



Hotel Outreach Toolkit

Preventing Human Trafficking at Major Sporting Events

Tri-State Coalition for Responsible Investment

July 2014

In Partnership With:



This toolkit is for community members who wish to prevent human trafficking from occurring in their own regions. The outreach outlined and resources provided focus on informing those within the hospitality industry about the risks and signs of trafficked victims on their premises.

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1. Introduction to Toolkit

This hotel outreach toolkit is for community members who wish to prevent human trafficking from occurring in their own areas. The outreach outlined and resources provided focus on informing those within the hospitality industry about the risks and signs of trafficked victims on their premises.

This toolkit offers ideas and resources for community members to conduct their own outreach campaign to area hotels. These tools are meant to serve as templates that can be customized for local events and to encourage ideas for ongoing anti-trafficking campaigns.

The trafficking of persons, often for the purposes of sexual exploitation, is a global offense that is calculated to impact 27 million people, primarily women and girls who are economically vulnerable. UNICEF reports that there are over one million children entering the sex trade globally every year and the U.S. Department of State estimates that up to 800,000 people – mostly women and children – are trafficked across national borders annually. Large sporting events draw hundreds of thousands of transient visitors to host cities, providing a profitable opportunity for sex traffickers to exploit their victims.

2. Overview of Super Bowl 2014 Hotel Outreach

The [Tri-State Coalition for Responsible Investment](#) ("Tri-State CRI") works with companies to advance social and environmental concern using its leverage as a membership organization of faith-based institutional investors. In Fall 2013, Tri-State CRI and the [NJ Coalition Against Human Trafficking](#) initiated a campaign to raise awareness around

the risks of human trafficking – both at the corporate hotel level and at individual properties within the franchise – associated with the 2014 Super Bowl, hosted in New Jersey. This campaign built on the successes of previous investor programs sponsored by our colleagues at the [Interfaith Center on Corporate Responsibility](#), to address the risks of human trafficking in high profile sporting events through a campaign called "[Celebration without Exploitation](#)," including the World Cup, Olympics and previous Super Bowls. [ECPAT-USA](#), a leading anti-trafficking policy organization, was a vital partner in providing technical expertise on anti-human trafficking initiatives.

The goal of the hotel outreach campaign is to inform and educate hotels in our local regions about the reality of human trafficking occurring in hotel establishments.

Super Bowl 2014 was the fourth year of ICCR's "Celebration without Exploitation" initiative. Tri-State CRI was able to use material from an affiliate's successful hotel outreach campaign for the Indianapolis Super Bowl, adding to that material and adjusting it to meet the needs of the Tri-State area. It was due to the established

infrastructure and passion of the New Jersey Coalition Against Human Trafficking (NJ Coalition) that the Super Bowl 2014 hotel outreach initiative was able to reach such a vast network of hotel properties and gain momentum. The hotel outreach campaign became one facet of several anti-trafficking initiatives the NJ Coalition sponsored during the lead-up to Super Bowl 2014. The NJ Coalition also sponsored awareness-raising events such as the 'Not on our Turf' Student Summit, 'Stand Against Human Trafficking' on the Morris Town Green, S.O.A.P. campaign follow-up with hotels and distribution of National Human Trafficking Hotline resources. Additional groups of service providers and survivors' support groups provided context, resources, and support throughout the campaign.

It was through Tri-State CRI's membership and relationship with the NJ Coalition and ECPAT-USA, that this Super Bowl 2014 hotel outreach was the largest and most influential hotel initiative to date. Tri-State CRI was able to provide personnel and resources to manage the hotel outreach; however it was the NJ Coalition which provided the local networking, volunteers, and leadership committee to make this an effective program. ECPAT-USA conducted the volunteer training on how to approach hotels and provided the anti-human trafficking training for hotel staff. Once the campaign gained momentum and additional trafficking groups and faith groups volunteered to help, the scope of hotels contacted expanded to cover all of the areas impacted by the Super Bowl, including all of New Jersey, New York City, Fairfield County, Connecticut and Northern Pennsylvania.

The goal of the 2014 hotel outreach campaign was to inform and educate hotels in our region about the reality of human trafficking and risks of occurrence in hotel establishments. Prevention of human trafficking and the rescue of victims can occur with cooperation from the hospitality industry. Therefore, this outreach campaign also encouraged hotels to enact protocols for handling potential trafficking situations, and encouraged hotels to train staff to recognize and react to these situations.

Due to Tri-State CRI's established investor relationship with publically held hotel brand executives, we were able to inform our corporate partners of this hotel outreach campaign and received their support. Some hotels sent out letters to their franchises informing them of the brand's stance on human rights and availability of in-house training. In turn, we were able to provide feedback for these brands on how their franchises and properties responded to our outreach, and if they had availed themselves of the corporate training.

Effective communications and media outreach about the initiative helped support our goals, build momentum, recruit volunteers, and raise the profile of our initiative. We informed appropriate media contacts of any of the trainings and invited them to

attend. We also made ongoing contact with local media outlets to inform them of key dates (e.g. December 10th Human Rights Day or January 11th Human Trafficking Awareness Day). We recommend designating a media outreach volunteer and keeping them updated of ongoing activities that may be of interest to the local press. It is important for this individual to provide unified messaging about the goals and the outreach. You may want to provide the media coordinator with talking points, photographs of trainings and events, and quotes from all parties (volunteers, hotel staff, and local law enforcement) about the importance of the initiative.

3. Outreach Goals: High-Profile Sporting Events and the Hospitality Industry

A campaign to raise awareness of the risks of human trafficking within the hospitality industry has three primary goals:

- 1) To raise awareness of human trafficking within the hospitality sector, both around major sporting events and at all times. This was achieved through contact with the hotel by volunteers from the community.
- 2) Encourage long-term prevention and reporting among hotel staff to help identify victims and traffickers; promote long-term human trafficking prevention protocol within the hospitality industry. This was achieved in part through training of hotel staff to recognize signs of trafficking and know how to respond to it.
- 3) To raise general level of education and awareness throughout the community to (1) enable people to recognize signs of trafficking (2) contact appropriate agencies and (3) encourage use of the National Human Trafficking Resource Center (NHTRC) hotline – 888-3737-888.

4. Recommended Hotel Outreach Timeline

We recommend that volunteers work in groups to contact a number of hotels in one area. They will inform the hotel management about human trafficking and ways in which those hotels can prevent human trafficking in the hospitality industry. It is the goal of this outreach that volunteers establish a relationship with each hotel and work with them in human trafficking prevention, and encourage general managers to incorporate protocol for situations with potentially trafficked victims.

Volunteers contacted hotels, raised the issue of human trafficking and encouraged hotels to train their staff – to empower staff, prevent human trafficking, establish protocol and report suspicious activity.

Hotels should be chosen due to their proximity to the sporting event. The FBI has indicated that they have encountered situations of trafficking in various types of hotels,

from low-budget to high-end; therefore your campaign should address all hotels in the immediate area.

During Super Bowl 2014, over 400 volunteers participated in this outreach. To effectively manage training, outreach, and data collection, each team had a designated 'team leader,' who assisted in assigning hotels and gathering feedback.

Our recommended timeline of outreach is outlined below. The months in bold denote the timeline we used for Super Bowl 2014 which took place on February 2nd, depending upon the event, this timeline may be adjusted¹:

1. **9 months prior to event (June):** The NJ Coalition Against Human Trafficking (NJ Coalition) introduced the concept of this hotel outreach and an initial training was held for their members 9 months before Super Bowl 2014. This proactive invitation was beneficial in establishing partnerships early on. The NJ Coalition identified the primary leaders of this initiative at this point – specifically volunteer management, training, outreach, and community liaison. We recommend scanning the community for resource people who can support different parts of the outreach. For example, in June, existing members of the Coalition, including End Child Prostitution and Trafficking (ECPAT) and the Department of Homeland Security, were identified as resources.
2. **7 months prior to event (August):** Tri-State CRI and the NJ Coalition began to gather material and resources to use for the volunteer packet and volunteer training. We reached out to state and federal government agencies, including FBI.
3. **6 months prior to event (September - October):** Tri-State CRI with the NJ Coalition, partnered with the organization ECPAT, with support from the FBI, to conduct four volunteer training sessions at two locations within two months. Invite local press as appropriate.
4. **5 months prior to event up to event (October to January):** Volunteers contacted hotels, raised the issue of human trafficking and encouraged hotels to train their staff – to empower staff, prevent human trafficking, establish protocol and report suspicious activity. Initial contact was made in October and volunteers conducted ongoing outreach, and returned feedback to Outreach Coordinator as it was collected, using the **Feedback Template**. Volunteers disseminated information about [online trainings](#), as available.
5. **4 months prior to event (November):** Tri-State CRI, the NJ Coalition, Rutgers School of Law-Newark, The American Hotel and Lodging Association, and ECPAT

¹ This depends on the level of existing infrastructure. For example, this is the timeline that worked with our campaign due to established partnerships that helped recruit volunteers, provide materials and venues. If you are starting an initiative without existing infrastructure, you may need to begin earlier than we did.

jointly provided a free training for hotel staff at Rutgers Law School. This training supported our goal of providing a tangible method of human trafficking prevention. This training was offered by ECPAT.

6. **1 month prior to event (January):** Coordinate with campaigns to disseminate information, resources, and make follow-up contact with hotels. Our campaign worked with S.O.A.P. and FREE International to disseminate information. Contact local media as the event approaches.
7. **Last month and after event (January – February):** Team leaders throughout the process updated the outreach coordinator of progress with the hotels and discussed any issues. A meeting was held with all Team Leaders to debrief on the process and share feedback. Thank you letters were faxed to hotels after the Super Bowl.

5. Volunteer Process to Contact Hotels

The process of contacting hotels is as follows:

1. Call the hotels for the name of their general manager (GM) (first call, merely obtaining this information).
2. Send a fax or email (template available in the Volunteer Packet) including a letter from the community, why the hotel is being contacted about the issue and inquire about existing efforts to address human trafficking at their location.
3. Within a week, make follow-up calls, **OR** meet with general managers in person (if able). (Phone script available in Volunteer Packet). If the GM is not available, speak with manager/ front desk staff on duty.
 - A. Ask if the GM received the fax and if the hotel already has protocol for addressing potential trafficked victims.
 - B. Encourage them to train staff on how to recognize victims, participate in an upcoming hotel training (arrange with local hotel association) or online training, and if they would be willing to display anti-human trafficking materials in their lobby or staff area.
 - i. *If the hotel is willing to place material in the staff area, volunteer would fax or deliver the material as soon as possible.*
 - C. Provide the National Human Trafficking Resource Center Hotline Number: (888) 3737-888.
 - i. *This Hotline number was the reporting protocol we recommended to hotels without established protocol in place. We encouraged them to call this number if they saw any suspicious activity or several indicators of a human trafficking situation.*
 - D. Provide contact information for relevant local law enforcement.

- i. *Many hotels have relationships with local law enforcement; encourage them to discuss the issue of human trafficking with that established partnership.*
 - E. Answer basic questions the hotel may have during calls or meetings. Provide your contact information so relevant staff can follow up.
 - i. Refer to Human Trafficking Resource Pages (in Volunteer Packet) and educational material to answer these questions
 - ii. Do not be afraid to acknowledge if you do not know the answer to a question, the goal is to be honest and to establish a relationship with this hotel.
- 4. Volunteers, if able, may also meet with the GM in person and follow up by visiting the hotel.
- 5. If the hotel is able to display material about human trafficking in the lobby (intended audience is guests attending the sporting event), the volunteers would then deliver the material to the hotels 3 weeks prior to the sporting event OR email/fax material to them. The majority of volunteers emailed/faxed this information to hotels.

6. Impact of the Super Bowl 2014 Outreach

Feedback from individual hotel properties is crucial for corporate hotel chains to understand, assess, and report on their progress to address the risks of human trafficking in their operations. It also informs the campaign of its success, as well as provides positive feedback for those volunteers who participated.

The Tri-State CRI, along with the NJ Coalition, exceeded its goal on raising awareness. More volunteers and hotels were reached than originally planned. Initially 300 hotels were identified to be contacted in the North Jersey area. However, due to increased interest and aid through collaborative efforts, that number extended to 1,200 hotels across four states.

Outcomes of Outreach

78% of hotels posted human trafficking resources in hotel

36% of contacted hotels received training

100% of Jersey City hotels trained

Close to 25 hotel representatives and managers attended our free human trafficking training November 6, 2013. Additionally, 100% of hotels in Jersey City were trained through a dual effort on behalf of the Jersey City Council and New Jersey Attorney General's office.

Our campaign contacted hotels in every county in New Jersey; New York City; Fairfield, Connecticut; and Northern Pennsylvania. There was overwhelming positive response

from the managers and hotel staff we spoke with; however, there was a distinct hierarchy of feedback.

- 78 % Hotels accepted human trafficking resource material
 - 72% posted resource material for hotel staff
 - 8% posted material for hotel guests in the lobby
- 36% Hotel staff received training
- 33% Hotels indicated existing protocol was in place
- All the hotels trained in Jersey City, a high risk area, proudly displayed their certificate of training.

Human Trafficking Prevention Training on Nov 6th for hotel managers

- This event unfortunately had a low turnout. There were a variety of factors that impacted individual interest and ability to attend, including that it was at an off-site location, required travel, interfered with busy schedules, took place during the work-day, and there was a lack of incentive.
- However, some of the participants had significant influence in reducing human trafficking at hotels in New Jersey hotels, so the number of participants was not necessarily indicative of impact. For example, attendees included owners of hotels, heads of security, general managers with responsibility for several hotels, and corporate representatives with the capacity to influence corporate-wide policy.
- An alternative approach would be to provide incentives by working with brand or franchise relationships, secure participation in advance of the event, or arrange more localized trainings that are more convenient.

In January 2014, the American Hotel and Lodging Educational Portal launched an [online human trafficking prevention training](https://www.ahlei.org/Products/Online-Learning/The-Role-of-Hospitality-in-Preventing-and-Reacting-to-Child-Trafficking/), created in partnership with ECPAT. The duration of the training is 30-minutes and participants receive a certificate upon completion. The fee is nominal--\$20 for AH&LA members, \$30 for non-members. This is a resource for hotels that do not have a corporate training, or those that cannot attend in-person training. Link for online training: <https://www.ahlei.org/Products/Online-Learning/The-Role-of-Hospitality-in-Preventing-and-Reacting-to-Child-Trafficking/>

- Inform hotels of this resource during initial contact. With our campaign, this was developed only weeks prior to the Super Bowl, so follow up emails were sent to hotels about online training

In the wake of the sporting event, encourage ongoing relationships between anti-trafficking groups and hotels. This is important to maintain heightened awareness on the risks of human trafficking and reinforce relationships.

Tri-State Area Highlights

Regionally: Over 1,200 hotels were contacted in NJ, CT, NYC, Long Island, Westchester and Rockland Counties and Northern PA.

The Tri-State Coalition for Responsible Investment partnered with the NJ Coalition Against Human Trafficking, ECPAT-USA, NY State Anti-Human Trafficking Coalition, Philadelphia Area CRI, and Lighthouse Hospice on this hotel outreach campaign. This program also collaborated with the NJ Attorney General's Task Force, Homeland Security and the FBI.

New York City: 600-700 hotels were contacted. Two trainings for 130 volunteers were conducted. Four volunteers conducted satellite trainings for their home communities.

Using our material and training, [Love 146](#), an anti-trafficking group, reached out to over 120 hotels in the Long Island Area with an extended 6-month timeline beyond Super Bowl 2014.

Connecticut: Fairfield was a designated host town and hotels were contacted by volunteers. One volunteer connected a local anti-trafficking group with two hotels, where free in-house training was conducted.

7. Recommendation for Future Endeavors

Maintain Sensitivity to the Serious Impact of this Information:

Information about the impact of human trafficking can scare people that do not have the time or prior awareness – *equip volunteers to use these human trafficking resources and educational material* because it is powerful information.

Each Hotel Interaction is Unique:

Your volunteers will encounter that some staff did not understand the connection between human trafficking and hotels. Make sure this is clear, and take the time to explain their crucial role in prevention and reporting.

The level of motivation and response from hotel staff varies significantly. For example, some managers were already working with law enforcement, while many volunteers never heard back or had trouble getting a hold of the manager.

The success of individual outreach to hotels is dependent on who is managing the hotel, because some managers may be very receptive, others may not. Volunteers generally made more progress with assistant managers rather than general managers.

Be Persistent:

Start early! This was a long process and it takes time to establish partnerships, gather and train volunteers, and speak with hotel management. Many managers were difficult to connect with, but do not let this discourage your volunteers. If the general manager cannot be reached, speak with available managers or staff.

Importance of Collaboration and Bridge Building:

Cross-organizational collaboration is not always easy. Remember that this is an opportunity to learn about different fields working on the issue and break down some of the barriers that often exist between human trafficking groups. Be attune to links with other sectors where there are risks of human trafficking, and forge partnerships to be inclusive, for example with housekeeping, agriculture, mining, and other sectors that rely on supply chains. This helps to inform you and those you are working with to understand the context and scope of human trafficking.

Volunteer Team Management and Motivation:

Ideally, have team leaders organize team meetings and do the first set of phone calls to hotel managers together. Build group solidarity and resilience to poor response from hotels. Remind volunteers that they do not have to know all the answers before they call hotels; this could be an opportunity to follow up and build a relationship with the hotel.

Clarify role of team leaders –i.e. coordinates the team, handles feedback from volunteers and reports back to outreach coordinator

Communication:

As an outreach coordinator: Clarify lines of communication between team leaders and coordinator.

There were language issues with providing training to all staff. [The Polaris Project](#), which runs the national hotline, provides the hotline flyer in many languages on their website.

Hotel staff was receptive to a variety of communication methods—phone, fax, email—however, phone and fax were the most successful for volunteers. It was important to remind hotel managers that this outreach campaign was not merely for the Super Bowl, rather this was to prevent human trafficking in our neighborhoods for the long term.

Use the script provided in the Volunteer Packet. When calling, emphasize that you are local and live nearby to the hotel and this is why you are concerned. Remind volunteers that it is important to continue having gentle conversations; no one wants to think it is an issue for them/their community/their hotel. Additionally, emphasize that you are

trying to collaborate with the hotel. One crucial goal of the outreach is to establish partnerships with local hotels and anti-trafficking groups.

8. Crucial Partnerships to Establish for Effective Outreach

There are certain partnerships that are instrumental to optimizing success in combating human trafficking. The Super Bowl 2014 outreach would not have been possible without collaborative partnerships between anti-trafficking organizations, faith groups and religious institutions, local law enforcement, and the hospitality sector. The Tri-State Coalition for Responsible Investment is a member of the NJ Coalition Against Human Trafficking. This established network of anti-trafficking groups throughout New Jersey was crucial in volunteer recruitment and receiving training and logistical support throughout the hotel outreach. The FBI also assisted during the training sessions to discuss the issues of human trafficking in New Jersey and how this issue impacts the hospitality industry in our area.

During our 2014 outreach, some desired partnerships were not established. The Super Bowl host committee never responded to our inquiries.

Groups to establish partnerships with may include:

- Local anti-trafficking groups
 - These organizations are a great network for resources, volunteers and outreach.
- Sporting Event Host Committee (e.g. Super Bowl Host Committee)
 - These committees can proactively support your outreach initiative.
- Local and federal law enforcement
 - Local police and federal employees can play a supportive and cautionary role and should be notified of your hotel outreach. It is recommended that volunteers do not approach hotels that may be under active investigation.
- Regional Hotel & Lodging Association
 - These organizations can help determine if human trafficking training can be achieved in the region. They can also support your local efforts and promote training (on-site or online) to their members.
- Local Coalition for Corporate Responsibility
 - The [Interfaith Center for Corporate Responsibility](#) has members throughout the country that promote corporate responsibility and many members have pre-existing relationships within the hospitality sector that will support this initiative. These organizations, like Tri-State CRI, can promote human trafficking awareness programs to hotel corporate executives and ask for their support in your cause.

9. Super Bowl 2014 Partnerships

Below are the organizations and coalitions whose partnership with Tri-StateCRI enabled this outreach to effectively raise awareness of human trafficking within the hospitality industry throughout the Tri-State region. These organizations provided resources, personnel, volunteer networks, and training. Many thanks to:

[End Child Prostitution and Trafficking \(ECPAT\)](#): ECPAT-USA advocates for federal and state legislation that prevents exploitation, protects children, and guarantees that any child who is subjected to sexual slavery or sex trafficking will not be prosecuted in the courts for prostitution; promotes corporate responsibility among private companies with a strong focus on the tourism sector; educates first responders and ordinary citizens about this issue so that they can identify victims and join us in the fight to better protect children.

[Interfaith Center for Corporate Responsibility](#): ICCR is a coalition of faith and values-driven organizations who view the management of their investments as a powerful catalyst for social change. Our membership comprises nearly 300 organizations including faith-based institutions, socially responsible asset management companies, unions, pension funds and colleges and universities that collectively represent over \$100 billion in invested capital.

ICCR members and staff engage hundreds of multinational corporations annually to promote more sustainable and just practices because we believe in doing so they will secure a better future for their employees, their customers and their shareholders.

[NJ Coalition Against Human Trafficking](#): The New Jersey Coalition Against Human Trafficking is made up of a diverse group including: faith-based organizations, non-profits, government agencies, law enforcement, and direct service providers based in NJ who come together with the mission of ending human trafficking in our State, country and the world through education, advocacy, and assistance to survivors. Through our partnership, we work to serve as the hub of state and community efforts to increase coordination and visibility of NJ's commitment to end human trafficking.

[NJ Attorney General's Office: Human Trafficking Task Force](#): This division of the NJ Attorney General's Office is dedicated to: train and assist law enforcement in methods of identifying victims and signs of trafficking in order to disrupt and interdict this activity; coordinate statewide efforts in the identification and provision of services to victims of human trafficking; increase the successful interdiction and prosecution of trafficking of human persons.

[NY State Anti-Trafficking Coalition](#): NYATC is a group of organizations that have joined forces to increase public awareness of human trafficking in our communities, enact anti-trafficking laws, improve law enforcement response and increase social services to help women and girls escape trafficking. New York is a leading entry, transit and destination point for trafficking victims. The New York Anti-Trafficking Coalition helped drive the passage of two momentous laws in New York State: The New York Anti-Trafficking Law and the Safe Harbor for Exploited Youth Act.

[Philadelphia Area Coalition for Responsible Investment](#): PACRI was formed in 1979 to assist faith-based investors to monitor their investment portfolios. PACRI's mission calls members to work collaboratively with the Interfaith Center on Corporate Responsibility (ICCR) as together we address environmental, social, and governance issues with corporations.

[Project Stay Gold](#): Using the power of education we hope to raise awareness, advocate for abolition, and support rescue and prevention missions. Project stay gold seeks to awaken a modern-day abolitionist movement among the students inside our schools and our classrooms. Young people are highly sensitive to issues of injustice and are motivated by empathy to make a difference and to bring about positive change in our world. Project stay gold believes that our students have the capacity to be the history makers of today.

[Save Our Adolescents from Prostitution \(S.O.A.P.\)](#): Founded by Therese Flores, S.O.A.P. is a hands-on outreach to fight sex trafficking at large events & in communities. It has partnered with the non-profit, BE FREE Dayton to distribute millions of bars of soap wrapped with a red band that gives the National Human Trafficking Hotline number, (888.3737.888) and resources to high-risk motels.

10. Toolkit Forms, Templates, and Resources

a. [Full Volunteer Packet Template.doc](#)

This volunteer packet contains resources, an outline, and script for contacting hotels. This should be distributed to all volunteers at the time of training and will need to be adapted based on the local information. We recommend that after the volunteers receive and study this information, they meet with their small groups to initiate outreach together. This facilitates shared learning and mutual support

b. [Human Trafficking Educational Resources.docx](#)

This document contains toolkits, publications, reports, and websites on the issue of human trafficking.

c. [Hotel Outreach Full Presentation \(NYC\).pptx](#)

This PowerPoint presentation was used for training volunteers for the hotel outreach campaign.

d. [End Child Prostitution and Trafficking One-pager.pdf](#)

The organization, End Child Prostitution and Trafficking (ECPAT), provides human trafficking awareness and prevention training for hotels and tourism agencies. ECPAT partnered with Tri-State CRI during the outreach campaign and provided training. This one-pager gives hotels an introduction to their consultations and trainings.

e. [Hotel FEEDBACK Template.xlsx](#)

This excel template can be altered for specific campaigns. This should be used by volunteers and the coordinator for tracking hotels' responses.

f. [HT hotline flyer.pdf](#)

The National Hotline Flyer was provided for all volunteers and hotels. We encouraged volunteers and hotel staff to use this tool when reporting suspicious activity.

g. [Human Trafficking Action Letter.docx](#)

This letter can be used by anyone who wishes to raise human trafficking awareness in the hotels that they patron.