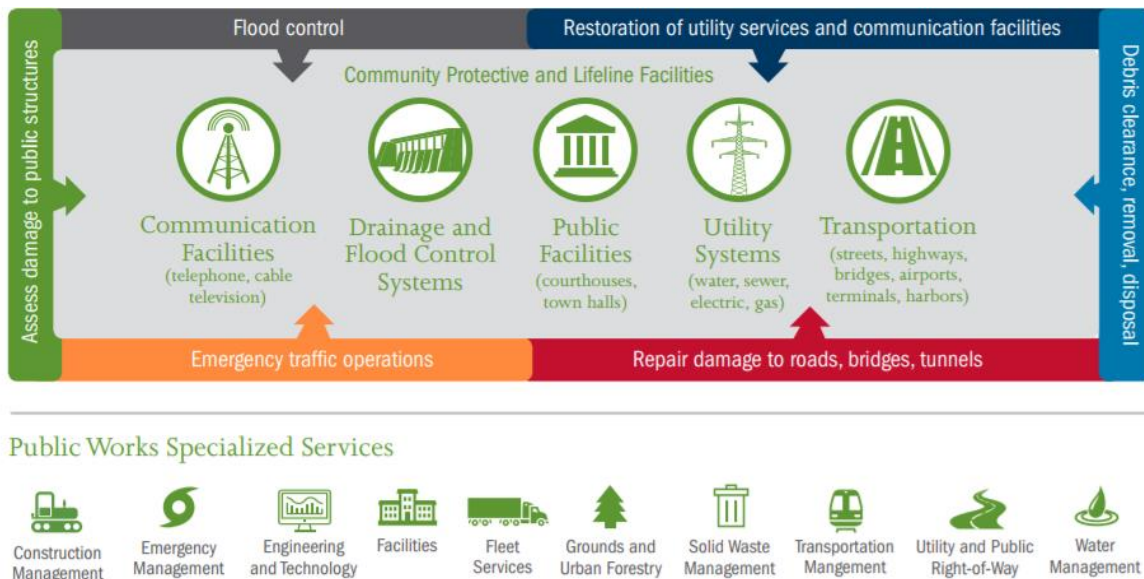
(Emergency Services Sector Profile, 2017).

Lastly, emergency management, the final of the five major emergency services, offers

the critical communication and logistics management for all emergency services. The

emergency management division is the managerial piece to all emergency services. The

Emergency Manager " has a working knowledge of all the basic tenets of emergency

management, including mitigation, preparedness, response and recovery, and the knowledge,

skills, and ability to effectively manage a locality's emergency management program.

Emergency Management Specialists and Emergency Management Directors plan for,

coordinate, and manage response efforts" (Emergency Services Sector Profile, 2017). Many call

this the heart and soul of first responders since emergency management is the division where

most emergency calls will be received and dispatched to the required agencies. Many states

have counties with their own central communication center. For example, Morris County, New

Jersey has a facility known as the Morris County Communications Center. This is where most

of the 911 calls will be received and dispatched to the agencies the emergency requires. The

Center is also where the training for police, fire and EMS takes place. It is a complete facility

that has proved to be efficient and is becoming more popular throughout the United States.

<div align="center">Links and Nodes</div>

There are two important aspects to consider when analyzing infrastructure, nodes and

links. Nodes are the objects and links are the connections to and from the objects and their

intended destination. The emergency services sector has several critical nodes that connect

everything. These are roads, fuel, manpower, funding, radio towers, engines, cars and so on.

First responders, who are a majority of the ESS, rely on radios to give and receive information,

especially the initial emergency call to be dispatched. If a malicious hacker or individual is able

to take this out, many lives and property might be lost. Radio technology is the heart and soul of

first responding. If responders get lost or disoriented during an emergency, they would not be

able to make contact with the help they need. If radio signals stay intact, then first responders

can get to the scene. Cyber and SCADA systems are nodes that are often overlooked in the ESS

since they do not appear to be heavily used, when in actuality, they are. Many communication

centers are working with local municipalities to create programs that allow organizations to see

who is on a scene and what apparatus is en route or arriving. Research shows that "Risks

associated with cyberattacks continue to grow as sector reliance on cyber systems for

emergency operations communication, data management, biometric activities,

telecommunications, and electronic security systems increases" (Emergency Services Sector-

Specific Plan, 2018). Also, hackers, through the internet can reroute where emergency services

will go during a response and can alter critical data that enables efficient response times from all

branches. Also, much of the required paperwork is becoming digitalized for permanent record

keeping. This allows nodes to be linked together much quicker and allows for better

communication without disrupting airways for the use of radios. This opens up department

documents to a whole new threat.

Another node is equipment such as fire engines and trucks, police vehicles and

ambulances. They are linked to the scenes by roads (links). The emergency sector also relies on

the Transportation Sector, Energy Sector and Communications sector. Without the energy, there

would not be any transportation (gasoline/diesel) and without communications, there will not be

any responders. This makes analysis more difficult. Aside from budget, it is clear that

engines/trucks and radios are the most critical piece to the Emergency Sector.

<div align="center">Threats</div>

The emergency sector has 3 major faults: budget, attack on communications

(cyber/radio), and physical attacks.

- Budget - Failure to approve budget for operations across all units within the emergency

  sector; 5%

- Physical Attacks - Attacks done by people to emergency sector locations (Firehouses, Public Works, Ambulance Squads), 30%

- Disruption of radio signals - Disruption of radio and communication signals via hacking, 60%

An inadequate budget means less manpower for each department but in the end, services would still run, covered by another municipality. However, it is unlikely that policy makers would never approve a budget for any public safety entity. Physical attacks can destroy vehicles, storage areas and main areas of operations including communication centers. An attack on firehouses within NYC would be catastrophic. However, most attacks are only able to put a few utilities and tools (nodes) out of service. But if the attack happens to a communication center, the services would fail. This is why Physical Attack OR Disruption of Radio Signals are linked and could cause catastrophic failure. Disruption of radio signals by use of hacking is relatively easy to do and does not take that much planning, which is why it is at 60% level of threat.

Managing and reducing the risk of these threats is vital to the operation of the ESS. The strategy will be to use the appropriated risk reduction for the emergency sector. The security of all aspects of ESS is necessary to the survival of the emergency sector. This writer has personally witnessed the negative outcome when a single individual changes how money is spent on an emergency service. So it is important to have a budget that leaders in the sector can look at and clearly see where money has been allocated, which allows them to make informed decisions for the future of their security. Changes are always necessary and funding improvements need to be made by states and municipalities. Most volunteer services must also have a capital budget, municipality funded, and their own budget which can be formed from donations.

SCADA is used heavily within the emergency sector which is based on the communication services that allow the sector to operate as well as it does. While this is important, SCADA systems also control gas pipelines and similar services. A failure here could result in a massive explosion such as the Olympic Pipeline explosion, which had to be handled by emergency services. Often times, the communication between the computer and sensors are leased out by phone line companies. Any reckless changes to the system can disrupt critical communication and cause massive damage. This means putting responders' lives in danger. There was an incident in a small town in New Jersey where a fire that crossed a rail line. The SCADA system had failed and while the fire department was fighting the fire, the train operator was never notified of the hazard and almost killed the firemen. Because SCADA is a vulnerable system that is used heavily within the emergency sector, policy makers must ensure that it is well maintained and users are well trained. It is incredibly easy to plant cyber worms and viruses or hack the system, especially in times of crisis. Lights at intersections can be changed, water systems hacked, the communication between emergency response agencies disrupted. SCADA and the systems similar to it need to be a focus when protecting the emergency services sector.

Conclusion

An adequate budget is required in order to mitigate the risks to the ESS. Most importantly, the budget must focus on the cyber and radio communications to make sure that all of the responders and public works are safe from miscommunications and intentional disruptions. This is 60% of the risk for the emergency sector. Constant updating of system security and encrypting radio waves is imperative so that they cannot be scrambled. A threat of 30% is allocated for physical attacks. When they happen, responders must be called from

outside of the municipality. This takes away from neighboring resources and can cause further harm. If an emergency management center is physically attacked, documentations on incident preplans, trainings and dispatch documents can be destroyed. Often times, these centers are shared with communication centers for the ESS. If the center is destroyed, all 911 calls would be lost so is extremely important to have a budget that fits the needs of the ESS to protect and mitigate any issues that may be faced in the time of a crisis.

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Chapter 10: Mega Communities as a Tool against Human Trafficking

Introduction

Human trafficking is an international, multi-billion-dollar industry that is not just one agency or country's problem. In order to effectively fight human trafficking, government and nongovernment organizations must work together. This is the foundation for the Human Trafficking Task Force (HTTF), a task force designed to utilize multiple agencies and levels of government as well as nongovernment organizations (NGO's). This type of partnership and collaborative effort has proved to be effective before and can be utilized today. Mega communities represent a style of collaboration in which two agencies work together to create a solution through partnership. While there are organizations that exist to fight human trafficking, a massive, collaborative effort between government and NGO's has yet to be seen. The HTTF is designed as a solution to bring together the most powerful agencies to end human trafficking. Utilizing the guidelines of mega community structure, the HTTF will be an enhanced version.

Human Trafficking Task Force

The creation of the Human Trafficking Task Force (HTTF) will utilize federal, state, local law enforcement agencies and nongovernment organizations (NGO's) to help combat human trafficking. The main priority of the HTTF is gathering viable intelligence that can be used quickly to execute warrants, searches and ultimately dismantle human trafficking rings. This agency was created for the same reasons that the Alcohol, Tobacco, Firearms and Explosives (ATF) or Drug Enforcement Agency (DEA) were created: to have an agency specifically designed to combat drugs and firearms/explosives. The main concerns are funding, cooperation from other agencies and training for the strategy. It is important to continually

remind agencies of the two-part goal, to end human trafficking, and disrupt or destroy the large

enterprises that manage and run it; to rescue the victims of human trafficking.

The priorities for the HTTF are to gather intelligence and data that can be analyzed and

given to law enforcements agents who are part of the HTTF, similar to the way the Federal

Bureau of Investigation's (FBI) Joint Terrorism Task Force (JTTF) works with officers from

local jurisdictions. The strategy then calls for the cooperation of hospitality groups and NGO's

to work together to offer housing, social support and legal help for the victims that are rescued

during a sting operation. This is similar to how the organization, Our Underground Railroad

(described in previous chapters) operates in other countries. There are organizations similar to

the HTTF but they are not as large as they could be in order to fight human trafficking. There

also needs to be educational campaigning for human trafficking awareness, which can be done

through HTTF with the help of the sanctioned organizations. While the strategy follows the way

some bureaucratic agencies function, it is important to remember that by design, the HTTF will

remain efficient with the two goals as its priority.

This strategy will use the preparedness cycle. Planning how the operations will be

executed is important and will be evaluated and corrected each time a sting occurs. Training is

the most important part of the strategy since human trafficking is sensitive and the

investigations must be done correctly. Both law enforcement and non-law enforcement

organizations must be highly trained to deal with not only the operation but the aftermath of

rescuing victims. Many times, victims have developed a lack of trust of anything or anyone

related to government and many times, males. Training must be regarded as the highest priority.

The rest of the cycle will fall into place as the strategy is essentially already modeled after the

cycle. The strategy uses multiple disciplines, and is required to, in order to successfully fulfill

its mission. In order for other agencies to align themselves with the HTTF, they must cooperate.

This will be difficult since "many agencies that investigate this crime tend to hold themselves to

a higher regard, above similar agencies" (FBI Contact 1). Experience shows that explaining this

strategy to certain law enforcement agencies has been difficult. It will take years after the

adoption of the HTTF for other law enforcement agencies to cooperate fully. However,

emergency management and public safety organizations tend to be more active which leads

them to be more understanding of the strategy so they will stand by to help out as necessary.

The HTTF will also obtain the funding required to operate at its best. Many

professionals who currently fight human trafficking, whether they are business or government,

all face the issue of funding. "Although the money is not the only type of resource, and not the

only source of power, it is an undeniably significant source" (Foot, 2016, p.43). A major

function of the HTTF is to acquire the necessary funding to carry out its mission. By utilizing

sanctioned agencies and its members, a budget can be put in place to best utilize the resources.

This type of mega community calls for government action (for funding and justice) and

collaboration among NGO's and government agencies. By bringing the key players together

under one, large task force, the fight against human traffickers and their networks may flourish.

<div align="center">Collaboration</div>

Mega communities are formed when multiple sectors, agencies and government come

together to work and solve a problem in society. This translates directly to collaboration as one

agency cannot solve national/international issues. "It's a mistake to think that any single agency

could fulfill the required roles" (Gerencser, 2009) when it comes to such large-scale issues such

as natural disasters and transnational crime. This relates directly to the HTTF since by design,

the task force is using federal, state and local law enforcement and combining them with

NGO's, who will be instrumental for gathering data and victim aid. There are several hurdles

when it comes to collaborating on human trafficking. To effectively utilize multiple agencies,

there must be dialogue. Dialogue must happen in the beginning of the creation process for the

mega-community. Knowing how the other agencies function is vital to creating a positive

environment for communication between agencies. For the creation of the HTTF, this has been

one of the largest issues faced. In order to fight human trafficking, the government needs a

collaboration between all levels (federal, state, local) including NGO's. The cultures vary

drastically between each of these levels and even within each level. "Collaboration is a complex

interaction between human agency, interpersonal dynamics, and the wider social, political, and

economic contexts in which it takes place" (Foot, 2016, pg.10). For law enforcement,

particularly the large, bureaucratic agencies, the ego amongst officers regarding specialized

crime is much higher than that in local municipalities. This shows that for the strategy to work,

there will need to be a considerable amount of effort put in to mitigating these issues. Since

each agency is held to such a high standard, the ego that comes along with that is hard to work

with. The Human Trafficking Task Force requires one center, similar to a fusion center, to

facilitate all missions via the same style that runs the ATF and DEA. These agencies focus on

their assigned crimes but will work with the FBI and local municipalities to fight those crimes.

The HTTF is similar in style and is meant to operate similarly. The difference with the HTTF is

that it will require the help from hospitality agencies and NGO's to help victims. The HTTF will

be utilizing data from each agency, including data from NGO's who are participating, so long as

it has relevance to human trafficking,

A concern that must be addressed is that there are "[d]ifferences in financial resources,

status or profession, race, gender, values, or beliefs [which] are individual-level attributes"

(Foot, 2016, pg.11). The HTTF is a community of professionals who have the passion to work

against human trafficking on a massive scale. This is an important reminder for all agents and

workers of the HTTF. It does not matter from which agency or company a member of HTTF

comes; once selected to be a part of the HTTF, they become part of the HTTF culture.

<center>Command Structure</center>

The initiator is the director/chief of the chain of command. This structure allows one

individual to be in charge with support staff beneath him or her. On the more localized levels,

the HTTF will have its sanctioned offices with trained personnel who will be activated during

an investigation. If there is a major event, the structure will remain the same and the offices will

be allocated resources as needed. This is similar to Incident Command Structure (ISC) or

National Incident Management System (NIMS). This style of management allows for growth or

shrinkage of control over the course of major events so that procedures are simpler to handle.

These command structures can be as simple or complicated as needed. All personnel will be

trained in all levels of ICS/NIMS.

The leaders of the HTTF will be thoroughly vetted process to insure that they are

committed to fixing the issues as opposed to simply wanting to be in a powerful position. Being

a leader requires more personal power then positional power. While there are arguments for

both, research and personal experience of this writer show that in many agencies some higher

ranking officials are not respected and are not capable of handling their jobs. A good leader

affects the entire organization in a positive way. A person with personal power who obtains

positional power will be able to execute the duties of the position better than someone who only

has positional power. "A mega community leader has to be a good team and talent builder,

drawing out qualities and capabilities that people didn't know they had until they begin to use

them" (C. Kelly, 2018, p.211).

There are differences in culture between military/federal/state/local governments and

NGO's/private organization, so a strong liaison officer from each organization will be required.

These officers will be put through the same vetting process as the leaders and must show the

same qualities. This limits the amount of conflict between varying cultures and limits the

amount of opportunity for miscommunication. A good example of this is county-level

emergency coordination/communication centers where one event may have multiple types of

emergency and political personnel working together. The success can be measured by the

efficiency of coordination during a disaster and a better outcome of the event. A mega

community adds multiple layers of protection. This allows for better resource management and

communication/coordination between government and non-government agencies.

The mega-community will focus on communication, utilizing the mission statement as

motivation to work together. Fighting human trafficking is not about making the biggest fire

arms arrest or seizing the most drugs, it is about saving the lives and rights of individuals who

had them stripped away. The HTTF mega-community relies on communication and support

among all staff members. Each organization will be specifically chosen based on its ability to

work with other agencies in the way the FBI uses social workers on their human trafficking task

forces who technically work for other agencies but are sanctioned. The commitment is that

everyone is working together to fight human trafficking; this is the basis of communication.

This tactic along with supervisors/chiefs constantly sharing and communicating will have a

positive effect on all individuals. Kelly (2018) points out the following:

Over time, a healthy megacommunity becomes more effective in its purpose. It develops

an increasing common language that is used by people from all sectors who belong to

it. With sustained connections and continued interactions, participants in

megacommunities develop bonds, intellectual pathways, enhanced linguistic abilities,

and even a higher capacity for critical thinking and problem solving around the set of

vital interests that caused the megacommunity to form in the first place. (C. Kelly, 2018)

The HTTF mega community will adapt to the changes of human trafficking patterns and the

culture of the community will shift cohesively. It is imperative that the HTTF avoids becoming

a large bureaucratic entity. The reason behind this is that operations and decision making will

not be carried out as effectively/quickly if there many decisions to be made by many people. In

order to do this, there will be a central location, with satellite locations throughout the nation,

which will work closely with the local agencies/NGO's. They will be able to operate

independently with open communication lines to any other location. This is due in part to the

nature of human trafficking. A trail may be discovered in one city but then move to a different

jurisdiction, rendering local law enforcement useless to make arrests or conduct an operation.

This is another important aspect of the HTTF as it will have the opportunity to operate

anywhere within the United States among multiple types of agencies.

Conclusion

The HTTF will utilize the mega community concept, leadership style and command of

the task force. HTTF's core values will deal with efficiency, proper leadership, budget and

victim wellbeing. This will be carried out by both law enforcement and NGO's alike through a

partnership never before seen within the United States. The most powerful NGO's, hospitality

and government agencies will work together to help reduce end human trafficking. This will

include NGO's and government agencies that follow international organized crime as human

trafficking spans multiple continents by using a diverse method of supply chain management.

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Chapter 11: Public Health and Safety Effects on Human Trafficking

Introduction

Public health and safety are among the critical components of homeland security. This strategy deals with fighting human trafficking by utilizing collaborative efforts across government and nongovernment sectors in a centralized task force. "Human trafficking is not a seldom-committed crime" (Mishra, 2015, p. 1). Although human trafficking is not a crime that overtly affects communities such as drug trafficking and gang violence, it destroys the lives of millions every year. "Reports estimate that more than 27 million persons become victims of human trafficking every year and it is a more than 32-billion-dollar industry, the world's second largest, fastest growing criminal industry" (p. 1). The numbers, in fact, do not project a very accurate picture and unlike drug trafficking, it has not gained the required public awareness for politicians to fight against it. The techniques of crime involve conduct in "which one or more persons hold possession of another person for compelled service as debt bondage, slavery, forced labor, sexual exploitation, servitude, forced entertainment, adoption or for medical favors like an organ transplant" (p. 2). However, during the time of human-made or natural disasters, human trafficking can become a covert crime under the pretense of a missing person call. Besides, trafficking has the potential to harm citizens both by terror attacks, spreading of diseases from other countries and sexually transmitted diseases (STD's).

Human Trafficking and National Preparedness

There are two documents, which provide an overview, PPD-8 National Preparedness, and PPD-21. The PPD-8 National Preparedness calls upon the DHS to form a plan to mitigate massive disasters and their aftermath which involves all government organizations under the United States and the private sector. It takes into account the differences in regional and

territorial issues that span the United States. For example, Oregon has some geographical

problems which are described in the PPD-8 goals that differ from those in New Jersey. The

PPD-8 calls to mitigate threats from WMD's, agricultural attacks, disasters, rebuilding and

biological threats. During times of crisis, certain types of criminality increase, including human

trafficking. For example, the devastating hurricane Katrina along the Gulf Coast in 2005 created

a fragile environment that fostered more lawlessness. Both the absence of adequate law

enforcement, and competent government authority enabled traffickers to operate under the radar

more frequently:

> Experts say it was the perfect environment to commit a crime, and the worst
>
> environment to report a crime. The police department — reeling from desertions,
>
> flooding and the immensity of the disaster — was in a survival mode itself. Civil order
>
> had completely broken down. (Burnett, 2005)

The document PPD-21 has to do with mitigating the cyber and technological threats the

United States is facing and will continue to challenge. The strategy involves heavy use of

communication systems and a central database for the members of the proposed human

trafficking task force. If any were to be hacked, the strategy would fail. Therefore, it is

imperative to focus on government cybersecurity infrastructure due to the necessity of securing

inter-agency communications and better surveillance of online actions of the human traffickers.

Human trafficking is related to public health as it runs rampant during times of crisis.

For this particular reason, the government, mainly the Department of Homeland Security

(DHS), must focus on mitigating massive disasters to avert such situations. The ripple effect of

having improved methods of handling natural and human-made disasters will help to reduce

crime during the aftermath. As observed during hurricane Katrina along the Gulf Coast in 2005, and hurricane Sandy in the Northeast in 2012, recovering from disasters can take years:

Studies by Frailing, Harper & Serpas (2015):

indicate that disaster response planners, especially law enforcement administrators, must be prepared for a reorganization and flourishing of drug markets in the wake of disaster and the resultant violence. An increase in lethal violence is likely when the area has struggled with a violent drug market prior to the disaster and when established and new dealers are forced into the same small area in the disaster's wake. It would be imprudent to rely on the devastation of a given disaster to eliminate drug markets and their attendant violence.

Biological and Chemical Threats

Biological and chemical threats are low frequency but high risk; they do not happen often, but when they do, they cause panic and mayhem. The effects of a successful biological/chemical attack could potentially upset the entire country. In 2000, the Center for Disease Control (CDC) published a document to develop a plan to mitigate the effects of such an attack:

Terrorist incidents in the United States and elsewhere involving bacterial pathogens (3), nerve gas (1), and a lethal plant toxin (i.e., ricin) (4), have demonstrated that the United States is vulnerable to biological and chemical threats as well as explosives. Recipes for preparing "homemade" agents are readily available (5), and reports of arsenals of military bioweapons (2) raise the possibility that terrorists might have access to highly dangerous agents, which have been engineered for mass dissemination as small-particle aerosols. Such agents as the variola virus, the causative agent of smallpox, are highly

contagious and often fatal. Responding to large-scale outbreaks caused by these agents

will require the rapid mobilization of public health workers, emergency responders, and

private health-care providers. Large-scale outbreaks will also require rapid procurement

and distribution of large quantities of drugs and vaccines, which must be available

quickly." ("Biological and Chemical Terrorism: Strategic Plan for Preparedness and

Response," 2000)

These methods of attack could overrun the government and its resources, which is the

main reason that there should be a strong focus on mitigating or recovering from such events.

There are two main types of terrorist attacks in this category, overt and covert. Historically, the

government focused on overt attacks such as bombings and chemical attacks:

In the past, most planning for emergency response to terrorism has been concerned with

overt attacks (e.g., bombings). Chemical terrorism acts are likely to be overt because the

effects of chemical agents absorbed through inhalation or by absorption through the skin

or mucous membranes are usually immediate and obvious. Such attacks elicit an

immediate response from police, fire, and EMS personnel (Biological and Chemical

Terrorism: Strategic Plan for Preparedness and Response, 2000).

During these attacks, the perpetrator is usually a victim of the offense as well or was

seen by multiple people. In contrast, a covert attack would typically be a biological attack where

a virus would be spread widely if the plot were not detected in time.

For example, in the event of a covert release of the contagious variola virus, patients will

appear in doctors' offices, clinics, and emergency rooms during the first or second week,

complaining of fever, back pain, headache, nausea, and other symptoms of what initially

might appear to be an ordinary viral infection. As the disease progresses, these persons

will develop the popular rash characteristic of early-stage smallpox, a rash that

physicians might not recognize immediately. By the time the rash becomes pustular and

patients begin to die, the terrorists would be far away and the disease disseminated

through the population by person-to-person contact. Only a short window of opportunity

will exist between the time the first cases are identified and a second wave of the

population becomes ill. (Biological and Chemical Terrorism: Strategic Plan for

Preparedness and Response, 2000)

The first level of detection should be healthcare providers as victims would not know they were

part of an attack. The government does have plans in place for the healthcare facility to notify

the federal government of a potential attack. This also requires the healthcare facility to know

that there is an attack or surge occurring. Case 12 from the textbook "Case Studies in Public

Health Preparedness and Response to Disasters" demonstrates prevention methods of

nationwide strict protocols and procedures. This allows one section of the government to

allocate all of its efforts to control a large-scale biological attack; this means that the

government can inform and take measures to aid the public on how to protect themselves from

the outbreak and how to recognize symptoms. Calmly doing this will help ease the tension the

nation will feel during a major epidemic. Collaboration is vital, so the United States government

already uses this concept and is expanding upon it to face the growing bio-terror threat and

potential for an outbreak. For example, the federal government could solve these issues better

by constructing buildings, similar to hospitals, that will only house individuals with

extraordinarily contagious and deadly diseases. Hospitals will then be able to function as they

are meant to, and the government will have strict control over the conditions as well as who

gains exposure to infected individuals. While this would be expensive and difficult during a

major outbreak, it could help solve the issue of mass infection and overflow to hospitals.

Terrorist Threat from Radiological and Nuclear Threats

The United States is not prepared for a nuclear attack. The IOM article addresses these

concerns as there are many issues the country will need to face after an atomic attack:

A nuclear attack on a large U.S. city by terrorists—even with a low yield improvised

nuclear device (IND) of 10 kilotons (kt) or less—would cause a large number of deaths

and severe injuries. A major source of these acute casualties would be the immediate

effects of an IND detonation caused by blast overpressure and winds, thermal radiation,

and prompt nuclear radiation. Another source of casualties—if the IND were detonated

at or near ground level—would be the fallout (i.e., radioactive particles) that would be

deposited on the ground for many miles downwind of the detonation point (Benjamin,

McCutchen & McGeary, 2009, p.1).

The challenges are treating the wounded, nuclear fallout, and response time. Assuring

that there are enough hospitals, burn beds and personnel to help those in need would be

extremely difficult. With the casualties likely rising above what most hospitals can handle,

multiple triage centers, mainly alternative triage centers, (which may not include hospitals or

traditional health care facilities), would need to be part of the pre-plan. Most likely, the number

of workers and volunteers would be scarce because as many will be injured or killed in the

initial blast. This can be managed by planning response teams throughout the country for the

expected casualties. It is also important to note:

The greatest concern is that, beyond all of the immediate deaths, the large number of

injured from an IND detonation would be overwhelming for local emergency response

and healthcare systems to rescue, evacuate, and treat, even assuming that these systems

and their personnel were not themselves incapacitated by the initial impact of the

explosion. (Benjamin, McCutchen & McGeary, 2009, p. 1)

Dealing with the consequences of a nuclear event will affect evacuation and response

time for the immediately affected area, as well as that of surrounding communities due to the

threat of radiation and dispersion. Therefore, communication is key between the target city and

the surrounding areas, to make sure the evacuations and personnel are conducted properly. An

integral part of the response time is effective evacuations. A comprehensive plan is required to

ensure availability of resources for immediate evacuation, preferably within the first hour.

Realistically, there will be obstructions from the blast such as damaged buildings and

infrastructure, and chaos from survivors. Radiological and nuclear attacks are a low frequency,

high-risk event where thousands, perhaps millions, may be affected in the first 24 hours.

Therefore, the government should have standing response teams and volunteers ready at all

times. Nevertheless, despite the magnitude of the potential catastrophe, politicians may not be

willing to budget for an active response team because the chance of a nuclear attack is low.

Moreover, having a standing response team to nuclear threats may trigger public fear,

outweighing the level of risk. A government contractor who has wished to remain anonymous

states that his personal experience reveals that there are better emergency plans in place at

nuclear facilities where preemptive training is rigorous; for example, drills are performed where

evacuations are practiced and response times are calculated. It is essential to study regularly to

produce better response plans and more secure facilities for the future.

Explosives and Trauma

Explosives and trauma cause similar issues to those discussed in the nuclear/radiological section:

The threat of terrorism exists at a time when hospitals in the United States are already struggling to care for patients who present during routine operations each day. Hospitals and emergency health care systems are stressed and face enormous challenges. With the occurrence of a mass casualty event (MCE), health systems would be expected to confront these issues in organization and leadership, personnel, infrastructure and capacity, communication, triage and transportation, logistics, and legal and ethical challenges. (Ashkenazi et al., 2010)

These types of events have immediate effects on infrastructure and first responders. The damage after an explosive attack which does not contain radiation tends to stagnate as opposed to escalating. This is the main difference between a nuclear to radiological attack and conventional explosives; with standard explosives, first responders and medical providers are less likely to ingest or inhale toxins such as one would see during a nuclear or radiological attack and therefore may more readily care for the injured. However, injuries will be unpredictable and range from trivial, such as superficial scratches, to profound, such as traumatic limb amputations which require immediate medical intervention, or even private participation of tourniquet application to stabilize bleeding. These scenarios are similar to natural disasters, which may cause the same types of injuries. However, natural disasters are more likely to cause more dramatic infrastructural damage, affecting hospital buildings for example, but both natural and human-made disasters may precipitate medical surges.

Medical Surges

During a surge event, medical help becomes overburdened. The first challenge is aimed at pre-hospital support. When there are mass casualties first responders such as Emergency Medical Technicians (EMT's), paramedics and firefighters are overwhelmed and may have to call in additional support known as mutual aid. Executing this is challenging as it requires those in charge to have a firm understanding of the event, resources needed, and Incident Command Structure (ICS) knowledge. A central issue is the lack of transport for victims as there are only a limited number of ambulances and transport vehicles available. A solution to this issue is the creation of a plan that involves surrounding cities and mutual aid departments to be automatically dispatched to such an event. The next issue is making sure that hospitals have the staff and space needed for such an event. Since these events are rare, hospitals may be running at full capacity with insufficient personnel: "the health care system, especially emergency care, is already strained by routine daily volumes. Furthermore, emergency departments (EDs), inpatient units, and intensive care units (ICUs) of acute care hospitals are chronically overcrowded and resource constrained" (Basavaraju, et al., 2010). This means that nearby hospitals, triage centers, and on-call professionals would be included in a pre-plan with strict guidelines and treatment options. This solution relies on funding for these individuals and an incentive for personnel to sign up. With natural disasters becoming more frequent and terrorists employing explosives and vehicles to cause harm, the government must analyze current standards and implement necessary changes: "Without immediate federal assistance, many, if not most, communities would have difficulty caring for a surge of victims resulting from a terrorist bombing event" (Basavaraju et al., 2010).

A third issue in a surge event is the flow of victims trapped after a major disaster. Victims may not be available for transport or help such as those held beneath the rubble. This

now requires technical rescue teams to support the medical personnel. As noted from past events, communication and cooperation between both parties are the only solutions. Key to the victims' survival is the successful relaying of information from the rescue team to the medical groups. This information leads to another issue, which is the actual flow of victims after the initial hit to both pre-hospital and hospital professionals. While hospitals and triage centers will be filled with the initial wave of victims, there are the second and potential third waves arriving as well. This is where mobile medical centers may be set up to transport victims. Many counties have large buses that have been transformed into mobile medical centers. These vehicles "can be activated during large-scale fires, evacuations, bus, train or ferry accidents, and, weather-related emergencies, when there is a need to treat people at the scene or transport them to hospitals" (Office, 2012). Utilizing these could be the solution for quick medical help. Collaboration between hospitals and other medical facilities is key to a successful response:

> Health care and public health systems, individual hospitals, and health care personnel must collaborate to ensure that strategies are in place to effectively receive, evaluate, and treat large numbers of injured patients. In addition, rapidly identifying and stabilizing the most critically injured patients should be the main focus. Collaborative efforts must also strategically plan for future incidents. (Basavaraju, et al., 2010)

Another issue in disaster management is controlling the chaotic environment following the event. This means making sure that citizens are following orders given by medical personnel and first responders. It is critical that responders are trained in crisis management to control frantic individuals during times of crisis. As these scenarios unfold, it is vital that each responding member has the training and capability to control the environment.

Medication & Pharmaceuticals

The interaction of ICE and the DEA has been marked by conflict. The government document GAO11-763 was presented as a solution to mitigate these conflicts, so that they may better serve the nation. ICE agents pursue drug smugglers for reasons that differ from those of the DEA. For example, while the DEA is obtaining evidence on a particular case, ICE, unaware of the investigation, may arrest the individual thereby halting the entire operation. Moreover, the DEA may also obstruct an ICE investigation as well. This is why the GAO created a cross-agency practice where communication between both agencies is frequent and operations are done cohesively. This helps ensure the agencies will have a higher success rate during their investigations:

> For example, agents from both DEA and ICE are encouraged to work Organized Crime Drug Enforcement Task Force (OCDETF) cases, which are major joint investigations that involve multiple agencies. DEA and ICE field officials cited the success of OCDETF investigations, as an incentive for agents to work joint OCDETF cases. (Combating Illicit Drugs DEA and ICE Interagency Agreement Has Helped to Ensure Better Coordination of Drug Investigations, 2011)

This is important since the United States has a critical growing drug problem, particularly regarding heroin and fentanyl. It is an issue for Homeland Security experts. The amount of money involved in illegal drug trade is in the billions which affects the U S economy. Some drug treatment programs are sponsored by the state, which costs taxpayer money. It is also unfortunate and true that communities are seeing the effects of drugs every day, and many have sustained damage.

The government should implement better drug treatment and rehabilitation services by utilizing social work and science to help treat drug users. The law enforcement agencies should

be investigating the larger picture of drug dealers and crime rings. Arresting a street dealer is

like fishing-catch-and-release, since they often end up back on the streets. Focusing on the

significant criminal enterprise can slow down the flow of heroin and fentanyl, which has

become cheap. While it is commendable that the DEA and ICE are working together,

communities are still seeing increased overdoses. Policy needs to change from prosecuting the

drug users to helping them recover from their addiction, and for responsible agencies to acquire

information on how and where illicit drugs are obtained.

Private companies should also be investigated, as many companies produce the

ingredients used in heroin and fentanyl. Discovering the sources of both drugs while helping the

users could result in an improved society with less drug use. A counter-argument to this is that

anti-addiction drugs exist and are used daily, and while they work, a therapist who has been

interviewed explained: "while the anti-drugs do their job, they aren't being utilized as

effectively as they could be" (Therapist 1, 2018). This means that more can be done to address

the addiction issues by analyzing and treating mental health disorders, which are likely to have

caused the use of drugs. The therapist also stated that through his own experience and research,

depression and anxiety are the disorders usually associated with heavy drug use and many drug

treatment programs do not focus on the mental illnesses, but instead, the addiction.

Emerging Security Technologies about Public Health

Many public health issues need to be addressed, and antibiotic-resistant bacteria is one

of those issues that require the attention of public health authorities. Biomedical Advanced

Research and Development Authority (BARDA) has a system known as CARB-X, which is

designed to create new ways to combat drug-resistant infections. It is an accelerator, which

provides partnerships for businesses that wish to fight against the problem. This means creating

drugs that fight infections since the "CDC estimates that drug-resistant bacterial infections affect 2 million people and kill 23,000 people in the U.S. each year at a financial cost of $20-35 billion" ("CARB-X - PHE," n.d.). Therefore, it is essential that healthcare professionals are aware and educated on these issues as the number of affected individuals is rising every year.

Another issue is that "major drug companies have cut back or ended antibiotic research and development. Over the last several decades there has been a continual withdrawal of pharmaceutical companies engaged in developing new antibiotics" ("CARB-X - PHE," n.d.). This needs to be addressed by the government and regulated so that funding and research continue to grow.

Defense Advanced Research Projects Agency (DARPA) is another agency that researches many topics that are pertinent to this strategy such as the use of big data to analyze human trafficking. DARPA is creating programs that collect data using online psychological data, as well as tracking technology, with the use of AI. Monitoring the trafficking patterns becomes easier as this technology is continually evolving, Machine learning AI is critical to the future of intelligence gathering as it reduces the time an investigator or intelligence analyst needs to dedicate to the job. It provides information in seconds, which would otherwise take hours or months to gather. In a field where time is lacking, this type of technological advancement is fundamental.

Conclusion

Whether it is an epidemic, natural disaster or terrorist attack, all relate to human trafficking for multiple reasons. As discussed, human trafficking is a crime which thrives during times of chaos such as war or following natural or human-made disasters. The instability of an area after these disasters cultivates an environment where crime is easily carried out.

Government agencies are distracted, and although trafficking organizations worry about the

epidemics, their priority focus is profit. During these times, it should remain important for the

government to focus on human trafficking. These are acute situations, which must be resolved

quickly.

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