



# PATROLLER

## FEBRUARY 2026

**Newsletter for the Patrollers, volunteers, and supporters of Castro Community On Patrol in San Francisco, California, USA.**

**ESTABLISHED 2006**

**CHIEF OF PATROL**



**Chf. Greg Carey**  
(Public Relations)

**ASSISTANT CHIEF OF PATROL**



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(Volunteer Training & Certification)

**DEPUTY CHIEF OF PATROL**



**DChf. Brian Hill**  
(Information Technology)

**DEPUTY CHIEF OF PATROL**



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(Volunteer Scheduling & Retention)

**CCOP RECEIVES IMPERIAL AND TAMALES DONATIONS**



Castro Patrollers and former Imperial Council Emperors, Ashle Blow (left) and Leandro Gonzales (right) both dedicated funds from their incredible fundraising efforts to CCOP at the most recent Imperial Court installation.

Ashle was relinquishing his Emperor title at the end of his year-long reign, and earmarked Castro Patrol and the Castro Country club to receive a percentage of the funds raised throughout the year. Leandro was a former Emperor and has raised funds through his delicious Tamale sales for a number of years now.

This injection of much needed funding is very greatly appreciated and welcomed, as is the continued support of both Ashle and Leandro as active Patrollers with CCOP.

We thank the Imperial Court also for their incredible fundraising on behalf of the whole community.

**SELF-DEFENSE AND ACTIVE SHOOTER TRAINING**



We have noticed a significant up-tick in requests for us to provide our Beginners Self-Defense and our Beginners Active Shooter training classes to numerous groups, with some inquiries coming from Palm Springs and Los Angeles.

Educational outreach and training is a key pillar of our programs, so we're always happy to assist in providing this essential training whenever possible, while still supporting our regular patrols of the neighborhood.

Perhaps the uncertainty of the current Federal Administration, or fears of the up-coming elections are making some consider additional training and awareness. Whatever the reasons, we think it is vital training for everyone and we are happy to provide it whenever possible.

**PROTECT THE CASTRO BY JOINING US**

Ordinary people, doing extraordinary things is how we think of our Patrollers. They come from all walks of life, all backgrounds, and live throughout the Bay Area. They all share one single focus, helping to keep the Castro SAFE for EVERYONE.

We only ask for a minimum of one 3-hour patrol a month! We provide all training and equipment.

Help us to  
**PROTECT THE CASTRO**

**S.F.P.D. CRIME DATA SNAPSHOT**

[SFPD Crime Data](#) results citywide for the following specific categories between **1/1/2026 to 02/22/2026**

	2026	Yr - Yr %
Homicide	7	+600%
Robbery	169	-38.1%
Assault	247	-26.9%
Burglary	359	-43.2%
Veh. Theft	334	-41.6%
Larceny	1,617	-37.0%
<b>TOTAL</b>		<b>-37.4%</b>

During the same period last year, SFPD recorded a total of 4, 452 reports, compared with a total of 2, 786 reports this year, representing a 37.4% drop overall.

# PATROL NEWS

## CCOP IS WORKING WITH THE SISTERS TO HELP PREPARE FOR THE ANNUAL EASTER IN THE PARK CELEBRATION



One of the highlights of our CCOP calendar, and likely the general community calendar, is the annual Sisters of Perpetual Indulgence, Easter in the Park celebration.

The irreverent, fun-filled, and risqué entertainment is always a huge crowd pleaser, and the event is normally a very well attended, safe, and enjoyable time for all involved. With that said though, planning, organizing, and preparing is a huge logistical undertaking for all concerned.

CCOP has been working with the Sisters to help plan and prepare the Safety aspect of the event, as we have done over many years now. We assist in developing the multi-agency safety plan and by fielding safety teams throughout the day of the event which will take place this year on Sunday April 5<sup>th</sup> at Dolores Park. We hope to see you there!

## CCOP DEPLOYED TWO SAFETY TEAMS IN SUPPORT OF THE CASTRO WINE WALK



We LOVE to see the Castro busy and full of people enjoying themselves, and the Castro Wine Walk event on Thursday February 26<sup>th</sup> was just such a fun event.

Attendees purchased a special pass from The Academy SF and then strolled through the neighborhood to the fifteen or so businesses participating to enjoy a free glass of wine. The event was very well attended and everyone we spoke with seemed to be having a very enjoyable evening.

CCOP deployed two safety teams in support of the event to provide a visible safety presence and offer assistance and guidance to attendees as needed. During the patrol, we had the opportunity to speak with a number of attendees as well as many members of the public who expressed their appreciation that we were “out and patrolling” in the neighborhood.

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# PATROL TRAINING ACADEMY

***BY Chief Ken Craig, Community Patrol Service***

## **WHY POLICIES AND PROTOCOLS MATTER**

The importance of following policies and protocols in any organization—whether corporate, nonprofit, healthcare, aviation, or public safety—cannot be overstated. Policies and protocols are not bureaucratic obstacles to be overcome; they are structured safeguards designed to protect people, preserve mission integrity, and reduce risk. When individuals or teams drift into complacency, even well-designed systems can fail.

One of the most powerful frameworks for understanding this phenomenon is the “Swiss Cheese Model” of accident causation developed by psychologist James Reason. His model demonstrates how catastrophic incidents rarely result from a single error; instead, they occur when multiple small failures align without correction, allowing a much larger failure to take place.



### **Why Policies and Protocols Matter**

Policies establish expectations. Protocols define how those expectations are operationalized. Together, they create predictability, consistency, and accountability. In high-risk industries such as aviation and healthcare, adherence to standardized procedures has been proven to dramatically reduce errors. For example, surgical safety checklists recommended by the World Health Organization have been associated with significant reductions in complications and mortality. These checklists are simple, structured reminders—but their consistent use ensures critical steps are not overlooked.

In aviation, standard operating procedures (SOPs) govern everything from cockpit communication to emergency response. Pilots train repeatedly to follow these procedures precisely because human memory and judgment degrade under stress. Protocols serve as cognitive guardrails when situational pressure is high.

In public safety or community-based volunteer organizations, policies may govern radio communication, incident reporting, de-escalation tactics, or coordination with law enforcement. While such protocols may seem routine, repetitive, and perhaps unnecessary as they seem simplistic at times, they exist because someone, somewhere, learned through experience that inconsistency creates risk.

### **The Risk of Complacency**

Complacency develops gradually. It often begins with success. When an organization performs the

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# PATROL TRAINING ACADEMY

same task repeatedly without incident, individuals may begin to believe the risk is lower than it truly is. Shortcuts appear efficient. Steps are skipped because “nothing bad has happened before.”

The confirmation bias of having successfully performed a task or function many times in the past, has a tendency to encourage some to reason that the protocol or checklist is unnecessary as they already know what it calls for. This very act of complacency is often the first hole in the Swiss Cheese model lining up, leading to a missed step or a mistaken understanding.

This false sense of security can be more dangerous than overt recklessness. Complacency erodes the culture of vigilance. Over time, minor deviations from policy become normalized—a phenomenon sometimes called “normalization of deviance.” When deviations go unchallenged, they become standard practice.

History provides sobering examples. The Space Shuttle Challenger disaster in 1986 was not caused by a single catastrophic failure alone, but by a pattern of ignored warnings about O-ring performance in cold weather. Engineers had raised concerns previously, but because earlier launches had not resulted in disaster, the risk became psychologically minimized. A small design vulnerability, management pressure, and communication breakdown aligned—resulting in tragedy.

Similarly, the nuclear accident at Chernobyl Nuclear Power Plant in 1986 involved multiple layers of failure: flawed reactor design, inadequate training, violation of operating procedures, and poor safety culture. Each individual decision might not have seemed catastrophic in isolation. Together, they were devastating.

## The Swiss Cheese Model

James Reason’s Swiss Cheese Model visualizes organizational defenses as slices of Swiss cheese stacked in layers. Each slice represents a protective barrier—policies, training, supervision, engineering controls, oversight mechanisms. The holes represent weaknesses: human error, fatigue, poor communication, design flaws, or procedural noncompliance.

An accident occurs when the holes in each layer momentarily align, allowing a hazard to pass through every barrier.

This model is powerful because it shifts focus away from blaming a single individual. Instead, it recognizes that safety is systemic. However, it also underscores a crucial point: every layer matters. Even small lapses enlarge the holes. Complacency widens them further.

For example:

- The CCOP Team Lead fails to pre-brief before deployment as they are running late, so no defined team roles are assigned.
- On patrol no-one on the team verbalizes their current location in the neighborhood to ensure everyone knows the street and block number.

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- A pedestrian is struck by a hit and run vehicle which drives off at speed.
- The Team Lead directs one team member to call 9-1-1 but they did not bring their cell phone with them on patrol.
- The 9-1-1 call is thus delayed as a result of the lack of properly pre-briefing and assigning team roles.

Each step represents a hole. If all align, a victim of the hit and run may suffer harm. Remove one lapse—enforce one protocol consistently—and the chain hopefully breaks and the team understands their roles and functions and performs them efficiently and effectively.

## Small Deviations, Large Consequences

Catastrophic events often follow a predictable pattern:

1. A known risk is identified.
2. Minor violations of procedure begin.
3. Those violations produce no immediate harm.
4. The organization becomes desensitized.
5. A triggering event aligns with existing vulnerabilities.

In industrial safety, the 2005 explosion at the BP Texas City refinery revealed systemic safety culture weaknesses. Investigations showed that cost-cutting, deferred maintenance, and ignored warnings contributed to the disaster. None of these factors alone guaranteed an explosion—but collectively, they created conditions where one ignition source led to a deadly blast.

In smaller-scale environments—community events, nonprofit patrols, or volunteer operations—the same principle applies. Failing to log incidents, neglecting radio discipline, skipping safety briefings, or operating without clear chain-of-command may not cause immediate harm. Yet each skipped step enlarges the holes in the system.

## Psychological Drivers of Noncompliance

Understanding why people drift from protocols is critical:

- **Overconfidence:** “I’ve done this a million times before.”
- **Time pressure:** “We don’t have time for the full checklist.”
- **Peer influence:** “No one else does it.”
- **Outcome bias:** “Nothing bad has ever happened.”

Human beings are wired to prioritize efficiency and reward over abstract future risk. Effective organizations counteract this tendency through reinforcement, supervision, and culture.

## Building a Culture of Compliance

To combat complacency, organizations must go beyond simply writing policies. They must cultivate a safety culture in which adherence is valued and modeled by leadership.

Key strategies include:

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- **Regular training and drills:** Repetition reinforces muscle memory and reduces cognitive load during emergencies.
- **After-action reviews:** Honest evaluation identifies small failures before they align catastrophically.
- **Empowered reporting:** Staff and volunteers must feel safe raising concerns without retaliation.
- **Leadership modeling:** When leaders bypass protocols, others will follow.
- **Redundancy:** Multiple checks reduce the likelihood that one lapse becomes fatal.

High-reliability organizations—such as air traffic control centers and nuclear power plants—emphasize preoccupation with failure. They actively look for small cracks before they widen.

## The Cost of Ignoring Protocols

The consequences of complacency are not only physical but reputational and organizational. A serious incident can erode public trust, damage morale, trigger legal liability, and jeopardize funding. Rebuilding credibility can take years.

In community-facing organizations, safety lapses may also undermine relationships with law enforcement, local government, or partner nonprofits. A single preventable mistake can ripple outward.

## Conclusion

Policies and protocols are the visible expression of hard-earned lessons. They represent institutional memory—often written in response to past failures. Following them consistently is not about rigidity; it is about resilience.

The Swiss Cheese Model reminds us that catastrophic incidents are rarely sudden or random. They are the predictable outcome of layered weaknesses aligning. Each time someone chooses to skip a step, ignore a checklist, or bypass a reporting requirement, they widen a hole in the system. Each time someone insists on doing things correctly—even when inconvenient—they reinforce a protective layer.

Vigilance is a daily discipline. Complacency is subtle but corrosive. Organizations that understand this dynamic foster cultures where policies are respected, protocols are practiced, and small mistakes are addressed early. In doing so, they prevent the alignment of holes—and protect the people and missions entrusted to them.

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## References

- Reason, J. (1990). *Human Error*. Cambridge University Press.
- World Health Organization. (2009). WHO Surgical Safety Checklist.
- Rogers Commission Report (1986). Investigation of the Space Shuttle Challenger Accident.
- U.S. Chemical Safety Board (2007). Investigation Report: BP Texas City Refinery Explosion.

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# WHO / WHEN / WHERE / HOW

## LIFE / PROPERTY THREATENING OR CRIME IN PROGRESS ?

### Call 9-1-1

In any situation where life or property is at imminent risk, or where a crime is in progress right now, call 9-1-1 for an immediate emergency response.

## NO IMMEDIATE THREAT TO LIFE OR PROPERTY?

### Call 415-553-0123

In situations which are less critical or immediate but where a Police or Fire response may still be required, use the non-emergency number above.

### San Francisco District Supervisor's Office

Supervisor Rafael Mandelman

District 8,

Call 415-554-6968

[MandelmanStaff@sfgov.org](mailto:MandelmanStaff@sfgov.org)

San Francisco District Supervisors represent you and can assist in many areas of concern that involve formal Government agencies or departments. If their office cannot assist you directly, they will help to put you in contact with resources that can assist.

### San Francisco District Attorney's Office

350 Rhode Island Street

North Building, Suite 400N, 94103

Call 628-652-4000

[DistrictAttorney@sfgov.org](mailto:DistrictAttorney@sfgov.org)

The DA's office prosecutes crime in San Francisco and offers various services for victims of crime.

**VICTIM SERVICES:** 628-652-4100

**HATE CRIME HOTLINE:** 628-652-4311

### San Francisco Official Resources

#### San Francisco Federal Bureau of Investigation

415-553-7400

#### San Francisco Police Department Mission Station

415-558-5400 [SFPDMissionStation@sfgov.org](mailto:SFPDMissionStation@sfgov.org)

#### San Francisco Police Department Park Station

415-242-3000 [SFPDParkStation@sfgov.org](mailto:SFPDParkStation@sfgov.org)

#### SFFD Street Crisis Response Team

Call 911 for people in severe mental distress

#### SFFD Street Wellness Response Team

415-553-0123 for homeless related non-criminal issues

#### San Francisco City Services

3-1-1 to report "things" i.e. human waste, trash, etc.

#### Mental Health Services For Everyone

9-8-8

### Community Resources

#### Castro Community Benefits District Services

415-500-1181 [ExecDirector@castrocbd.org](mailto:ExecDirector@castrocbd.org)

**Cleaning Services:** 415-471-7536

#### Castro Cares Community Ambassadors Program

Call or Text 415-471-7536

#### Community Patrol Service

[CommunityPatrolService@gmail.com](mailto:CommunityPatrolService@gmail.com)

#### SFPD LGBTQ+ Community Advisory Forum

[LGBTQ.forum@sfgov.org](mailto:LGBTQ.forum@sfgov.org)

#### 24 Hour National Domestic Violence Hotline

1-800-799-7233

#### Trevor Project

212-695-8650 (LGBTQQI+ youth in need of support)

#### SF Adult Protective Services (APS) Hotline

415-335-6700 or 1-800-814-0009

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## Castro CBD, Castro Cares Program

castro  
C A R E S



be a part of the solution

Castro Cares is a unique community collaborative providing supplemental outreach and hospitality services throughout the district to the city's homeless support services and the work of the San Francisco Police Department. The program is funded by a city grant and through public donations.

The program deploys uniformed Community Ambassadors 7-days a week. They interact with the residents, business employees and owners, visitors, and with those living on the streets.

To find out more about the Castro Cares program, or to donate in support of the program, check out their website at [www.castrocbd.org/castro-cares/](http://www.castrocbd.org/castro-cares/)

## SFPD LGBTQ+ Advisory Forum



"Working together to create a safer and stronger community for all"

The San Francisco Police Department, LGBTQ+ Advisory Forum was formed in 2010 and welcomes LGBTQ+ volunteer members from around the city. Members meet quarterly with SFPD command staff, to offer input on SFPD Policy, raise concerns, work on community projects and learn more about the SFPD.

To find out more, contact us at [SFPD.LGBTQ.Forum@gmail.com](mailto:SFPD.LGBTQ.Forum@gmail.com) and we will be happy to chat with you about how to become a permanent member..

## SFPD SAFE PLACE Program



The SFPD SAFE PLACE program is a collaborative effort between SFPD and San Francisco Businesses to offer a temporary "safe haven" to victims of crime or harassment until law enforcement or medical professionals arrive.

The program mission is to reduce hate crimes, bullying, harassment, and discrimination. By working together, we can encourage crime reporting and promote safety and security.

To find out more, contact us at [INFO@CastroPatrol.org](mailto:INFO@CastroPatrol.org) and we will be happy to chat with you, and enroll you into the program.

## Community Patrol Service



Community Patrol Service (CPS) is a not-for-profit community organization that works with neighborhoods throughout the United States who wish to develop a Community On Patrol Service (COPS) organization such as Castro Community On Patrol (CCOP). CPS will offer free advice, guidance, training information, suggestions, and non-fiscal support throughout the development of your own COPS group.

To find out more, contact us at [CommunityPatrolService@gmail.com](mailto:CommunityPatrolService@gmail.com) and we will be happy to chat with you, and enroll you into the program.

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# PROTECT THE CASTRO



## BE THE DIFFERENCE

### ORDINARY PEOPLE, DOING EXTRAORDINARY THINGS

Castro Community On Patrol (CCOP / Castro Patrol) needs volunteers to help us patrol the Castro neighborhood on a monthly basis. YOU could be our next Trainee Patroller! Our next Community HERO.

We have successfully patrolled the Castro neighborhood since 2006, deploying in teams of three unpaid volunteer Patrollers who walk for a 3-hour shift which they select themselves. Our patrols provide assistance, distribute free safety whistles, offer guidance, and deliver support to the residents, businesses, and visitors of the Castro, interacting with thousands of people every year.

We **ARE** often “First Reporters” by calling in Medical, Fire, or Law Enforcement professionals when needed, and we will offer assistance when safe to do so until the professionals arrive. We **DON'T** break up physical fights or put our volunteers into dangerous situations.

Our volunteers are mostly members of the LGBTQ+ community, but we are open and welcoming to **ALL**. We provide full training, and you will always deploy with other experienced, knowledgeable, and dedicated volunteers. Patrolling is fun, you get to meet lots of people, and you can feel good about helping out your community. Sign up TODAY and become a neighborhood HERO tomorrow.

[www.CastroPatrol.org](http://www.CastroPatrol.org) | [info@CastroPatrol.org](mailto:info@CastroPatrol.org)

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**SIGN UP. BE A PART OF THE SOLUTION.**



**"SAFETY is a COMMUNITY EFFORT"**

**NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED PEOPLE CAN CHANGE THE WORLD. INDEED, IT'S THE ONLY THING THAT EVER HAS.**

**BE THE DIFFERENCE!**

**[WWW.CASTROPATROL.ORG](http://WWW.CASTROPATROL.ORG)**

**FOR MORE INFORMATION OR TO VOLUNTEER**

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# DON'T BE AFRAID, GET TRAINED AND PREPARED

## SIX STEPS TO ASSIST IN PROSECUTING CRIMINAL ACTIVITY

**1**

**IF YOU SEE A CRIME IN PROGRESS, OR A LIFE-THREATENING SITUATION:**

**CALL - 911**

**IF YOU SEE SOMETHING SUSPICIOUS OR SOMETHING AUTHORITIES SHOULD KNOW ABOUT:**

**CALL - 415-553-0123**

**MEET AND PROVIDE A WITNESS STATEMENT TO POLICE.**

If Officers don't see the incident you called about themselves, and find no other criminal activity when they arrive, they cannot CITE or make an ARREST without a witness to the incident.

**2**

**3**

**GET THE COMPUTER AIDED DISPATCH (CAD) NUMBER THAT IS ASSIGNED TO THE INCIDENT**

Officers will provide this when you provide your witness statement. This number will allow you to track the case from investigation to prosecution.

**FOLLOW UP WITH SFPD INVESTIGATORS**

Call the SFPD Station that responded to your incident and provide the CAD # to get updates on the status of incident.

**4**

**5**

**FOLLOW UP WITH THE DISTRICT ATTORNEY**

Using the CAD#, work with the Assistant District Attorney assigned to the case, and let them know what YOU WANT to happen in the case.

**GO TO COURT, AND STAND AS A WITNESS**

If the case goes to court, be sure to attend and be willing to provide witness testimony on the stand, and/or victim impact statements.

**6**

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# **REPORT HATE CRIMES**



**This location is a SAFE PLACE for victims of hate crimes and harassment to call 911 and wait for police to arrive.**

## **EMERGENCY CALL 911**

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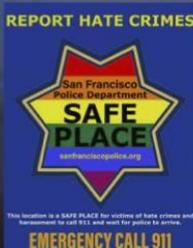
# SAFETY FOR EVERYONE



As a **COMMUNITY** we need to come together to help mitigate and eradicate any violence on the streets, targeting anyone in the neighborhood, but this needs **EVERYONE** to participate and get **INVOLVED**:

1. **TRAIN** so you know how to defend yourself and what to do when you are threatened, or feel threatened,
2. **USE** the community support opportunities available throughout the neighborhood if you need them, and encourage loved ones and friends to do the same,
3. **HELP** anyone in trouble by using your SAFETY WHISTLE to call attention to the incident, and hopefully many other community members will do the same,
4. **CALL 9-1-1** immediately to report any acts of violence or threats of violence so Police can respond as quickly as possible – time may be of the essence,
5. **PROVIDE** the details of what you saw to Police if you are a witness to a violent incident. Only witness statements can lead to an arrest, charges, and ultimately conviction. YOUR statement may be critical,
6. **FILE A REPORT** with Police if you are the victim of a violent incident. SFPD are trained and required to be professional, empathetic, and understanding when you need to report a criminal act against you. San Francisco and California are SANCTUARY locations so don't worry about your immigration status in the U.S. when reporting. Have a trusted friend or organization with you when you make your report.
7. **SHARE** your incident details with [INFO@CastroPatrol.org](mailto:INFO@CastroPatrol.org) so we can not only support you through the legal process, but we can also track these incidents to help us recognize patterns and work with SFPD to target dangerous areas or times with more enforcement.

**SAFETY is a COMMUNITY EFFORT. The WHOLE community needs to respond and shout with one voice "WE WILL NOT BE VICTIMS, WE WILL NOT BE TARGETS, WE WILL FIGHT BACK."**



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# DATING SAFETY



**USE THE BUDDY SYSTEM.** Share emails, online profiles, and details of your new date with a trusted friend.

**CHECK IN.** Ask your BUDDY to reach out to you by phone or text during your date to verify you are good.

**NO – IS NEVER NEGOTIABLE.** SAY NO TO ANYTHING OR ANYONE THAT MAKES YOU FEEL UNCOMFORTABLE.

**ESCAPE ANY WAY YOU CAN.** If you feel threatened or at risk do what you need to ESCAPE to safety.

**DEFEND YOURSELF.** You are entitled to defend if you need to. Better to be tried by 12, than buried by 6.

**REPORT IT.** If you are threatened, abused, or injured by a date, report them to 9-1-1 and let your friends know.

**SEEK SUPPORT.** From friends, from the community, and from government and nonprofit entities.



[www.CastroPatrol.org](http://www.CastroPatrol.org)

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# DOMESTIC VIOLENCE

**INTIMATE PARTNER VIOLENCE IS AGAINST THE LAW  
AND OFTEN LEADS TO SERIOUS INJURY OR WORSE.  
DON'T BECOME A MARTYR.**

## DO YOU NEED HELP?

- **Are you regularly subjected to acts of degradation, physical or verbal abuse, intimidation, or excessive control?**
- **Do you feel UNSAFE with your intimate partner?**
- **Do you feel empowered to make decisions for yourself?**

**Abusers rarely stop their abuse, but frequently escalate to more serious attacks. Ask for help!**

**LGBTQ Anti-Violence Project: 1-212-714-1141**

**FORGE Transgender Project: 1-414-559-2123**

**Youth LGBTQ Help Center: 1-800-246-7743**



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# ANGEL SHOTS

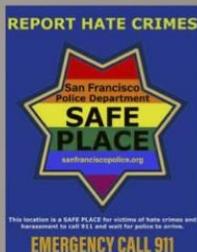
THIS ESTABLISHMENT RECOGNIZES AND SUPPORTS  
THE **ANGEL SHOT** SAFETY PROGRAM

## DO YOU NEED HELP?

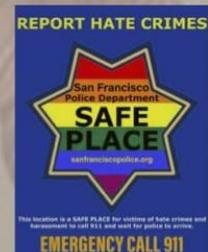
- Are you on a **DATE** that is not going well?
- Do you feel **UNSAFE**?
- Is anyone **BOTHERING** your or making you feel **UNCOMFORTABLE**?
- Are you being **FORCED** to do something against your will?

**ASK OUR SECURITY STAFF OR YOUR SERVER FOR  
AN "ANGEL SHOT."**

**WE WILL HANDLE THINGS DISCRETELY AND WE  
WILL PROTECT YOU UNTIL YOU ARE SAFE &  
SECURE.**



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# HUMAN TRAFFICKING

**HUMAN TRAFFICKING IS SLAVERY BY A DIFFERENT NAME.  
TARGET THE TRAFFICKERS AND HELP SAVE THE VICTIMS.**

## DO YOU NEED HELP?

- **Are you FORCED to work for little or no reimbursement?**
- **Do you face physical or psychological abuse if you do not work as demanded?**
- **Can you leave at any time, without fear of retribution?**
- **Are you expected to do things outside of your comfort zone, such as performing sexual favors for strangers?**

**National Human Trafficking Hotline**

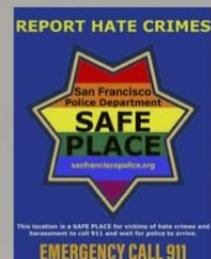
**Call: 1-888-373-7888**

**Text: HELP to 233733 (BEFREE)**

**[www.humantraffickinghotline.org](http://www.humantraffickinghotline.org)**



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