

# Property Tax Officials Can Help Recognize Human-Trafficking Indicators

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Property tax officials, like many other local government staff in different roles, have professional reasons to visit homes, businesses, and construction sites every day. Their work positions them to see indicators of sex and labor trafficking in the communities they serve.

This article will address

- what human trafficking is,
- what it looks like in our communities,
- how property tax officials can recognize the indicators of human trafficking, and
- how they should respond if they see those indicators.

It may be rare to see indicators of human trafficking, but the crime is serious enough to warrant building awareness among local government staff. The inspiration for this article came from a county tax-office appraiser who attended a training session about human trafficking and described inspecting a large home that had a basement filled with bunk beds. The beds did not appear to be for the benefit of visiting grandchildren.

## The Structure and Processes of Property Tax Systems

The overlap between property tax systems and human trafficking is small but important. The International Association of Assessing Officers (IAAO) recognizes that a property tax system consists of three components: administrative, assessment, and collection.

The *administrative* component creates the property tax structure, oversight, and administration, which in turn controls the other two components, assessment and collection. Administrative structure can vary across jurisdictions, being headed by either an elected body or an appointed management position.

The *assessment* component determines which organizations or individuals are required to pay a tax and what each taxpayer's share of total taxes should be. This component includes the valuation (appraisal) system and the administration of exemptions and relief measures.

The *collection* component receives and accounts for tax payments and deposits the receipts in the appropriate treasuries.<sup>1</sup>

In North Carolina, this system starts with an elected board of county commissioners as local tax officials<sup>2</sup> creating the structure and oversight for a county's property tax system. Each board appoints a county tax assessor and a county tax collector. Although the assessor and collector may be the same person, the positions' duties are distinct. Municipalities create tax systems in a similar way. However, by statute, we have no municipal-level assessors. Municipalities rely on county-assessed values, but Chapter 105, Section 349 of the North Carolina General Statutes (hereinafter G.S.) requires municipalities that levy a property tax to appoint a collector. Many municipalities arrange for their home county to collect the municipality's property tax.

This system involves 100 county assessors, about 70 percent of which are also county collectors. Assessor's offices employ a combined 830 appraisers currently certified by the North

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1. IAAO, *Apendium: A Compendium of Property Assessment Knowledge*, vol. 1, *Working with the Legal Framework* (Kansas City, MO: IAAO Publications, 2018), 1.

2. The term *local tax official*, which is defined narrowly in Chapter 105, Section 273(10a) of the North Carolina General Statutes, should not be confused with the term property tax official, which we are using to refer broadly to a variety of individuals and positions in the N.C. property tax system.

Carolina Department of Revenue. In many counties, there are additional positions such as auditors and data collectors in the field on behalf of the assessor's office. The N.C. Tax Collectors' Association lists 229 certified municipal collectors.<sup>3</sup> This population of over 1,200 property tax officials is a prime audience to train for the recognition of human-trafficking indicators.

Per G.S. 105-289, the N.C. Department of Revenue has general and specific supervision over the valuation and taxation of property by N.C. taxing units. As part of that supervision, in 2014 the department introduced reappraisal standards that coincide with the IAAO Standard on Mass Appraisal. Section 3.3.4 of the standard recommends a physical review and on-site inspection of property characteristics every four to six years. There are actions that allow less frequent on-site reviews, but the Department of Revenue has emphasized the need for timely on-site reviews that align with the IAAO standard.

Most county assessor's offices routinely inspect property under construction, which provides one of the most opportune times to collect data on the property's physical characteristics. This practice places the assessor's office on all construction sites in the county. The appeal process of an assessment typically requires an on-site visit. County appraisers visit all commercial, industrial, and multifamily-housing properties. The interiors of occupied residences are usually off limits, but in some cases they can be accessed during an appeal. Business-personal-property auditors and appraisers should routinely do on-site visits of business taxpayers in the county and ask to see the business personal property to learn more about the trade or industry. G.S. 105-350 requires all collectors to employ all lawful means to collect all property tax. Tax collectors should, in some circumstances, knock on taxpayers' doors and deliver the message that delinquent taxes must be paid.

With these current assessment and collection practices and requirements, we can start to put together an idea of how our property tax system can affect people's lives in ways other than property tax. Property tax officials can help save lives.

As members of various professional groups (judges, emergency-room staff, highway-patrol officers, and so on) have begun receiving focused training on human trafficking, their recurring reaction has been, I have been seeing those signs or that behavior, but I didn't understand it was human trafficking. We expect the same reaction from property tax officials.<sup>4</sup>

## Basic Information about Human Trafficking

Human trafficking involves the use of force, fraud, or coercion to compel another person to perform a profitable labor or sex act. Victims can be adults or children, foreign or domestic born. The trafficking can involve labor, commercial sex, or both.

The use of *force* can involve direct control of victims' movements, behaviors, or contact with other people. Traffickers may confine victims to a specific part of a factory, farm, or home, limiting or eliminating contact with anyone on the outside. Access to the victims may be

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3. "County Assessor and Appraiser Certification Table," N.C. Department of Revenue, accessed May 10, 2019, <http://www.ncdor.gov/documents/county-assessor-and-appraiser-certification-table>; "Municipal Tax Collectors," N.C. Tax Collectors' Association, accessed May 10, 2019, <http://www.nctca.org/content/municipal-tax-collectors>.

4. We are interested in hearing feedback from property tax officials about their experiences in this regard.

**LABOR TRAFFICKING “RED FLAG”**

*While reviewing an upscale home under appeal, the appraiser notices that the maid’s room locks from the outside.*

restricted to the traffickers or to their “delegates,” and victims may be required to obtain permission for access or communication beyond their confined areas. Locks; guards; guard dogs; physical threats against the victims, their friends, or their loved ones; physical abuse; and similar measures may be used to enforce this strategy.

The use of *fraud* can involve inaccurate descriptions of work expectations or living conditions; exorbitant or new charges incurred for job placement, transportation, food, or other services; wage and hour violations; or “bait and switch” tactics regarding job duties and compensation.

The use of *coercion* can involve threats to deport victims who are noncitizens or to report them to law enforcement. Some traffickers might threaten to report victims for the illicit activities that the traffickers have forced them to do. Coercion tactics can also include threats to harm victims’ family members or blacklist victims from future employment; sexual harassment; confiscation of the victims’ passports or visas; shaming; and debt bondage.

The above are merely some examples of how force, fraud, or coercion can show up in trafficking. This is not an exhaustive list.

Property tax officials and their staff may be able to see the physical conditions that enable this manipulation, in particular those that allow the trafficker to control the movements of victims or their interactions with outsiders. A business might have a back room in which workers are living, for example, or an unusual amount of security tools that monitor workplace activity.

### **Vulnerabilities that Traffickers Exploit**

Traffickers are predators that are skilled at spotting and manipulating vulnerabilities. These vulnerabilities can be social, physical, political, financial, or situational. A potential victim might have had a lifetime of family insecurity, poverty, and violence, or could be experiencing temporary job loss and homelessness after a recent natural disaster. Traffickers can exploit potential victims’ chronic and situational weaknesses, including:

- addictions,
- cultural differences from the surrounding community,
- family conflict or instability,
- financial stress,
- foster care placement or aging out of the child-welfare system,
- gender identity,
- social isolation,
- homelessness,
- limited English proficiency,
- immigration status,
- unsafe community or living conditions,
- natural disasters,
- sexual orientation,
- lack of transportation,
- rejection by family or community,
- a history of physical or sexual trauma, and
- political instability.

When trafficking victims are foreign born, the threat of deportation is omnipresent regardless of their immigration status. Some visas tie immigrants to particular employers, giving those employers additional control in the relationship.

Assume local government staff are fulfilling their work responsibilities by inspecting a business or construction site, and they notice that the workers all seem to be foreign born. That characteristic of the workforce, by itself, is not an indicator of human trafficking, even though immigration status is one vulnerability that traffickers exploit. Staff should be aware of that vulnerability, however, and pay attention to the situational characteristics of the workplace. If more than one indicator of potential trafficking is present, then making a report to the National Human Trafficking Hotline or to local law enforcement is warranted.

Task forces and other problem-solving groups that focus on these vulnerabilities could choose to examine how the issues or clients they deal with potentially intersect with trafficking.



*While in the field making contact with delinquent taxpayers, the tax collector notices a sign on a massage business reading “entrance around back” and an arrow pointing down an alleyway to the back of the building. The business is open 8:00 a.m. to midnight.*

### **Environmental Conditions that Enable Trafficking**

The question to ask is not, Does human trafficking happen in my jurisdiction? but, What kind of human trafficking happens in my jurisdiction? Traffickers are attracted to particular opportunities and need specific types of infrastructure to conduct their business. Environmental conditions that provide these opportunities and types of infrastructure can include:

- tourist destinations,
- large public events,
- seasonal farm work,
- online advertising opportunities,
- interstate highways,
- truck stops,
- highway rest stops,
- military bases,
- factories,
- international borders, and
- colleges and universities.

Certain business models, such as illicit massage businesses and migrant farm work, involve moving people from one place to another. The interstate highway system in North Carolina is one form of infrastructure that traffickers use, which makes it important to train public staff who work on or near our highways to recognize indicators of trafficking.

If a community sees signs that one of these local environmental conditions might be generating trafficking, one option is to bring a multidisciplinary team together to assess what the community knows, gather existing data, and figure out how to intervene. For example, if the county public-health department tracked a high rate of sexually transmitted diseases to a particular motel or truck stop, then paying attention to that environmental feature would be useful.

## The Twenty-Five Business Models of Human Trafficking

In 2018, research conducted with local government staff revealed that they have the potential to interact with nineteen of the twenty-five business models of human trafficking.<sup>5</sup> Assessors, collectors, and their staff may see indicators of any of the business models that operate in a home, business, or construction site.

1. *Escort services* is a broad term used in the commercial-sex trade and refers to commercial sex acts that primarily occur at a temporary indoor location, such as a motel or residence. The traffickers deliver the victims to the sex buyers, transferring across locations to meet demand. Online advertising platforms enable the transactions.
2. *Illicit massage, health, and beauty businesses* present a façade of legitimate spa services, concealing that their primary function is the sex and labor trafficking of women trapped in the location. They appear to be single operations but often are controlled within larger networks.
3. *Outdoor solicitation* occurs when traffickers force victims to find buyers in outdoor, public settings, such as on a particular city block or at truck or rest stops along major highways.
4. *Residential brothels* might be run by networks of coordinated traffickers; private households might be used informally for commercial sex. Advertising might be through word of mouth, covert business cards, or online advertising.
5. *Domestic workers* often live in their employers' households and provide such services as cooking, cleaning, and caretaking for children, the elderly, or the infirm.
6. *Bars and strip clubs* might be fronts for both sex and labor trafficking. There are variations on the type of trafficking as well as the business's connection to the traffickers.
7. *Pornography* is a product enabled by modern technology. The victims can be children or adults. Intimate partners or caregivers can control and traffick the victims or trick them into being photographed.
8. *Traveling sales crews* are moved between cities and states, going door-to-door to sell fraudulent products, such as magazine subscriptions. Young salespeople, in particular, work long hours, are rarely fully compensated, and are unable to leave.
9. *Restaurants and food service sites* of all kinds have been documented as taking advantage of language barriers when labor trafficking to avoid detection.
10. *Peddling and begging rings* involve traffickers who, under the guise of a charitable or religious organization, claim to provide trips or enrichment services to "at-risk youth." They sell candy or baked goods, or they solicit donations on streets or in shopping centers.
11. *Agriculture and animal-husbandry industries* sometimes engage trafficked victims, particularly in the more labor-intensive harvesting processes. Trafficking can happen at multiple levels along the complex labor-supply chain of recruiters, managers, contractors, subcontractors, growers, and buyers.

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5. Margaret F. Henderson, *Exploring the Intersections between Local Government and Human Trafficking: The Local Government Focus Group Project*, Public Management Bulletin 15 (UNC School of Government, June 2018), [http://www.sog.unc.edu/sites/www.sog.unc.edu/files/reports/20180336%20Henderson\\_PMB15-Exploring-Intersections\\_v5.pdf](http://www.sog.unc.edu/sites/www.sog.unc.edu/files/reports/20180336%20Henderson_PMB15-Exploring-Intersections_v5.pdf). The twenty-five business models of human trafficking were first described in Polaris, *The Typology of Modern Slavery: Defining Sex and Labor Trafficking in the United States*, March 2017, <http://polarisproject.org/sites/default/files/Polaris-Typology-of-Modern-Slavery.pdf>.

12. *Personal sexual servitude* takes various forms of activity and payment. Victims may be sold, forced to marry, or coerced to engage in sex in order to have basic needs met. Runaway homeless youth might be targeted to exchange sex for food and shelter.
13. *Health and beauty services* provided in seemingly legitimate nail and hair salons or spas can be exploiting foreign-born workers who were recruited under false pretenses, live in isolation under heavy monitoring, and may have lost control of their identification papers.
14. *The construction industry* generates a complex labor-supply chain that can involve direct employers, recruiters, contractors, or smugglers in human trafficking. The abusive actions can include the physical (denying necessities, such as water or safety equipment) and the fraudulent (misrepresenting visa contracts or working conditions).
15. *Hotels and other hospitality businesses* might employ trafficked victims who are manipulated through false recruitment, debt bondage, or other forms of economic abuse. If the trafficker is a contractor, the facility may not be aware of the abuse.
16. *Landscaping businesses* can traffick laborers (usually foreign-born men) to work in maintaining public or private grounds. Strategies may include fraudulent recruitment and misrepresented work contracts or conditions.
17. *Illicit activities* operated by criminal syndicates in illegal industries can exploit people for profit with the same levels of force, fraud, and coercion as in any legitimate labor industry.
18. *Arts and entertainment functions*, such as modeling, athletics, dancing, or performance groups, may employ fraudulent recruiting, economic abuse, or psychological manipulation. In exotic dancing, both labor and sex trafficking can be involved.
19. *Commercial cleaning services* operated by business owners, rather than networks, can employ fraudulent recruitment or economic abuse as tools of manipulation. Exploitation can include exposure to hazardous cleaning chemicals without proper protective equipment.
20. *A wide range of manufacturers*, including factories producing electronic devices and vehicles, have been reported to Polaris. Workers in food processing, clothing manufacturing, and shoe manufacturing are especially vulnerable.
21. *Remote interactive sexual acts* are live commercial sex acts simulated via remote contact between the buyer and victim through technologies such as webcams, text-based chats, and phone-sex lines.
22. *Carnivals* have been reported for labor exploitation and trafficking of workers who operate rides, games, or food stands and set up carnival equipment. The lack of sleep from working long hours can lead to workplace accidents, a risk that can affect both the staff and customers. Carnival companies may contract with state or county fairs.
23. *Forestry and logging* exist in another complicated labor-supply chain. Traffickers have been reported as management or crew leaders. In addition to using fraudulent recruitment and economic abuse, these traffickers can exert additional control due to the isolated work settings.

*As a longtime community member, a county appraiser knows that a major local resort and amusement park hires European college students as staff, who are rarely seen off-site. During a site visit, she notices that the staff dorms seem overcrowded and unhygienic. She sees a supervisor making an employee uncomfortable through unwanted touching.*

24. *Health-care settings*, such as nursing homes or residences with in-home health care, can enable trafficking and exploitation of migrant workers through their complex work chains and often-isolated work settings.
25. *Recreational facilities*, such as amusement parks, summer camps, golf courses, or community swimming pools, may mislead recruits through promises of free transportation to and from work, fairly priced housing, and a living wage. Young adults on J-1 visas are common targets.

***During a walk-through for a business-personal audit of a food-processing plant, the auditor notices that the workers seem to have an unusually high number of visible injuries that are crudely cared for. The site supervisor diverts the auditor's attention away from the employees and insists the walk-through be sped up, while trying to move them both into another area of the plant.***

## The Indicators of Trafficking

Human trafficking is often hidden in plain sight. Hollywood regularly employs imagery of physical restraints and kidnapping, but in reality the indicators of trafficking can be much more subtle and situational.

The examples discussed below are illustrative rather than exhaustive. Different forms of trafficking generate variations in the indicators that might be visible to outsiders. The presence of any single indicator is not necessarily proof of human trafficking. However, the presence of several indicators should generate attention and should be reported to the National Human Trafficking Hotline, law enforcement, or the local Rapid Response Team (RRT).

In their on-site work, local tax-office employees might notice characteristics about individuals or the environment that raise red flags of concern. Table 1 provides a list of indicators to watch for.

## What To Do if Staff See Indicators of Trafficking

The best time to figure out what to do is before your staff need to do it. If staff members witness active violence, they should seek safety and call 911 as they would for any other crime or accident. Under no circumstances should they attempt to investigate or intervene in a trafficking situation, though there are ways to incorporate resources, such as the National Human Trafficking Hotline number, into business cards or other informational documents.

If a staff member sees an indicator of trafficking but is unsure whether the situation actually warrants a report, err on the side of reporting and share both your uncertainty and the reasons for your concern.

Remember that *everyone* in North Carolina is required by law to report child abuse, child neglect, or exploitation of a disabled or elder adult to law enforcement or social services.

Here is a decision-making and discussion guide for organizations and governmental departments to use in designing reporting protocols for staff to follow when they see indicators of human trafficking. The purpose of reporting is to make a referral that will generate further investigation and, if appropriate, intervention.

**Table 1. Possible Indicators of Human Trafficking****Victim physical characteristics**

- Bruises suggesting abuse or restraint
- Malnourishment; extreme fatigue
- Matching tattoos
- Untreated or poorly treated injuries

**Victim behaviors**

- Appearing to lie about age, identity, or relationships
- Drug use
- Fearful, timid, or submissive actions; avoiding eye contact
- Inability to clarify where they live; may claim to be “just visiting”
- Not knowing what day it is
- Not knowing where they are or how long they’ve been here
- Repeated pregnancies or STDs

**Other victim characteristics**

- Lives at work site
- Not allowed adequate food or sleep
- Not allowed control over own finances
- Not allowed control over own identification documents
- Not allowed to come and go as desired
- Not allowed to contact friends or family
- In debt and cannot repay
- Has little personal property

**Trafficker behaviors**

- Keeping control over victims’ identification documents
- Lying about identification, relationships, or purpose of travel
- Lying about hours worked or nature of work
- Trying to stay with victims and speak for them
- Trying to distract observers away from the work site, the indicators, or the victims
- Verbally or physically intimidating, manipulating, or controlling victims

**Vehicle characteristics**

- Hidden compartments
- Multiple unrelated people traveling together
- Passengers unsure of where they are or where they are going
- Conflicting accounts of the nature of the group
- Conflicting accounts of the purpose of the travel
- Overcrowded or unsafe conditions for passengers

**Property in the setting**

- Multiple cell phones, numerous hotel key cards, condoms, pornography, sex toys, sexy costumes
- False identification cards
- Handcuffs or other forms of restraint
- Tools of intimidation, such as a rod for beating
- Beds, food, personal items suggesting people are living on the premises
- Lack of normal furniture or household items
- Food delivery, storage, and preparation that appears to feed more than the average household
- Unusual content or volume of trash generated by the household
- Guard dogs
- Dogs in pens in between work area and exit

**Situational characteristics**

- Locks on the wrong sides of doors
- Buckets in locked rooms for body waste
- Too many cameras, especially on exits
- Windows covered or barred
- Massage parlors / nail salons / spas open late hours; personnel change regularly
- Customers given tokens that employees collect to prove they have provided services
- Personnel rarely leave or leave only under supervision
- Personnel report exorbitant fees associated with holding the job or with regular living expenses
- Tips handed to management instead of employee
- Lack of paychecks, personnel records, identification documents
- Ownership or licensing of the business is vague or not documented
- The business advertises on commercial-sex websites

Clarify the sequence of events for internal reporting. First, discuss and clarify whether the person who sees the indicators should

1. report to a supervisor first, then file a report about the indicators witnessed;
2. file a report first, then inform a supervisor; or
3. file a report without informing a supervisor unless certain conditions are met. Deciding what those conditions should be is up to the organization, but they may include validation of the report by law enforcement, the involvement of a person or place of prominence in the local community, or the likelihood of the report receiving attention in news stories or social media.

Second, decide what the supervisor should do with the information and whom (if anyone) the supervisor should report it to. Internal reporting processes should consider your jurisdiction's other departments that could be impacted by headlines or rumors. Elected officials, the manager's office, the county attorney's office, and the jurisdiction's public relations department are examples of those other departments. Decide whether validation of the report matters.

*The storage room of a restaurant contains bunk beds and personal items.*

Third, clarify protocols for reporting to an external stakeholder. When designing this part of the protocol, it is useful to become informed about the current capacity of or interest in using local resources. Local law enforcement might have staff members who focus on investigations of human trafficking, or it might be unaware and ill-prepared to address such a case. Local service programs, such as shelters, might specialize in providing direct services to victims of trafficking, have the potential to do so but lack experience with this population, or be unprepared to offer services or make referrals.

One option is to call in a report to the National Human Trafficking Hotline at (888) 373-7888 or visit [Humantraffickinghotline.org](http://Humantraffickinghotline.org). The hotline will take responsibility for passing the report on to your local authorities. The person reporting does not have to figure out whom to call, and the report is included in ongoing data collection, which adds to our collective knowledge about the number and types of trafficking that occur in North Carolina and across the United States. A training publication, *What to Expect When You Call the National Human Trafficking Hotline*, is available online.<sup>6</sup> Reports can be made by phone, email, online form, or online chat. Callers can choose to remain anonymous or share their contact information.

A second option is to report the indicators to local law enforcement.

A third option in some parts of North Carolina is to call the local Rapid Response Team. RRTs provide direct services and intervention in the first twenty-four to seventy-two hours of victim contact. There might be a single point of contact, or there might be multiple people who can receive, evaluate, or respond to a report. At the time of this writing, about half of N.C. counties have access to RRTs, most often in metropolitan areas. Calling either the National Human Trafficking Hotline or local law enforcement will trigger contact with a local RRT, if one exists.

Since community resources, philosophies, and likely outcomes from reporting vary widely—as do the situations that staff might observe—there is no single “right” way to address this challenge. Professional codes of ethics and legal requirements, such as HIPPA compliance for health-care workers, can also inform expectations for reporting.

6. National Human Trafficking Resource Center, *What to Expect When You Call the National Human Trafficking Hotline*, video presentation, June 2015, [http://polarisproject.adobeconnect.com/\\_a983384736/p8gk0st7jmd/](http://polarisproject.adobeconnect.com/_a983384736/p8gk0st7jmd/).

When making a report to law enforcement, understand that immediate feedback or action might not happen. Law enforcement agents need time to collect data and conduct the investigation. They might be building a case using multiple reports taken over an extended period. A lack of response can be frustrating for the person making the report, but it does not mean the report was not taken seriously.

*A large, old home has been repurposed as a halfway house. All of the tenants spend long hours together at a local business, traveling to and from the workplace together in a van.*

## Summary of Action

There is no data available yet on how frequently local tax-office employees see indicators of sex or labor trafficking, nor do we know which business models of trafficking they are most likely to see, but there are actions that local tax-office employees can take to begin addressing human trafficking.

First, make the effort to build awareness through training opportunities in your professional associations or through your newsletters or listservs. There are also opportunities online for self-education about human trafficking, some of which focus on how members of particular professions can help. The School of Government offers resources as well. Go to [sog.unc.edu](http://sog.unc.edu) and search for “human trafficking” to find the resource page and publications.

Second, hold discussions in your organizations to share information and establish reporting protocols, and consider including the National Human Trafficking Hotline number on your business cards.

Third, tell the School about the potential trafficking situations your staff have seen and the types of resources or training you need to become better prepared.

## Public Management Bulletins (PMBs) by the UNC School of Government

Henderson, Margaret F. [Human Trafficking in North Carolina: Strategies for Local Government Officials](#). PMB no. 12. October 2017. Introduces the issue of human trafficking to city and county managers and elected officials.

———. [Ten Questions about Local Governments: A Primer for Anti-Human Trafficking Advocates](#). PMB no. 14. May 2018. Explains how government works at the local, state, and national levels and offers advice to community advocates on working with local government officials to address human trafficking.

———. [Exploring the Intersections between Local Government and Human Trafficking: The Local Government Focus Group Project](#). PMB no. 15. June 2018. Focuses on the business models traffickers use to manage their human-trafficking enterprises and reports on focus-group discussions with local government officials to determine how greater awareness of these models and their various signs within the community might be incorporated into their daily work.

Henderson, Margaret F., and Nancy Hagan. [Labor Trafficking—What Local Governments Need to Know](#). PMB no. 16. February 2019. Shares basic information about labor trafficking, describes how it shows up in North Carolina, and offers distinctions between labor and sex trafficking.

## Online Educational Resources

“Human Trafficking Resource Series.” UNC School of Government microsite.

<http://www.sog.unc.edu/resource-series/human-trafficking>.

Department of Homeland Security. *Take a Second Look*. Embedded video, 0:30. <http://www.dhs.gov/blue-campaign/take-second-look>. This public-service announcement and other resources are available from Homeland Security’s Blue Campaign at <http://www.dhs.gov/blue-campaign>.

“Emergency Disaster Response Toolkit.” Human Trafficking Houston.

<http://humantraffickinghouston.org/toolkits/emergency-disaster-response-toolkit/>. This is a free, thorough resource for teaching local government staff about the strategies traffickers employ to take advantage of disasters.

Human Trafficking eLearning. <http://humantraffickingelearning.com/>. Free online training is available here.

Michigan State Police. *MSP “Look Again.”* Embedded video, 2:34. January 10, 2018. <https://youtu.be/44EvOqCMrIE>. A useful tool for introducing the topic to an audience, this is an excellent public-service announcement about how people providing services near or in homes or businesses might see the indicators of trafficking.

National Human Trafficking Hotline. <http://humantraffickinghotline.org/>. Statistics for North Carolina are available here.

NC Coalition against Human Trafficking. Official Facebook page. <https://www.facebook.com/nccaht>. Provides updates on current events and training related to trafficking.

Polaris. <http://polarisproject.org>. Polaris creates data-driven reports on the typologies and incidence of various forms of trafficking as well as “disruption strategies.”

Project No Rest. <http://www.projectnoreset.org>. Basic information and training videos are available here.

“Training and Technical Assistance.” Office on Trafficking in Persons. <http://www.acf.hhs.gov/otip/training>. Basic information and training opportunities are provided here.

Truckers against Trafficking. <http://truckersagainstafficking.org/>. This organization provides useful educational resources and an instructive model of intervention.