



Strengthening Relationships between Police and Immigrant Communities in a Complex Political Environment:

Multicultural Outreach and Engagement Programs for Police Agencies



POLICE EXECUTIVE
RESEARCH FORUM

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Sloan, Madeline. Washington, D.C. 20036

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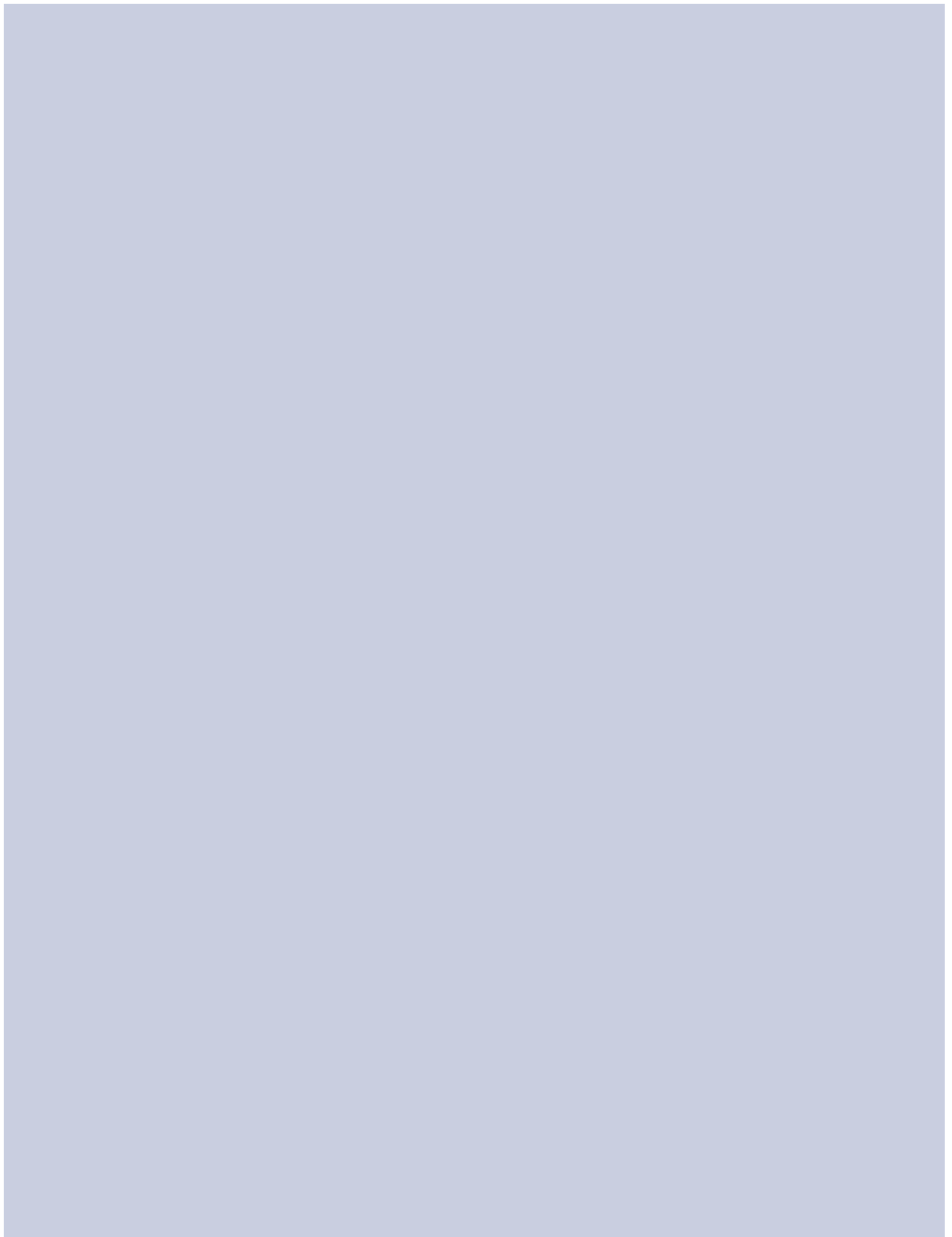
The photos were provided by the Herndon Police Department, Vail Police Department, Avon Police Department, Seattle Police Department, and the City of Seattle's Office of Immigrant and Refugee Affairs.

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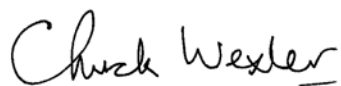


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Finally, credit is due to PERF staff members who conducted the site visits, interviewed practitioners, and produced this publication, especially Director of Technical Assistance Jessica Toliver and Research Associate Madeline Sloan, who conducted the research and drafted this report. Director of Communications Craig Fischer, Senior Research Associate Elizabeth Miller, and intern Kyle Groves also contributed their expertise and talents to the report.

A handwritten signature in black ink that reads "Chuck Wexler". The signature is written in a cursive, slightly slanted style.

Chuck Wexler
Executive Director, Police Executive Research Forum

Letter from the PERF Executive Director

The purpose of this report is to provide guidance to law enforcement agencies across the country, of various sizes and types, with guidance about how to create programs for building strong relationships with immigrant communities.

For a generation or more, police departments have been striving to establish closer ties with all of the different groups of people who make up their total community. Immigrant communities often require special attention, because over the last decade and especially in the last several years, immigration enforcement has been at the forefront of the nation's political agenda. At the state level, political leaders have introduced legislation that governs the ways in which local police interact with immigrants in their jurisdiction.

For example, in 2010, Arizona passed SB 1070¹, a law designed to expand the role of local police in immigration enforcement. Other states have followed suit by passing so-called "anti-sanctuary cities" bills, such as Texas SB 4² and Iowa SF 481³, which require local law enforcement to honor ICE detainer requests.

On the other hand, some states have worked to limit local police involvement in immigration enforcement. For example, California's SB 54 prohibits state and local law enforcement agencies from using department resources (e.g., funding, facilities, personnel) for the purposes of immigration enforcement, and discourages cooperation between local police and federal immigration authorities.

At the federal level, Executive Orders (e.g., Executive Order 13780,⁴ commonly referred to as the "travel ban") and efforts to amend immigration policy (e.g., rescinding the Deferred Action for Childhood Arrivals program⁵) have sparked national debates on immigration. Increased news media coverage of these issues has brought immigration enforcement into the spotlight, causing many immigrants to experience a heightened fear of deportation and a distrust of law enforcement at all levels.

State legislation and federal policies have impacted relationships between local police and the immigrant communities they serve. This has heightened concern among immigrants who view their local police officers warily, fearing that any interaction with the police may put them or their relatives or associates at risk of deportation. As a result, many police departments have experienced strained relationships with immigrant communities in their jurisdictions.

1. S.B. 1070. *Fifty-first Legislature 1st Regular*. (Arizona, 2010).

2. S.B. 4. *85th Legislature 1st Special Session*. (Texas, 2017).

3. S.F. 481 *87th General Assembly*. (Iowa, 2018).

4. Exec. Order No. 13780. Protecting the Nation from Foreign Terrorist Entry into the United States. (2017).

5. Shear, M. & Davis, J. (September 5, 2017). Trump Moves to End DACA and Calls on Congress to Act. *The New York Times*. <https://www.nytimes.com/2017/09/05/us/politics/trump-daca-dreamers-immigration.html>

Some police agencies have taken proactive measures to build trust and strengthen relationships by conducting outreach to immigrant communities. By serving community members and building trust, police advance their core mission of providing public safety, because when community members know and trust their local officers, they are more likely to report crime and to work with police on neighborhood crime reduction strategies.

In 2018, Police Executive Research Forum (PERF) staff members conducted site visits to the Seattle, Washington Police Department; the Herndon, Virginia Police Department; and the Vail and Avon Police Departments in Eagle County, Colorado to observe the multicultural outreach and engagement programs these agencies have developed.

These agencies were chosen so that PERF could demonstrate how outreach to immigrant communities can be conducted by a large agency (the Seattle Police Department), a small agency (the Herndon Police Department), and a multi-agency initiative (Eagle County). By highlighting these distinct jurisdictions, we aimed to show how police agencies across the country, regardless of size, geographical region, or budget, can launch outreach programs. This may involve replicating parts of the featured programs or tailoring them to one's own needs and resources.

During the site visits, PERF staff members interviewed key stakeholders involved in the outreach initiatives, including members of the police department (command staff members, officers, and civilian employees), social service providers, community leaders, and community members who have participated in the programs. PERF also attended advisory council meetings, observed outreach activities, and reviewed policies and training curricula. Through these observations and discussions, PERF identified promising practices and lessons for other agencies to consider when implementing their own outreach initiatives.

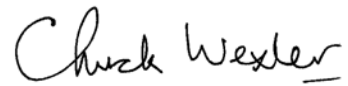
While there are clear benefits to strengthening relationships between police and immigrant communities, many departments may be unsure of where to start. **This publication outlines a set of programmatic recommendations based on multicultural outreach programs in agencies from various geographic regions, jurisdiction sizes, and levels of available resources. The purpose of this report is to help agencies establish successful outreach and engagement programs, or to improve existing initiatives.**

We are grateful to the Ford Foundation for its support of this project and its continued leadership on immigration issues. Previous immigration-related PERF projects supported by the Ford Foundation include *Responding to Migrant Deaths Along the Southwest Border: Lessons from the Field*⁶ and *Local Police Perspectives on State Immigration Policies*.⁷

6. Police Executive Research Forum. (2016) *Responding to Migrant Deaths Along the Southwest Border: Lessons from the Field*. <https://www.policeforum.org/assets/respondingmigrantdeaths.pdf>

7. Police Executive Research Forum. (2014). *Local Police Perspectives on State Immigration Policies*. https://www.policeforum.org/assets/docs/Free_Online_Documents/Immigration/Local%20police%20perspectives%20on%20state%20immigration%20policies.pdf

Building trust with immigrant communities is a difficult challenge for many law enforcement agencies. More than ever, police must strive to strengthen relationships with the immigrant communities they serve.

A handwritten signature in black ink that reads "Chuck Wexler". The signature is written in a cursive, slightly slanted style.

Chuck Wexler
Executive Director, Police Executive Research Forum

Executive Summary

Overview

In recent years, immigration enforcement has become a sensitive political issue at the local, state, and federal levels. State legislation supporting stricter immigration enforcement (e.g., Texas SB 4⁸ and Arizona SB 1070⁹) and highly publicized news stories of deportations, travel bans, and family separations have caused many immigrants to live in fear and to view law enforcement agencies at all levels warily.

This political environment has led to strained relationships between local police agencies and the immigrant communities they serve. Relationships of trust between community members and the police are critical to public safety because crime victims and witnesses are more likely to call the police and assist in investigations if they trust the police. This benefits the entire community by helping to ensure that perpetrators are identified, arrested, and prosecuted. Community trust in the police also is important because it helps to ensure that immigrant communities are not exploited or targeted for victimization.

In response to the new challenges and heightened fears, police departments are developing innovative strategies to strengthen relationships with their immigrant communities. This report highlights outreach and engagement initiatives spearheaded by the Seattle Police Department; the Herndon, Virginia Police Department; and law enforcement agencies in Eagle County, Colorado.

The purpose of this report

In 2018, the Police Executive Research Forum (PERF), with support from the Ford Foundation, examined police outreach to immigrant communities in Seattle, Herndon, and Eagle County. These case studies produced lessons and recommendations to assist law enforcement agencies across the country with creating their own outreach and engagement initiatives.

This report documents the results of the PERF project. It outlines promising practices for other agencies to use in creating their own outreach initiatives that are tailored to their specific needs and resources.

The report is divided into three sections:

- The Seattle Police Department's Community Outreach Unit;
- The Eagle County Law Enforcement Immigrant Alliance;
- The Herndon Police Department and Project Hope.

8. S.B. 4. *85th Legislature 1st Special Session*. (Texas, 2017).

9. S.B. 1070. *Fifty-first Legislature 1st Regular*. (Arizona, 2010).

The Seattle Police Department's Community Outreach Unit

The Seattle Police Department's Community Outreach Unit focuses on building relationships with Seattle's diverse communities. This report describes initiatives that the Unit has developed, including the following:

An Immigrant and Refugee Liaison serves as an ambassador for the police department by engaging with immigrant and refugee community members and participating in community events. Through outreach and education, the Immigrant and Refugee Liaison has helped the Seattle Police Department build trust and strengthen relationships with underrepresented communities.

Recruiting and hiring from the immigrant community. The Seattle Police Department has shifted its recruitment and hiring strategy in order to attract members of immigrant communities to the police force. Recognizing that many diverse communities face disadvantages, the department helps these individuals to navigate the hiring process. For example, SPD provides tutoring to help prepare applicants for the written exam.

Demographic Advisory Councils are composed of community members who represent Seattle's diverse communities. Police personnel meet with the Councils on a regular basis to address community concerns and share pertinent information from the police department. The Councils promote a dialogue between the police and each represented community, which strengthens communication and builds trust.

The Immigrant Family Institute is a program led by the City of Seattle's Office of Immigrant and Refugee Affairs that brings together immigrant youths, their families, and Seattle police officers to learn from each other, strengthen relationships, and build trust. The program's participants include 15 to 18 immigrant families and 15 to 20 police officers, who meet for weekly sessions over the course of eight weeks.

The Eagle County Law Enforcement Immigrant Alliance

The Eagle County Law Enforcement Immigrant Alliance (LEIA) is a county-wide initiative that promotes positive relationships between the police and Eagle County's Latino community. The initiative's committee is composed of community members and police leaders representing five law enforcement agencies in Eagle County: the Vail Police Department, the Avon Police Department, the Basalt Police Department, the Eagle Police Department, and the Eagle County Sheriff's Office. Initiatives supported by the Alliance include the following:

National programs: LEIA leverages several national programs (i.e., National Night Out, Citizens Police Academy, and Police Explorers) to engage the Latino community.

Education: As part of their outreach efforts, the law enforcement agencies in Eagle County address the needs and concerns of the immigrant community through education. For example, police personnel provide training to the community on how to use 911 services. Police also use social media to dispel false rumors of federal immigration enforcement

actions, and educate Latino workers about reporting evidence of crime they may encounter in the workplace (e.g., finding drugs when cleaning a hotel room), or at home (e.g., domestic violence).

Service Provisions: The law enforcement agencies in Eagle County work together to provide resources, beyond traditional police services, to meet the unique needs of Latino communities. These services include offering translation services through a volunteer interpreter program, hosting an annual coat drive, and arranging for the Mexican Consulate to travel to Eagle County to provide services to local residents, such as obtaining birth certificates in order to obtain identification documents.

The Herndon Police Department and Project Hope

The Herndon Police Department (HPD) partners with a local elementary school to conduct outreach with immigrant youths in the community. Officers from HPD attend Project Hope, an afterschool program designed to build trust and strengthen relationships between the police and the community. In this program, 25 students in grades 3-6 meet with officers after school for 90 minutes once per week throughout the academic year. The time together is an opportunity to break down barriers in a relaxed environment and allows the students and officers to learn more about one another.

This section of the report discusses the history of the Herndon Police Department's outreach to youths in schools, and how these existing partnerships led to the department's involvement in Project Hope. This section also provides an overview of the program and details typical activities between the officers and youth participants. The section concludes with a discussion of how building relationships with children has helped HPD to gain the trust of adults in the community.

Key Promising Practices

Following are some of the promising practices detailed in this report. (Promising practices are discussed in greater detail in the Conclusion to this report)

1. Many immigrants are wary of the police because of negative experiences with law enforcement in their home country, or because they fear police due to their own immigration status or that of family members or friends. Police officers must overcome these challenges to effectively engage with immigrants in their jurisdiction. **Establishing trust is a crucial first step for police agencies interested in conducting outreach to immigrant communities.** Promising practices include:
 - a. Partner with community leaders. Identifying and partnering with respected members of the immigrant community will help establish trust with all community members. These individuals can serve as a liaison between the department and the community and encourage participation from community members who might otherwise be reluctant to engage with the police.

- b. Engage youth populations. Building relationships with children in schools can lead to gaining trust of parents and allow the police to extend their outreach to the larger community.
 - c. Encourage involvement in policing and highlight opportunities. For example, recruiting and hiring police officers from immigrant communities can lead to greater involvement and trust. Having a diverse police force ensures that voices from all facets of the community are represented and sends a message of inclusion to traditionally marginalized populations.
2. **Local police agencies can use programming to build relationships with immigrant communities.** Promising practices include:
- a. Establish Ongoing Engagement. Focus on building meaningful relationships by developing programs where officers and community members meet often and spend time together. These extended interactions allow officers and residents to form deeper relationships.
 - b. Go to the community; don't expect the community to come to you. Conduct outreach initiatives at locations that are perceived as safe and accessible to the community (e.g., schools, churches, and community centers), rather than police stations.
 - c. Coordinate with nearby agencies. Work with police agencies in neighboring jurisdictions to ensure that programming and messages are consistent and inclusive.
3. **Include educational programming in outreach efforts that is responsive to the needs of the community.** Residents may be more likely to engage if they understand that the police department has resources and services to meet their needs. Promising practices include:
- a. Educating immigrants about types of laws that may not be enforced as rigorously in their home countries (e.g., domestic violence).
 - b. Explaining the role of local police versus federal law enforcement officials in immigration enforcement.
 - c. Providing an overview of the 911 system and how to use it.
4. **Outreach cannot be the responsibility of only a few people in a police department or a few people in the community. To be successful, agencies must find ways to involve all personnel in outreach to many immigrant community members.** Promising practices include:
- a. Making outreach and engagement a department-wide commitment. Solicit participation in outreach initiatives from all levels or divisions of the organization (i.e., department leaders, officers, and civilians).

- b. Involving community organizations, service providers, and community leaders in outreach programming.
 - c. Demonstrating support from the top of the police department. Executive-level representation from a police department sends a message to the community that the department is committed to strengthening relationships with residents.
5. **Due to budget and personnel constraints, police agencies must be resourceful in securing funding for outreach programming.** Promising practices include:
- a. Looking for funding outside of the department, such as private corporations, local businesses, or federal grant opportunities.
 - b. Involving immigrant communities in existing programs or partnerships, such as neighborhood watch programs, rather than building a program from the ground up.
 - c. Pooling resources for outreach and engagement initiatives by collaborating with law enforcement agencies in neighboring jurisdictions.

Introduction

Over the last decade, relationships between police departments and immigrant communities have become a sensitive political issue in many cities and states. Federal, state, and local laws often reflect the conflicts that have developed regarding the ways in which local police interact with immigrants in their jurisdiction.

For example, California's SB 54 prohibits state and local law enforcement agencies from using department resources (e.g., funding, facilities, personnel) for the purposes of immigration enforcement. The legislation also discourages cooperation between local police and federal immigration authorities by prohibiting local law enforcement from assisting in arrests based on civil immigration warrants, holding an individual in jail past their release date at the request of U.S. Immigration and Customs Enforcement (ICE), and providing working space for federal immigration officials in state and local facilities.¹⁰

While some states and localities have passed legislation that limits the role of local police in immigration enforcement, others have worked to expand it. For example, Arizona's SB 1070 law required police officers to attempt to determine an individual's immigration status during a lawful detention or arrest when there was reasonable suspicion that the individual was undocumented.¹¹ Similarly, Texas's SB 4 law bans so-called "sanctuary cities" and allows police officers to question the immigration status of anyone they arrest or detain (including drivers and passengers during traffic stops), as well as victims and witnesses of crimes. As a result, the Texas bill limits the autonomy of chiefs and sheriffs by prohibiting them from issuing directives or orders that restrict officers from taking immigration enforcement action. It also compels them to honor ICE detainer requests.¹² Those who endorse policies that limit or prohibit the enforcement of immigration laws face strict penalties, including fines and jail time.¹³

Generally, various states and localities have gone in opposite directions on the roles of local police in immigration enforcement. Some states have passed legislation that imposes immigration enforcement responsibilities on local police, but others have worked to limit the role of local police in immigration enforcement.

Many law enforcement leaders have said that some of the state legislation has damaged their ability to do their jobs effectively and keep their communities safe. For example, in some jurisdictions, police leaders have noted a decrease in crime reporting by immigrants, because victims and witnesses, fearing deportation, are afraid to contact police to report a crime. The Houston Police Department, for example, reported a 43-percent decrease

10. S.B. 54. *Regular Session*. (California, 2017).

11. S.B. 1070. *Fifty-first Legislature 1st Regular*. (Arizona, 2010).

12. S.B. 4. *85th Legislature 1st Special Session*. (Texas, 2017).

13. Aguilar, J., (2018, March 13). Federal appeals court's ruling upholds most of Texas' "sanctuary cities" law. *The Texas Tribune*. <https://www.texastribune.org/2018/03/13/texas-immigration-sanctuary-cities-law-court/>

in reports of sexual assault from Hispanic residents.¹⁴ Similarly, the Los Angeles Police Department observed a 25-percent decrease in sexual assault reporting and a 10-percent decrease in domestic violence reporting from the city's Latino residents.¹⁵ Police leaders attribute the decline in reporting to legislation like SB 4 and SB 1070, saying that the new laws heighten fear and distrust of police. "When you see this type of data, and what looks like the beginnings of people not reporting crime, we should all be concerned," said Houston Police Chief Art Acevedo. "A person who rapes or violently attacks or robs an undocumented immigrant is somebody who will also harm a citizen or lawful resident."¹⁶

As increased news media coverage has brought immigration enforcement into the spotlight, immigrants have experienced heightened fear of deportation and distrust of law enforcement. Many are uncertain of the role of local police in enforcing immigration laws, causing them to view the police warily. Many police departments have experienced strained relationships with immigrant communities in their jurisdictions.

Local police agencies face new challenges in this political context. More than ever, police see a need to establish trust and build relationships with the immigrant communities they serve. These relationships have the following positive impacts:

- Encouraging victims and witnesses to report crimes to the police;
- Reducing the likelihood that undocumented individuals will be targeted by criminal offenders who exploit their immigration status;
- Building trust, reducing misperceptions, and improving public perceptions of the legitimacy of police;
- Ensuring that police are responsive to everyone in the community, including those who have deep-rooted histories of mistrust in law enforcement agencies because they come from countries with repressive regimes.

In 2018, with support from the Ford Foundation, the Police Executive Research Forum (PERF) examined promising practices for police outreach to immigrants in the community. As part of this study, PERF documented the ways in which police are conducting outreach with immigrant communities in a complex political environment, and the impact of these programs on community trust and public safety.

PERF conducted site visits in Herndon (VA), Eagle County (CO), and Seattle (WA) to study police immigrant and multicultural outreach programs in these jurisdictions. The three jurisdictions were chosen to demonstrate what is possible in a large agency (the Seattle

14. Crime reporting data from January 2017 to March 2017. For more information, see: Burnett, J. (2017, May 25). New Immigration Crackdowns Creating 'Chilling Effect' On Crime Reporting. *NPR*. <https://www.npr.org/2017/05/25/529513771/new-immigration-crackdowns-creating-chilling-effect-on-crime-reporting>

15. Crime reporting from early 2017 compared to the same time frame in the previous year. For more information see: Queally, J. (2017, March 21) Latinos are reporting fewer sexual assaults amid a climate of fear in immigrant communities, LAPD says. *Los Angeles Times*. <http://www.latimes.com/local/lanow/la-me-ln-immigrant-crime-reporting-drops-20170321-story.html>

16. Lewis, B. (2017, April 6). HPD chief announces decrease in Hispanics reporting rape and violent crimes compared to last year. *Houston Chronicle*. <https://www.chron.com/news/houston-texas/houston/article/HPD-chief-announces-decrease-in-Hispanics-11053829.php>

Police Department), a small agency (the Herndon Police Department), and a multi-agency initiative (Eagle County). During the site visits, PERF interviewed stakeholders (including police personnel, community members, and program partners) observed outreach activities and advisory council meetings, and reviewed policies and training curricula.

This publication describes the multicultural outreach programs in the three jurisdictions and the lessons learned in implementing the programs. **The purpose of this report is to help other agencies establish successful outreach and engagement programs, or to improve existing initiatives.** For each jurisdiction, the report provides an overview of the outreach initiatives, along with promising practices and lessons learned. The conclusion of the report summarizes PERF's findings and offers recommendations for police departments on strengthening relationships with immigrant communities in a complex political environment.

The Seattle Police Department's Community Outreach Unit

An Overview of SPD's Community Outreach Unit

History

In 2004, violence by juvenile gang members was plaguing Seattle's Latino community. After experiencing seven homicides in 18 months, the community called for action from city officials. The Latino Demographic Advisory Council¹⁷ asked the Seattle Police Department (SPD) to dedicate a full-time officer to serve as a liaison to the Latino community. SPD assigned Lieutenant Adrian Diaz to the position, which marked the creation of the Community Outreach Unit.



Lt. Adrian Diaz (center) at a community event.

While other members of SPD focused on crime prevention and enforcement to combat the violence, Diaz was responsible for community outreach. "I was brought in to figure out how to engage with the Latino community," he said. "We had the Demographic Advisory Councils, but they only provided short-term interactions with residents. We needed something more to give us the deep connections that we wanted." Under his new assignment, Diaz was committed to building strong relationships between SPD officers and members of the Latino community. He dedicated his time to engaging with community members, building partnerships with community leaders, and recruiting officers to participate in crime prevention activities for young people.

In addition to being afflicted with violence, the Latino community was facing environmental and social challenges. The South Park neighborhood, a low-income community where many of Seattle's Latino residents live, is separated from downtown Seattle by the Duwamish Waterway. When the main bridge connecting South Park to the downtown area was closed due to concerns about its structural integrity, residents had difficulty accessing the resources and services they relied on. City officials also determined that the river running through the community was contaminated, which posed health concerns to the residents. "There is a connection between the neglect in the community and public

17. The Demographic Advisory Councils are comprised of community members who serve as a bridge between the Seattle Police Department and the diverse communities they represent. For more information on Demographic Advisory Councils, see page 21.

safety,” Lieutenant Diaz said. “As a department, we knew that we had to go into this social environment and try to connect with a community that felt completely disconnected from everything.”

Understanding that the challenges affecting the Latino community were deep-rooted and complex, Diaz knew that improving relationships with residents would require a comprehensive response from the police department. Working with other city agencies and community groups on a South Park Action Agenda,¹⁸ the Seattle Police Department was able to address widespread challenges afflicting the Latino community, including problems that were not traditionally handled by the police department. “We did everything from providing English as a Second Language (ESL) classes to youth programming and fixing potholes,” Diaz said.



A Seattle Police Officer speaking with residents at a Coffee with a Cop event.

Following the appointment of the Latino Liaison position, violence in the Latino community dramatically decreased. From 2005 to 2016, the SPD reported no homicides attributed to youth gang violence. The Seattle Police Department’s efforts also led to other positive outcomes for the South Park neighborhood, including a \$1.7-million investment from the City of Seattle to build a new community center.

The success of the Latino Liaison position inspired SPD to expand its Community Outreach Unit to work with all of Seattle’s diverse communities. Since its inception in 2005, the Unit has expanded to 25 employees, who work under the command of Lieutenant Diaz. Today, the Community Outreach Unit is responsible for guiding the department’s outreach efforts with all members of the community, especially those who have traditionally been marginalized.

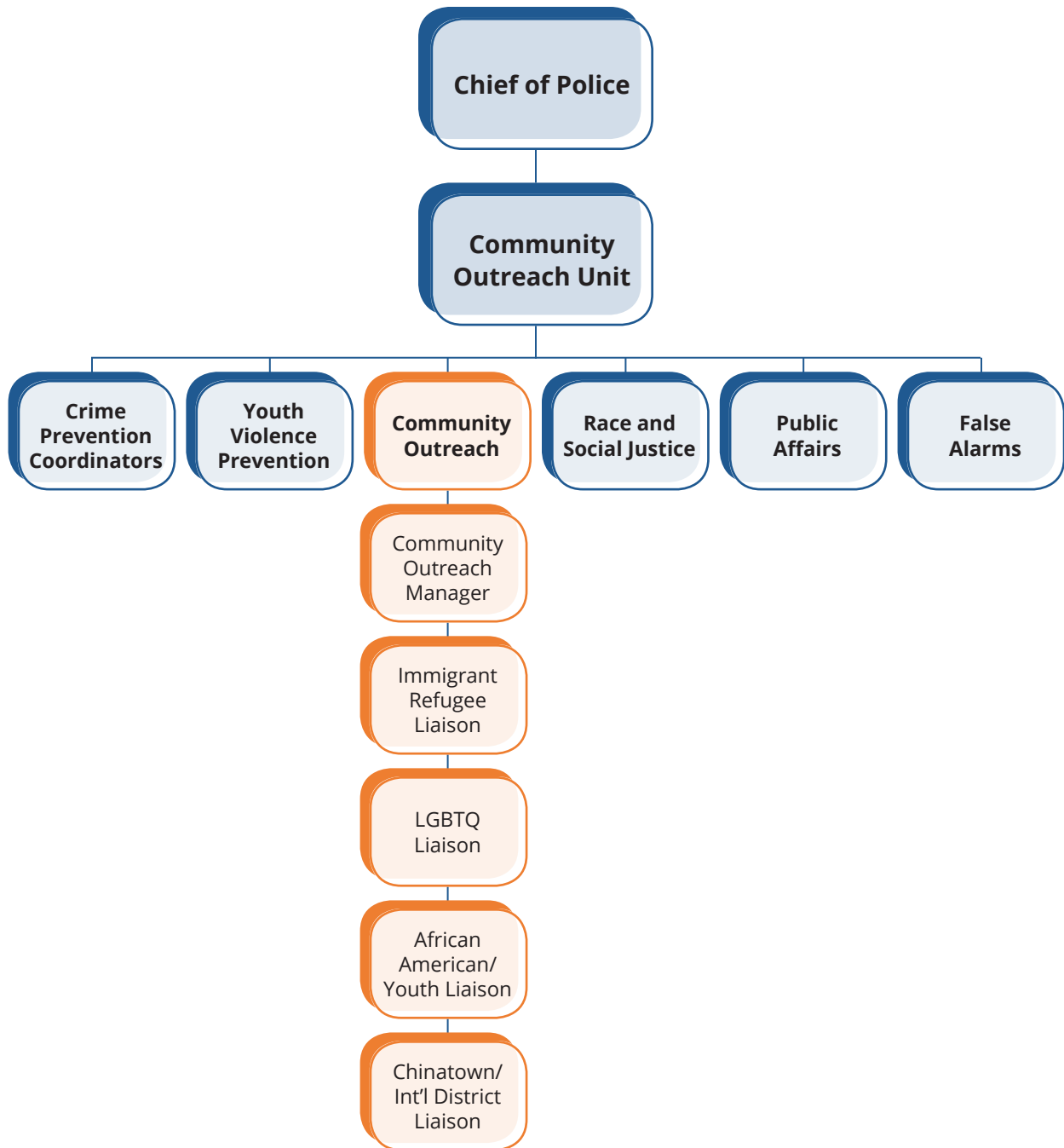
Organization

The Community Outreach Unit has six branches: Crime Prevention Coordinators, Youth Violence Prevention, Community Outreach, Race and Social Justice, False Alarms, and Public Affairs. Although these branches work in unison to promote positive relationships between officers and community members, the Community Outreach branch spearheads the department’s outreach and engagement efforts. This branch includes a community

18. The South Park Action Agenda was a collaborative initiative between community members, service providers, and city officials aimed at addressing critical issues affecting the community in five primary areas: Youth Development, Environment and Physical Improvements, Community Engagement, Business and Transportation, and Public Safety. For more information, see <http://allaboutsouthpark.com/wp-content/uploads/SPAAenglish.pdf>

outreach manager, an immigrant/refugee liaison, a LGBTQ liaison, an African American/ youth liaison, and a Chinatown/International District liaison.

The Unit is led by Lieutenant Diaz, who reports directly to the Chief of Police. Placing the Unit directly under the command of the Chief sends the message to police officers and community members that outreach and engagement are priorities for the Seattle Police Department.



Approaching Outreach from a Demographic Perspective

The Community Outreach Unit takes a two-pronged approach to outreach. The Crime Prevention Coordinators branch applies community policing principles *geographically* (i.e., officers assigned to different precincts across the city), while the Community Outreach branch is organized *demographically* to reach various groups of community members. “Crime prevention focuses on problem-solving and reducing crime in communities,” said Lieutenant Diaz. “Community outreach is about enhancing transparency, promoting accountability, and building trust with communities of color.”

Because many diverse communities have historically experienced fear and distrust of the police, the Community Outreach Unit focuses on strengthening relationships with communities of color. “We want to be proactive in working with communities of color who don’t have deep trust in us,” Lieutenant Diaz said.

Building Meaningful Relationships

A central goal of the Community Outreach Unit is to build meaningful, longstanding relationships with members of the community. Establishing these connections requires a commitment from the police department that goes beyond attending community or cultural events.”

“It is not about hosting a table at a community event. We focus on long-term projects and relationship-building.”

— *Lieutenant Adrian Diaz, Seattle Police Department*

“It’s about building intimate relationships,” said Martin Welte, the Unit’s Race and Social Justice Coordinator. “We need to be engaging with people outside of responding to 911 calls, which means being there at times when there is no immediate crisis.”

Lieutenant Diaz has found that outreach programs create deeper relationships when contact hours between officers and community members are increased. “16 to 32 hours of meaningful interaction per outreach program is where things really start to change,” said Diaz. “If it is anything less than that, the community is going to feel like it’s just a ‘hit and run.’ For each outreach program, we aim to have officers and participants meet over the course of six to eight sessions.”

Engaging Officers in Outreach Initiatives

For community outreach to be most effective, all members of a police department should be taught to adopt a community policing mindset. This approach allows community members to engage with officers throughout the department, rather than getting to know only the officers assigned to the Community Outreach Unit. Many police departments, however, face difficulty in getting buy-in from all officers. Additionally, personnel shortages

may prevent officers from finding time for community policing activities during their shift. “Applying a community policing approach can be a struggle for understaffed departments where patrol officers are handling back-to-back 911 calls,” Lieutenant Diaz said. “It’s tempting for officers to say, ‘The outreach unit will handle it,’ and not spend time working with residents.”

Recognizing the importance of a department-wide approach, the Community Outreach Unit makes an effort to include patrol officers and others in the department’s outreach initiatives. “When officers are needed for a program or event, I’ll send out an email asking for volunteers,” said Lieutenant Diaz. “I have about 60 officers who consistently engage in programming, and I’m always getting new volunteers.”

Recruiting officers to participate in programs and events is primarily conducted by word of mouth from officers who have previously participated. “We’ve had officers who were hesitant, but they agree to participate, and once they get involved, they see the value of the program and go back to their shifts and tell the other officers about it,” said Officer Martin Welte.

The Community Outreach Unit also focuses on getting the department’s new recruits involved in outreach initiatives. “This year alone, we’ve recruited 32 new officers to participate in community engagement,” Lieutenant Diaz said. “We got them involved with SeaPAL,¹⁹ where they engage with youths through basketball, flag football, and other activities.” Involving new officers in outreach programming helps officers build relationships with community members and teaches them about the importance of community engagement early in their careers.



A Seattle Police Officer handing out safety information to youths.

Securing Funding for Outreach Initiatives

For many police departments, allocating funding to community outreach can be challenging. Resource-strapped departments often have few fiscal resources for outreach programs. The Seattle Police Department faces similar challenges, so the Community Outreach Unit has been creative in securing funding for its initiatives. “Our unit does not receive any funding from the department other than our personnel costs,” Lieutenant Diaz said. “I’ve had to build up a network of funding.”

19. The Seattle Police Activities League (SeaPAL) is a prevention-oriented program designed to strengthen relationships between youth (ages 5-18) and police officers through a variety of programming activities in which the officers serve as coaches, mentors, and role models for the youth. For more information, see: <http://www.seattlepolicefoundation.org/foundation-impact/community-partnership-programs/seapal-seattle-police-activities-league>

For example, after learning about 7-Eleven’s Project A-Game program²⁰, Diaz was inspired to involve the local franchises in his quest for funding. “I approached every 7-11 in the city, and collectively, more than 50 stores donated \$12,000,” he said.

Lieutenant Diaz has also sought funding from other corporations, such as Motorola Solutions, Allstate Insurance Company, and Verizon Wireless. Many of these connections are made through relationships with community members. “Because I work so closely with the community, I form relationships with people from various businesses,” said Diaz. “When they hear about our programs, they approach me and want to know how they can contribute.”



Seattle Police Chief Carmen Best engaging with residents at a community event.

The Community Outreach Unit also seeks funding from federal sources, such as the Community Policing Development Microgrants supported by the U.S. Department of Justice’s Office of Community Oriented Policing Services (COPS), to assist with programming costs.

Initiatives to Strengthen Relationships with Immigrant Communities

The Community Outreach Unit makes a concentrated effort to strengthen relationships with Seattle’s immigrant communities. The Unit has taken several steps to ensure that immigrant community members are included in the department’s outreach and engagement initiatives. These strategies include:

- Hiring an **Immigrant and Refugee Liaison** to serve as an ambassador for the police department,
- Striving to create a police force that is reflective of Seattle’s demographics **by recruiting and hiring individuals from immigrant communities,**
- Forming **Demographic Advisory Councils** to promote a dialogue between the police department and communities of color, and
- Participating in the Office of Immigrant and Refugee Affairs’ **Immigrant Family Institute** to foster positive relationships between Seattle police officers and immigrant families.

The following sections provide an overview of these initiatives.

20. Project A-Game is a community outreach program that seeks to provide development opportunities for youth. 7-Eleven and its franchisees fund grants that support local schools, youth sports leagues, law enforcement agencies, and other community organizations. More information can be found at <http://corp.7-eleven.com/corp/project-a-game>

Immigrant and Refugee Liaison

In response to the increasing immigrant population in Seattle, the Police Department recognized the need to expand its outreach strategy to ensure that all members of the community were included in their engagement efforts. In 2015, the Seattle Police Department hired its first Immigrant and Refugee Liaison to guide the department's outreach with immigrant communities.

In his role as Immigrant and Refugee Liaison, Habtamu Abdi serves as an ambassador for the police department by engaging with community members and participating in community events. He has helped the department strengthen relationships and build trust with the immigrant community by hosting events in which Seattle police officers and immigrant community members can engage with one another in a safe and positive environment.

For example, Abdi coordinates a department-sponsored youth soccer tournament every summer where the police and immigrant youth come together for fun, spirited competition. He also hosts regularly scheduled events such as Coffee with a Cop to promote positive interactions and constructive dialogues among officers and community members.

Recognizing the value of a diverse police force, Abdi also uses these outreach events to recruit members of the immigrant community to SPD. "People know that we are hiring, but they don't know that the department offers resources and services to help immigrant applicants navigate the hiring process," Abdi said.



Seattle Police Chief (ret.) Kathleen O'Toole (left), Immigrant and Refugee Liaison Habtamu Abdi (second from left), and Chief Carmen Best (second from right) at the annual Ethiopian Community Soccer Tournament.

Seattle Police Department's Strategies for Recruiting and Hiring from the Immigrant Community

Many police officials recognize the value of having a police force that is representative of the community they serve. When the demographics of a police department's employees align with the community demographics, communication gaps are bridged and there is a greater sense of cultural understanding between officers and residents. Community members are also more likely to perceive the police department as fair, legitimate, and accountable. These factors ultimately contribute to a deepened trust in

law enforcement, which strengthens relationships between police departments and the communities that they serve.²¹

The benefits of having a diverse police force are clear, but many police departments find it difficult to attract candidates from underrepresented communities. Individuals representing diverse communities may be deterred from applying because they distrust police, have a limited understanding of the work of policing, or are unaware of career opportunities within the department. Some aspects of police hiring processes may also tend to exclude qualified applicants from minority communities, such as residency restrictions and standardized written examinations.²²

The Seattle Police Department has shifted its recruitment and hiring strategy in order to attract members of immigrant communities to the police force. The department, recognizing that many diverse communities have disadvantages (e.g., limited education, lack of credit history²³), took major strides to help these individuals navigate the hiring process, including:

- Having recruiters review the applicant's resume, application, and supporting documentation to ensure the applicant is responsive to all hiring requirements,
- Providing tutoring to prepare applicants for the written exam,
- Offering courses to educate applicants on how to establish good credit, and
- Proactively advertising the police department's recruitment/hiring services that are available to immigrant communities.

By taking these steps to diversify its applicant pool, the Seattle Police Department became more responsive to the needs of traditionally marginalized communities. "The department must be fair and open to all," said Immigrant and Refugee Liaison Habtamu Abdi. "But we also understand that there are people among us who are disadvantaged, and their voices need to be heard and represented in the department."

The role of the Immigrant and Refugee Liaison also contains an educational component. When immigrants come to the United States from other countries, they are introduced to new cultures, laws, and societal norms. For example, Mr. Abdi invites SPD's Domestic Violence Unit to attend church events and community centers to educate community members on domestic violence. "What some cultures perceive as normal behavior may not be tolerated by U.S. law," said Mr. Abdi. "The Domestic Violence Unit educates community members on what behavior is ok, and what is not."

21. U.S. Department of Justice Equal Employment Opportunity Commission. (2016). *Advancing Diversity in Law Enforcement*. <https://www.eeoc.gov/eeoc/interagency/police-diversity-report.cfm>

22. Ibid.

23. An individual's credit history cannot be transferred from their home country to the United States. Even if individuals have good credit in their home country, they must start from scratch to establish credit in the United States. This can be challenging for immigrants with low-paying jobs or limited career opportunities. Because many police departments require a credit check during the hiring process, some otherwise qualified applicants may be excluded due to bad credit or lack of credit.

And to combat the growing concern of gangs in the immigrant community, Abdi brought members of SPD's gang unit to community centers to educate parents on how to identify indications that their children may be involved in gangs. "Since we began providing the training, we have had more parents call us because they are concerned their child is affiliated with a gang," Mr. Abdi said. In these cases, Mr. Abdi tries to intervene by connecting the child with resources to get them on the right track. "We get them involved in positive activities and connect them with children considered to be role models in the community," Mr. Abdi said.



Immigrant and Refugee Liaison Habtamu Abdi and Chief Carmen Best at the Ethiopian Orthodox Church Epiphany celebration.

Abdi has also taken an educational approach to address other concerns among immigrant communities. When a harsh national debate on immigration enforcement emerged around the time of the 2016 presidential election, immigrants in Seattle and nationwide may have become more distrustful of police. As a liaison for the Seattle Police Department, Abdi worked to reduce the fears of immigrants and restore their trust in SPD.

"The community was fearful that federal authorities could use the Seattle Police Department to enforce immigration," Abdi said. "I prepared a workshop to educate the community about different government jurisdictions and responsibilities." Abdi spoke at community meetings, places of worship, and other community events to echo the message from SPD's leaders, that the Seattle Police Department protects and serves all community members, regardless of immigration status.

Through the role of the Immigrant and Refugee Outreach liaison, the department has built trust and strengthened relationships with underrepresented communities. "Establishing relationships with immigrant communities is an investment for the police department," Abdi said. Building these relationships requires dedication and persistence over time, he added. "It is not solved overnight. You need to work on the relationship on a daily basis."

Demographic Advisory Councils

Historically, many police departments have approached community policing from a geographic perspective. Outreach and engagement programs are often place-based, rooted in the assumption that implementing these programs across different neighborhoods or precincts would ensure that the police were engaging with all

community members. However, many police departments have failed to reach all of the diverse communities in their jurisdictions.

In the mid- 1990s, the Seattle Police Department formed the Demographic Advisory Councils as a way to strengthen relationships between the police department and members of the community who have traditionally been marginalized. “The Councils were put in place to understand the concerns of the different demographic community members throughout the city,” said Felicia Cross, SPD’s Community Outreach Manager, who oversees the Advisory Councils. Under Ms. Cross’s direction, each Demographic Advisory Council has community members who represent one of Seattle’s diverse communities. Each Advisory Council is headed by an elected counsel chair who is responsible for coordinating council meetings, overseeing any special groups or committees, and serving as a liaison between the Advisory Council and the Community Outreach Manager.²⁴

Seattle Police Department’s Demographic Advisory Councils

African American
East African
Filipino
Korean
Latino
LGBTQ
Muslim, Sikh and Arab
Native American
South East Asian
City Wide Advisory Council

Goals of the Demographic Advisory Councils

The overall goal of the Demographic Advisory Councils is to “create and strengthen programs and communication efforts that build trust between police and demographic communities.”²⁵ In addition to this broader goal, each council has developed a unique set of goals to address the needs of its respective community. Overarching themes include:

- **Educating the Police and Community.** Council meetings allow community members to tell police about cultural norms and customs in their communities, so that police can respond effectively to each community. The meetings also allow police to talk to community members about the role of local law enforcement agencies, which can help alleviate misunderstandings.
- **Promote Cultural Competency Training.** Most councils recommend broad cultural competency training for law enforcement officials. Council members can use their existing community partnerships to connect the department with appropriate resources for such trainings.
- **Fostering Relationships Between Police and Youths.** Many of the Councils stress the importance of positive relationships between officers and young

24. Information on the rules and procedures guiding the Demographic Advisory Councils can be found in Appendix A: Demographic Advisory Council By-Laws

25. Seattle Police Department. “Demographic Advisory Councils.” <https://www.seattle.gov/police/community-policing/demographic-advisory-councils>

members of minority communities. Councils brainstorm ways to create opportunities for positive engagement, including athletic leagues and school intervention.

- **Providing a Dialogue.** Police officers and community members take part in every Advisory Council meeting, which provides an opportunity for conversation. The meetings offer a safe environment for the community to raise concerns, and for the officer liaisons to talk about public safety issues that may affect minority communities. This dialogue promotes trust and understanding between the police department and the community.
- **Addressing Recruitment Gaps.** To bolster outreach and engagement with minority communities, police departments should strive to create a police force that is representative of the community it serves. Councils help achieve this by offering the police department strategies for recruiting individuals from their communities.



A Seattle Police Officer engaging with youth at a community event.

Meetings

The Demographic Advisory Councils meet either monthly or quarterly, depending on the needs of the community. The meetings are attended by the Council's committee, an Officer Liaison representing the police department, and any community members who choose to attend. During the meeting, the council and community members may ask questions or raise concerns to the officer. The Officer Liaison takes the opportunity to educate the community about the role of the police department, address problems or concerns affecting the community, and socialize with the attendees.

The Councils use a variety of measures to advertise meetings and encourage community participation. The Council chairs announce upcoming meetings through social media, newspapers, word of mouth, and handing out flyers at community events. "To get people involved, you must be visible and recognizable in the community," said Felicia Cross, SPD's Community Outreach Manager.

A Spotlight on the Latino Advisory Council

Created in 2003, the Latino Advisory Council provides opportunities for dialogue and engagement between the Seattle Police Department and members of the Latino community. The Council focuses on four primary topic areas:

1. advising the police of public safety issues affecting Latino residents in Seattle,
2. promoting a healthy dialogue to build trust between the police and the Latino community,
3. educating residents on the role of police, and promoting training to increase cultural competency of Seattle police officers, and
4. encouraging community participation at events and workshops that promote public safety.²⁶

On May 10, 2018, members of the Latino Advisory Council gathered at the South Park Neighborhood Association, a community group in one of Seattle's largely Latino neighborhoods. The meeting was attended by approximately 40 Latino youths, parents, and community members, in addition to several representatives from the Seattle Police Department. An interpreter was also on site to translate for the non-English speakers in the room.

The session began with opening remarks from Lieutenant Diaz, who welcomed the attendees to the meeting and provided an overview of the Council's function and purpose. Next, the officers and community members were invited to have dinner together, which was prepared by Paulina Lopez and Carmen Martinez, the co-chairs of the Latino Advisory Council. This time allowed for the officers and community members to build a rapport with one another by engaging in casual conversations.

Following dinner, Lieutenant Diaz played a short video clip about the Immigrant Family Institute, a program designed to build relationships between Seattle police officers and immigrant families.²⁷ The video featured a Latino family and a Seattle police officer who talked about their positive experiences with the program. Diaz announced that the program was accepting new families and encouraged the attendees to participate.

After the video clip, Chief of Police Carmen Best addressed the audience. She thanked the participants for their attendance and emphasized the Seattle Police Department's commitment to building strong relationships with the Latino community. She reminded attendees that officers from the Seattle Police Department are responsible for protecting all community members, regardless of their immigration status, and said that no one should be afraid to report a crime or call the police for help.

26. Seattle Police Department. "Latino Advisory Council." <https://www.seattle.gov/police/community-policing/demographic-advisory-councils/latino-advisory-council>

27. For more information on the Immigrant Family Institute, see page 26.

Next, Lieutenant Diaz introduced Officer Oscar Gardea, the new Officer Liaison for the Latino Advisory Council. Addressing the attendees in Spanish, Officer Gardea connected with the group by noting that he was raised by an immigrant family in his hometown in Texas. He spoke about his experiences growing up, joining the police force, and his career as a police officer.

Officer Gardea then fielded questions from the attendees. The largely young audience asked questions such as, “Why did you become a police officer?”; “How can I get involved with the police department?”; and “What did your friends and family think when you became an officer?” Participants also questioned Officer Gardea about the equipment on his duty belt and asked him to share stories from his career.

The session concluded by honoring the mothers in attendance in celebration of El Día de la Madre (Mother’s Day). Each mother was presented with a flower as an expression of recognition and gratitude.

Demographic Advisory Councils: Promising Practices

The Seattle Police Department has identified several promising practices to establish successful Demographic Advisory Councils:

- **Involve community leaders.** Recruit prominent individuals from the community (e.g., religious leaders, business owners) to participate in the Demographic Advisory Councils. These individuals serve as a gateway between the police department and the community and can help bring more community members into the process. Community members are more likely to participate if they are invited by a friend, family member, neighbor, or someone else they trust.
- **Encourage participation by young people.** Increase youth participation in the Demographic Advisory Councils through targeted recruitment. Work with community leaders (e.g., teachers, youth coaches) and use the police department’s youth outreach programs (e.g., Police Athletic Leagues, police Explorers programs) as recruiting pools. Encourage parents to bring their children to Council meetings and find a role to keep them involved. “It is important for younger kids to see the model of the community and the police working together,” said Felicia Cross. “I find a way to get



Chief Carmen Best posing for a photo with residents at a community event.

them involved, even something as simple as asking them to pass out handouts at the meeting.”

- **Promote the Council through advertising.** Advertise the Demographic Advisory Councils through a variety of platforms (e.g., community events, newspapers, bulletin boards in community centers). Social media platforms, such as Nextdoor, a neighborhood-based social networking site, are also an effective way to recruit community members. Tailor the advertisements to the community the department is trying to engage. This may include translating the advertisement to another language, or promoting the Council on radio stations or in newspapers that are prominent in the community the department is trying to reach.
- **Offer food to the attendees.** Sharing a meal holds significance across many cultures. It is a gesture of unity and solidarity that brings people together. Providing food at Council meetings encourages members of the community to participate and engage. This practice also has a practical component. Offering dinner can make it easier for people with busy schedules to attend a meeting.

The Immigrant Family Institute

The Formation of the Immigrant Family Institute

As part of a community outreach effort several years ago,²⁸ Seattle police officers and city officials engaged in “kitchen table” conversations with immigrant communities to gain input on how the police department could address public safety concerns. In more than two dozen conversations, immigrant and refugee residents raised concerns over language barriers and expressed the need for information about services and resources (e.g., how to contact 911 to request emergency services). The concern cited most often was the desire to strengthen mutual trust and understanding between the police and members of immigrant communities.

In 2014, Seattle’s Office of Immigrant and Refugee Affairs (OIRA) launched the Refugee Women’s Institute (RWI) in response to the community’s concerns. The program brought together 20 refugee women and



A Seattle Police Officer and community members participating in a session of the Immigrant Family Institute.

28. The outreach was being conducted through “Safe Communities,” a collaborative initiative led by the Seattle Police Department and the Seattle Mayor’s Office to strengthen SPD’s community outreach and engage residents in increasing safety in their neighborhoods. The initiative sought to bring residents, police officers, and city officials together to engage in small-group conversations to address public safety. See “Southwest Precinct to host ‘Safe Communities’ meeting.” KOMO News, March 11, 2013. <https://komonews.com/archive/southwest-precinct-to-host-safe-communities-meeting>

20 female police officers with the goal of building trust and understanding between Seattle refugee communities and the Seattle Police Department. The program facilitated relationship-building, taught refugee participants and officers about each other, and educated participants about the city government's systems and processes.²⁹

These efforts focused on female refugees because they are one of the most vulnerable populations among Seattle's refugee communities.³⁰ And in turn, the refugee women said that the program should focus on boys and men in their communities, and cited the disproportionate numbers of East African and other immigrants in the juvenile justice system, for example. "The women told us we want something for our sons, because we are afraid for their safety when they interact with the police," said Amelia Derr, a professor of social work at Seattle University who became a curriculum developer and facilitator for the IFI.

Acknowledging the need to provide more inclusive outreach and to be responsive to the feedback from the refugee women, members of the OIRA, the Seattle Police Department, and other community leaders came together **to develop a family-centered program that would address the unique needs of immigrant youths and caregivers**. In 2017, the Immigrant Family Institute (IFI) was launched.

IFI Program Goals and Objectives

The IFI is designed to bring together immigrant youth of color ages 10-14, their caregivers, and Seattle police officers to learn from each other, strengthen relationships, and build trust. The program's participants include 15 to 18 immigrant families and 15 to 20 SPD officers who meet for weekly sessions over the course of eight weeks. Each session is led by a facilitator³¹ who guides the participants through group discussions and activities connected to the weekly topic. These topics relate to the program's broader purpose: "to improve the experience of immigrant families who interact with the juvenile justice system."³² The program aims to achieve this goal by focusing on:

1. "Building youth and parent/guardian knowledge and advocacy skills to be successful in navigating the juvenile justice system,
2. relationship/trust-building between police officers and immigrant families, and
3. increasing officer knowledge and cultural responsiveness regarding immigrant families."³³

29. City of Seattle, Office of Immigrant and Refugee Affairs. (2015). *Refugee Women's Institute*. <https://www.seattle.gov/Documents/Departments/OIRA/2015%20OIRA%20One-pager%20-%20RWI%20FINAL.pdf>

30. City of Seattle Office of Immigrant and Refugee Affairs. (2018). "Immigrant Family Institute." <https://www.seattle.gov/iandraffairs/RWI>

31. The IFI has four facilitators, including an officer from the Seattle Police Department.

32. When the IFI was created, enrollment was limited to families that have interacted with the juvenile justice system. Eligibility for enrollment has since been expanded to include families that either have a child in the juvenile justice system, know of a family in their community that experienced the juvenile justice system, or feel vulnerable to experiencing the juvenile justice system. See Derr, Stewart, & Welte. (2017). *Immigrant Family Institute: Facilitator Manual*. City of Seattle Office of Immigrant and Refugee Affairs: Seattle, WA.

33. Ibid, page 3

Police Have a Key Role in the Immigrant Family Institute (IFI)

When Seattle's Office of Immigrant and Refugee Affairs (OIRA) began developing the Immigrant Family Institute, it was committed to building a community-driven program by involving stakeholders. An advisory board of immigrant youths and caregivers, police officers and officials, judges, youth advocates, and juvenile justice officials was established to guide the OIRA in designing key elements of the IFI, including curriculum, class structure, and recruitment.

The advisory board had several representatives from the Seattle Police Department, including Chief Carmen Best, Detective Carrie McNally, and Lieutenant Adrian Diaz. Officer Martin Welte assisted with curriculum development and serves as a program facilitator. "It was obvious that we needed to have police representation in the planning," said Jabali Stewart, a curriculum developer and facilitator for the IFI. "I'm not a police officer, I don't have a law enforcement perspective, and I don't know how they think. We needed that perspective."

The officers offered a unique perspective that was instrumental in shaping the IFI. "The officers brought institutional knowledge from the Seattle Police Department and had an understanding of Seattle's community history with race and social justice," said OIRA Director Cuc Vu.

Involving the Seattle Police Department in creating the IFI also gave the officers a sense of ownership of the program. "When officers are involved, they become stakeholders of the program and are committed to its success," said Lieutenant Diaz.

[IFI Curriculum and Program Structure](#)

The IFI's curriculum is centered around the core of developing healthy families and safe communities, with each of the program's eight sessions dedicated to a related topic. The facilitators introduce the session's topic and guide participants through a series of activities and discussions to meet the learning objectives for the session. The topics address police-community relations, particularly with immigrant communities, challenges between immigrant communities and law enforcers, understanding authority and individual rights, and how the acculturation process influences immigrant families and police officers.

Immigrant Family Institute: Sessions Overview

Orientation Sessions: What to Expect from the Immigrant Family Institute and Logistics

Session 1: Getting to Know Each Other and Defining Hopes for the Institute

Session 2: Community and Police Relations: The Role of Stereotypes

Session 3: Envisioning Healthy Families and Safe Communities

Session 4: Understanding and Navigating the Juvenile Justice System

Session 5: Understanding and Navigating the Public School System

Session 6: Acculturation and Community/Police Relations

Session 7: Coping with Acculturative Stress and Developing Support Networks

Session 8: City Services, Celebration, and Next Steps

The curriculum is flexible in order to be responsive to the needs of the community. “We have core concepts we want to address, but how we hit those targets is flexible,” said Martin Welte. “For example, we added a ‘know your rights’ section in response to the current political climate,” said Cuc Vu. “We educate the families on the distinction between local police and federal immigration enforcement agencies.”

The facilitators have also recognized the importance of adapting each session to the needs of the IFI participants. “In trying to build relationships, you meet families who have all kinds of questions and needs around education, health, housing, etc.,” Welte said. “These aren’t police issues, but they come up in the sessions, so we’ve adapted to it.” The facilitators invite guest speakers to attend the IFI sessions to present on these topics and educate the families about available resources.

[IFI Orientation for Officers and Families](#)

Before an IFI program begins, all participants (families and officers) are required to attend an orientation session that provides logistical information and answers to questions. The officer and family orientation sessions are held separately so that the needs of each group are addressed, and to allow participants to discuss any concerns or reservations they may have.

During the officer session, the officers are educated about cultural, historical, and political information about the participating immigrant communities and current immigration policy issues.³⁴ Topics covered at the officer orientation session include:

34. Derr et al., page 7.

- An overview of the Office of Immigrant and Refugee Affairs
- Demographics of Seattle’s foreign-born populations (e.g., countries of origin, languages spoken)
- Terminology associated with citizens and non-citizens (e.g., naturalized citizens, lawful permanent resident, temporary legal status)
- Federal developments, including changes to DACA (Deferred Action for Childhood Arrivals) and Executive Orders related to interior enforcement and border security
- Deportation proceedings
- The meanings of the terms “sanctuary city” and “welcoming city”
- An overview of the Immigrant Family Institute (e.g., logistics, program structure, what to expect).

At the family orientation session, the OIRA staff reviews logistics, addresses safety concerns, and informs the family participants that the officers will not be in uniform. The families are asked to sign a “commitment letter” to indicate their understanding and agreement to attend all of the sessions. Interpreters also attend to meet the families and to answer questions. Because some participants may associate a police uniform with fear or distrust, the officers are dressed in civilian clothing for the first seven sessions. At the last session, the families see the officers in uniform for the first time. “To start building relationships, it is important that the families see the officers as people rather than just a uniform,” said Officer Welte. When the officers wear their uniforms at the last session, the families connect the people they have come to know with their police badge and their role as officers.

[General Framework for IFI Meetings](#)

Following the orientation, the officers and families convene on a weekly basis to attend the eight meetings. The sessions are held on Saturday mornings at a local high school from 9 a.m. to 1 p.m. Although the structure of each session varies based on the week’s curriculum, the sessions follow a general framework.

General Framework for Immigrant Family Institute Meetings

1. Welcome and Check-In
2. Small Group Activities
3. Reflection and Integration Time
4. Lunch

1. Welcome and Check-In

At the start of each session, the officers and families join together in the center of the room, where they sit on chairs in a circle facing one another. The circle technique is used throughout the institute. "It is inclusive, connected, and everyone is looking in toward each other," Officer Welte said. Once everyone is in place, the facilitators begin the session by addressing any logistical issues and introducing the topic for the day.

During this time, the facilitators begin the check-in circle. The facilitators pose a question based on the session's theme (e.g., "What is your culture, and what about your culture are you most proud of?"). Participants each share their responses with the group. This activity helps participants to begin thinking about the day's topic and provides an opportunity for everyone's voice to be heard.

2. Break Out Sessions/Small Group Activities

For the break out sessions, the participants are typically divided into three groups: youths, caregivers, and police. Participants engage in an activity or discussion based on the session's topic. In session two, for example, the officers and families participate in a "fishbowl" activity, in which chairs are arranged to form an inner circle (i.e., the fishbowl) and a larger, outer circle surrounding the fishbowl. Each group (youth, caregivers, and officers) takes a turn in the fishbowl, where they have a discussion with one another about how stereotypes have affected them or their families. While one group engages in a discussion, the other two groups sit in the outer circle and observe the discussion. These exercises serve as an opportunity for each group to listen to conversations among the other groups, in order to promote learning and empathy.³⁵

When it is the officers' turn in the fishbowl, they discuss the challenges they face on a daily basis. "I told the group that I leave the house not knowing if I'll come home that day, or if I'll have to take someone's life," said Sergeant Heidi Tuttle, an IFI participant. Amelia Derr of IFI said that Sergeant Tuttle's comment "really hit home, because it is a common experience of parents who are worried about their sons not coming home. When Heidi shared that story, it resonated for several of the parents in the room."



IFI attendees participating in small group activities.

35. Derr et al., pages 20-21

The fishbowl activity is impactful because the participants begin to look at each other differently. “That’s when the families begin seeing the officers as people with similar hopes and struggles,” Dr. Derr said.

3. Reflection and Integration Time

Following the day’s activity, the participants are asked to take a few moments to reflect on what they learned. Participants may reflect individually, with a partner, or in small groups. The reflection time gives participants the opportunity to process their thoughts and observations throughout the day and deepen their understanding of the session’s theme. The facilitators often prompt the participants with a question to begin the reflection. For example, following the fishbowl activity, the immigrant families are asked to reflect on what they learned about police officers, and the officers are asked to reflect on what they learned about immigrants. Both groups are also asked what they learned about themselves.



Youth participants speaking at an IFI session.

Following the reflection, everyone reconvenes as a group and forms a circle to begin the check-out activity.

Each person is asked to share one takeaway they had from the day. The facilitators provide a brief overview about what the participants can expect at the next session, and invite the families and officers to enjoy lunch together.

4. Lunch

At the conclusion of each session, the officers and families share a meal. “Eating together was an intentional part of the curriculum,” said Jabali Stewart. “It is a symbol of fellowship and unity across cultures.” Eating lunch together allows the participants to interact and engage in conversations outside the structure of the sessions. “Some of the most heartfelt conversations happen over lunch,” Mr. Stewart said.

Resources

To encourage attendance, the IFI provides resources to the families to mitigate potential barriers to participation. For example, the program provides on-site child care, and families receive a transit pass for public transportation. The OIRA staff also arrange to have on-site interpreters to meet the needs of participants who request language access services. “We provided everything we needed to ensure participation,” said Cuc Vu. “If you want people to

show up to your program, you need to invest in it.”

Additionally, families receive a \$100 stipend for participation at the end of each session. “Providing stipends to the families is a matter of equity,” Amelia Derr explained. “The officers get paid to be there, so the families’ time should be valued, too.”

Program Evaluation

To evaluate the IFI’s effectiveness in achieving program goals, OIRA staff conducts pre- and post-session surveys, as well as interviews of officers and family participants. This data, along with observations made by program staff members, reveals that the IFI is successful in achieving the following desired outcomes:

Building Trust and Strengthening Relationships between Police and Immigrant Families

A central goal of the IFI is to bolster trust and promote positive relationships between immigrant families and the police. Although many of the immigrant families view the police warily at the start of the program, their opinions tend to shift by the last session. When families were asked to rate their trust of the police prior to the start of the Institute, 70% responded that they had little to no trust in the police. By the end of the institute, nearly all participants reported that they had very high levels of trust in the police.

Bonds are built because both officers and families find commonalities in one another. “I came into the program afraid of the police,” said Kaltun Ali, a participant in the IFI. “Then I began to realize that the police are normal human beings and they’re putting their lives on the line every day.”

The success of the IFI is evident through the evolution of the relationships throughout the Institute. “On day one, you hear mothers say they fear for their children when they go outside. When you fast forward to the last session, you have families hugging the police, and police crying,” said Officer Martin Welte.

“Participating in this program has been the most rewarding thing that I’ve done in my 29-year career with the department.”

— *Officer Martin Welte, Seattle Police Department*



Participants from the 2018 Immigrant Family Institute.

Increasing Cultural Competency of Seattle Police Officers

Another programmatic goal of the Institute is to increase the cultural responsiveness of Seattle Police officers. Officers participating in the IFI receive a firsthand account of what it is like to be an immigrant living in Seattle. The officers also learn cultural information (e.g., why a man cannot shake hands with a Muslim woman, what policing is like in the families' home countries) and gain experience working with interpreters. The knowledge and skills learned in the Institute help officers to interact with immigrants in the field.

Many officers, inspired by their experience in the program, return to their patrol assignment with a renewed interest in connecting with immigrant families in their beat. "When officers respond to a call, they should spend more time engaging with people and nurture the curiosity about the communities they serve," said Sergeant Tuttle. "It's about breaking down stereotypes and assumptions and overcoming the fear of just talking with people."

More information on the successful outcomes of the IFI can be found in Appendix B: Immigrant Family Institute Program Evaluation.

Conclusion

The Seattle Police Department's Community Outreach Unit has spearheaded efforts to engage with members of Seattle's diverse communities. The Unit's outreach initiatives bring together Seattle police officers and community members, allowing them to engage and learn from one another. These interactions have helped SPD to build trust and strengthen relationships with all community members, particularly those from communities of color.

A Summary of the Seattle Police Department's Promising Practices for Strengthening Relationships with the Immigrant Community

- **Identify people who can serve as a liaison between the department and the immigrant community.** This could be a department employee, a community leader, or a group of community members (i.e., an advisory council). The liaison can be a full-time position, a volunteer opportunity for a community member, or an additional duty for a police department employee. Once a trusted community liaison is established, find opportunities for the liaison to engage police with the immigrant community.
 - Partner with police department units to educate immigrant community members about U.S. laws. For example, work with the Domestic Violence Unit to educate the community about types of behavior that are not tolerated under American domestic violence laws.
 - Create "Coffee with a Cop" programs or other casual events to initiate discussions.

- Be responsive to community concerns. For example, if youth gang violence is a problem in the community, work with the department's gang unit to provide education and resources to families.
- **Involve all officers in outreach initiatives.** Outreach and engagement are the responsibility of all officers, and should not be limited to an individual or unit.
 - Recruit officers to participate. For example, officers could help by publicizing outreach and engagement opportunities through a variety of platforms (e.g., word of mouth, social media, flyers).
- **The police department's community policing efforts should extend to all community members from various demographic groups.** Ensure that outreach and engagement initiatives are reaching all community members, especially those representing traditionally marginalized communities.
 - Create opportunities for engagement with communities of color (e.g., host outreach events in neighborhoods with diverse groups of residents, or work with community members to establish demographic advisory councils).
- **Focus on building meaningful relationships between officers and community members.** Extended interactions between officers and residents are crucial for establishing deepened relationships.
 - For each outreach program, aim for approximately 24 hours of contact between police and community members. Seattle officials estimated that it takes about that long for community members to sense that the police commitment is substantial and not a fleeting thing.
- **Be resourceful securing funding for outreach programming.**
 - Look for funding outside of the department, such as private corporations, local businesses, or federal grant opportunities.
 - Utilize contacts made through outreach efforts to identify locations for meetings and other services that can be provided free of charge.
- **Programming should be flexible to meet the needs of the community.** This may include modifying content to address current concerns, or providing information on non-police related topics.
 - Before introducing officers and families, hold orientation sessions for each group separately so that the specific needs of each group are addressed, and to provide an opportunity for participants to discuss any concerns or reservations they may have.
 - Provide resources (e.g., transportation, meals, childcare, interpreters) to mitigate potential barriers to participation.
 - Assess program impact and outcomes by conducting program evaluations.
 - Work with city agencies and service providers to gather and disseminate appropriate information.

- **When recruiting and hiring from immigrant communities, police departments should be aware that some community members experience disadvantages that create challenges for them during hiring.**
 - Offer candidates services and resources to help them navigate the hiring process. For example, immigrants with low income and little familiarity with American banking and credit systems may have a damaged credit rating, which can hurt them if a credit check is part of a police department's hiring process. A police outreach program can offer guidance on how to repair or improve a credit rating.

The Eagle County Law Enforcement Immigrant Alliance

A County-wide Approach to Outreach and Engagement

The Hispanic population in Eagle County, Colorado has grown substantially over the past several decades. Of the county's 52,197 residents, about 30% are of Hispanic origin,³⁶ many of whom emigrated from Mexico (12,412) and Central America (1,337).³⁷ Known as a worldwide travel destination, resort towns in Eagle County (e.g., Vail and Beaver Creek) have attracted Latino immigrants to the area because of the high demand for workers in service industries and construction trades.

As the county's population became more diverse, it became clear to police leaders that there was a need for outreach and engagement with Latino communities. Implementing an outreach program, however, was a daunting task for the resource-strapped police departments in the county. The police departments in Eagle County are small in size; all have fewer than 50 officers, and operating budgets are tight.

Furthermore, an outreach program in a single agency would have limited impact, because many Latino residents work in one town but live in another. "People come here to work, but then they leave to go home," said Alan Hernandez, a Code Enforcement Officer with the Vail Police Department. For outreach to be most effective, the residents needed to see consistency across police departments. It was evident that meeting the needs of the diverse community would require the law enforcement agencies across the county to band together.

Community Demographics among Law Enforcement Agencies in Eagle County, Colorado³⁸

Police Department	Sworn Officers	Residents in Jurisdiction	% of Residents Who Are Hispanic
Avon Police Department	18	6,447	48.98%
Basalt Police Department	11	3,857	20.3%
Eagle Police Department	14	6,508	22.26%
Vail Police Department	30	5,305	7.35%
Eagle County Sherriff's Office	48	52,197 (entire county)	30.06% (entire county)

36. U.S. Census Bureau (2010). *Race and Hispanic or Latino Origin*. <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml> (enter "Eagle County, CO" in search box; select "Race and Hispanic or Latino Origin").

37. U.S. Census Bureau (2010). *Hispanic or Latino by Type*. <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml> (enter "Eagle County, CO" in search box; select "Hispanic or Latino by Type").

38. Community demographics retrieved from U.S. Census Bureau *Profile of General Population and Housing Characteristics: 2010*

In 2010, Vail Police Chief Dwight Henninger approached Megan Bonta, a coordinator for Catholic Charities, to develop an outreach program to strengthen relationships between the police and the Latino community in Eagle County. Inspired by a program in neighboring Summit County, Chief Henninger and Ms. Bonta envisioned a county-wide initiative driven by both the community and law enforcement. With support from law enforcement executives and community leaders throughout the county, the Eagle County Law Enforcement Immigrant Alliance (LEIA)³⁹ was formed.

LEIA's mission is to promote the “exchanging of resources, information, and outreach to build trust and collaboration between law enforcement and the immigrant community.”⁴⁰ The objectives of the initiative are to:

- “Increase police-immigrant community trust and advance civil rights,
- increase the frequency of collaborative interactions between law enforcement and the immigrant community,
- increase the number of Hispanic/Latino(a)s who report crime, and
- decrease the rate of victimization among the immigrant community.”⁴¹

Committee Membership

Co-chaired by Henninger and Bonta, LEIA is led by a committee of law enforcement officials and community leaders. The committee includes the chief or sheriff from five law enforcement agencies in Eagle County: the Vail Police Department, the Avon Police Department, the Basalt Police Department, the Eagle Police Department, and the Eagle County Sheriff's Office.

Deena Ezzell, a Victim Services Coordinator for the Eagle County Sheriff's Office who serves on the committee, emphasizes that having police executives involved is important. “These are the people with authority to make decisions,” she explained. “If the agency leaders sent representatives in their place, it wouldn't be as effective, and the message to the community wouldn't be as strong.” Having the top law enforcement officials on the committee shows the community that the agencies are committed to LEIA's mission.

The committee is also represented by community members, many of whom are leaders in immigrant communities. Many of these individuals represent organizations that provide services to, or work closely with, Latino residents of Eagle County (e.g., Eagle County School District, Salvation Army, Office of Victim Services).

To recruit community members to serve on the committee, LEIA representatives often approach service providers or key community organizations throughout the county and ask for volunteers. Additionally, committee members speak at various community

39. The program was previously referred to as the Eagle County Law Enforcement Immigrant Advisory Committee. This language may be found on some of the materials included in the appendices.

40. *Eagle County Law Enforcement Immigrant Advisory Initiative* [Brochure]. (2018). (See Appendix C)

41. *Ibid.*

presentations and events to inform residents of the opportunity to serve on LEIA's committee. "We want someone who can come to our meetings and take information back to the community," said Bonta. "They must be committed to dispelling rumors and having respectful conversations on difficult topics."

Community members interested in serving as a committee member must complete an application (see Appendix E). To apply for a seat on the Law Enforcement Immigrant Alliance, non-law enforcement applicants must have:

- High levels of trust in the immigrant community
- An ability to help dispel rumors (for example, rumors of immigration enforcement actions in progress by federal agencies)
- A readiness to engage in constructive dialogue
- A willingness to advise law enforcement and channel responsible information to the community.

Applicants are also required to attend at least one meeting before their application is reviewed. When the requirements are met, the committee votes on whether the applicant may join the committee.

Including community members helps get buy-in from the community. "If the initiative was solely led by law enforcement, the outreach may come across as one group talking to another," Bonta explained. "When it is community-driven, the attitude shifts from 'Here's what *you* need to do' to 'What can *we* do?'" This approach instills a sense of ownership and promotes a sense of legitimacy because the group receives input from all parts of the community. "The alliance is successful because it incorporates voices from all levels of the community, not just leadership or elected officials," said Leesa Sherman-Hochmuth, a Management Assistant with the Vail Police Department. "Without the community component, it would not have the same reach or credibility."

Committee Activities

The committee members convene monthly to discuss outreach initiatives and exchange information. At these meetings, the community representatives provide the law enforcement officials with insight into the concerns and issues of Latino communities.

"We dispel rumors through the community members on the committee," said Ms. Bonta of Catholic Charities. "Alleviating fear in the community is part of building trust." In most cases, the rumors are related to immigration enforcement (for example, a report that an Immigration and Customs Enforcement vehicle was spotted in town), which can cause fear throughout the community. When the law enforcement officials are presented with this type of information, they provide the community representatives with accurate information to take back to Latino residents.

In addition to exchanging information, the LEIA committee discusses broader outreach strategies. For example, following the 2016 presidential election, many Latino residents

experienced a heightened distrust of law enforcement agencies. The committee agreed that there was a need to clarify the role of local police in immigration enforcement to reduce the community's fear and misunderstanding. With guidance from the community representatives, the chiefs and sheriff drafted a press release (see appendix E) explaining their stance on immigration enforcement. The document clarified the agencies' policies and assured residents that the police and sheriff's departments are committed to serving all community members, regardless of immigration status.

The committee members have found that strengthening relationships with the immigrant community requires a multifaceted approach. LEIA members have conducted various outreach efforts, including:

- Leveraging national community-policing programs to engage the Latino community
- Educating Latino residents on relevant issues or concerns that affect their community (e.g., how to use the 911 system, reporting domestic violence, and understanding the different roles of local police and federal immigration officials), and
- Providing services and resources to Latino residents.

The following sections provide an overview of LEIA's programming related to these strategies.

Leveraging Existing National Programs to Engage the Latino Community

There are many well-established community engagement programs that serve as models for police departments nationwide. In Eagle County, the police agencies have adopted national programs such as National Night Out, Citizen Police Academies, and Police Explorers to increase outreach and engagement with Latino communities.

National Night Out

National Night Out, sponsored by the National Association of Town Watch, takes place every year, typically on the first Tuesday in August. It involves local police departments across the nation working with community partners to hold events like block parties, festivals, parades, and cookouts. During the festivities, departments also hold safety demonstrations, provide residents with information on police services, and promote other outreach programming. The events allow departments to positively engage with their communities outside of traditional police-citizen encounters that take place during calls for service. Many departments use this opportunity to disseminate their message of community policing through interaction with their communities.⁴²

Police departments in Eagle County host National Night Out events to engage with the residents and share information about crime prevention and initiatives such as Citizens Police Academies and LEIA. The Avon Police Department, for example, hosts four National

42. National Association of Town Watch. (n.d.). What is National Night Out? Retrieved from <https://natw.org/about>

Night Out events, including three in predominantly Latino neighborhoods. The police departments rely on community volunteers (ranging from employees of local businesses to the local high school football team) to ensure that the event runs smoothly. Food and other items needed for the event are donated by local businesses.

The police have found that holding the events in these neighborhoods helps increase participation among the Latino community.

“To engage the community, the police department must be visible. We have to go to them.”

— Miguel Jauregui, Vail Police Department

Academia de Policía para Ciudadanos Latinos (Latino Citizens Police Academy)

Many police departments across the country offer a citizens’ police academy, a program designed to acquaint community members with various components of police work. Through this program, community members receive education about various departmental policies and procedures (e.g., use of force policies, defensive tactics, forensics) and often participate in ride-alongs with patrol officers to get an inside look at what police work is like.

In Eagle County, the Avon Police Department hosts a Citizens’ Police Academy that is open to all county residents. In 2013, the program was expanded with the inception of the Academia de Policía para Ciudadanos Latinos, which mirrors the Citizens’ Police Academy and is designed to meet the needs of the Latino community, many of whom are non-English speaking. At the various sessions, police officers representing departments throughout Eagle County present information about a topic, which is translated to Spanish by bilingual department employees.

The Academia de Policía para Ciudadanos Latinos is offered on an annual basis. Participants convene one evening per week over the seven-week course. At each session, participants are introduced to a different element of policing:

Session 1

- Introduction of chiefs from the participating agencies
- Presentation by the District Attorney, a judge, and a victim assistance official
- A hands-on activity demonstrating an investigation at a mock crime scene



Members of the Vail Police Department posing with community members during a National Night Out event.

Session 2

- Drug recognition and DUI enforcement
- Participants learn how to conduct tests to evaluate the sobriety of an individual.

Session 3

- Presentation about the Eagle County Special Operations Unit
- Participants are taught basic self-defense techniques.

Session 4

- Tour of the Police Academy
- Exercise with the Firearms Training Simulator (FATS) in which participants are given a computer simulation of a “shoot or don’t shoot” scenario and are challenged to act as a police officer in accordance with the department’s use-of-force policy.



An Avon Police officer presenting at a session of the Latino Citizens Police Academy.

Session 5

- Tour of the Eagle County Jail

Session 6

- Tour of the Vail Public Safety Communication Center

Session 7

- Participants work with firearm instructors at the firing range, where they are taught how to safely operate a firearm.

Increasing Awareness & Participation

The police departments in Eagle County advertise the Academia de Policía para Ciudadanos Latinos by disseminating flyers (see Appendix F), postings on department social media pages, and word of mouth by police employees and past Citizens Academy graduates. Advertisements indicate that all community members are invited to participate, regardless of immigration status. This message is reinforced by LEIA members and other community leaders who are trusted in the immigrant community.



Left: Avon Police Officers teaching defensive tactics at the Latino Citizens Academy. **Right:** A Latino Citizens Academy attendee participating in a simulation activity.

To participate in the Academia de Policía para Ciudadanos Latinos⁴³, an individual must:

- Be at least 18 years old,
- Have a clean criminal record,⁴⁴
- Be a resident of Eagle County
- Have a desire to improve the community.

Some participants enter the program with apprehension because they are undocumented or are fearful of the police. These concerns quickly fade as the sessions progress. "Once people start getting involved, they realize how interesting it is and what they can get out of it," said Brenda Torres, a Police Administrative Services Assistant with the Avon Police Department. "It is about breaking down barriers and building relationships."

Police personnel see a significant transformation among participants from the first to last session. The participants begin to feel more comfortable around the officers, and bonds start to form. "At first, most of the participants leave as soon as a session is over," said Brenda. "As the sessions continue, they stay late to talk with the officers and ask questions. It is exciting to see how the participants want to know them better, not only as police officers, but as new friends!"

A pivotal moment in building trust and strengthening relationships occurs during the last session, when the participants are taken to the firing range to learn how to properly operate and safely handle a firearm. "This is a big deal for the participants because it shows that the police have a lot of trust in them," said Miguel Jauregui.

Since the inception of Academia de Policía para Ciudadanos Latinos in 2013, 123 individuals have graduated from the program. The academy has been a successful way for the police

43. Community members interested in participating must complete an application form (see appendix G)

44. Advertisements for the Academia de Policía para Ciudadanos Latinos note that this requirement pertains to criminal status only, not immigration status.



Left: Officers teaching participants about firearm safety. **Right:** An officer demonstrates a standardized field sobriety test.

departments in Eagle county to educate residents about policing and engage with the Latino community.

“We’re always working on our relationship with the immigrant community, but the citizens’ police academy has deepened that.”

— *Chief Greg Daly, Avon Police Department*

Police Explorers

Police Explorers is a program for young adults⁴⁵ who are interested in pursuing a career in law enforcement, or who want to learn more about the criminal justice system. The program is typically sponsored by local law enforcement agencies, and police officers serve as mentors for youths in the community. Although programs differ across agencies, they generally include training, physical fitness, competition, and opportunities to interact with and learn from police officers in their areas of interest. It is often used as an engagement tool that helps police recruit talented young men and women with an interest in law enforcement.⁴⁶

In Eagle County, the police departments work in unison to offer a Police Explorers program for local youths. The Eagle County Explorers Program is comprised of 39 members who meet on a weekly basis to learn about various aspects of policing.⁴⁷ “We offer the program to kids who have an interest in a law enforcement career, and to those who simply want to have a better understanding of policing,” said Alan Hernandez, a Vail PD Code Enforcement

45. The age requirement for participation in Police Explorers varies among programs. The Eagle County Police Explorers program accepts young adults between the ages of 14 and 21.

46. Learning for Life Corporation. (2016). Law Enforcement Career Exploring. <https://www.exploring.org/law-enforcement/>

47. Vail Police Department. (2018). Eagle County Explorers Program. <https://www.vailgov.com/departments/police/about-us/police-explorers>

Officer who serves as a program advisor. “We teach them about self-defense, criminal law, arrests, and more.” The youth are mentored by advisors from the Vail, Avon, Eagle, and Basalt Police Departments.

Many of the participants come from immigrant households. “About 50 to 60% of the participants are Latino,” Mr. Hernandez said.

Many of the Latino youths enter the program skeptical of law enforcement, because they inherited a fear and distrust of police from friends and family members. As a former explorer from an immigrant family, Hernandez said he can relate to the experiences of many of the youth he mentors in the program. “I came to the United States at the age of three,” said Hernandez. “I understand the fears and concerns the kids have coming into the program, just as I did when I joined the Explorers in high school.”

Hernandez taps into his experiences as an immigrant to recruit Latino youths to the program. He attends career fairs at local high schools and shares his story with the students. “When they hear me speak in Spanish and listen to my story, it resonates with them,” said Hernandez. “After one presentation, I had eight non-English-speaking students sign up.”

The Eagle County Explorers Program has enabled the police to strengthen relationships with the Latino community. In addition to learning about police tactics and procedures, the youths develop lasting relationships with their law enforcement mentors, which helps them to see police in a positive light and dispel misconceptions that lead to fear and distrust.

The outreach benefits of the Explorers program extend beyond the youth participants, because the police involve family members as well. Parents and siblings are encouraged to attend various meetings and events throughout the year. When new Explorer members are sworn in, the police advisors urge them to invite their friends and family to the ceremony. Police personnel note that this strategy has been effective in reaching the family members. “My dad was unsure when I got involved, but he came around after I explained the program to him,” Hernandez recalled. “I think it’s the same for the parents of these kids.”

The Explorers program has also served as a recruiting tool for the law enforcement agencies in Eagle County. Upon graduating from the program, several youth participants have entered careers in law enforcement. The Vail Police Department has benefited from Officer Hernandez’s bilingual capabilities because he serves as an interpreter for Spanish-speaking residents on calls for service and at community events (e.g., Academia de Policia). Officer Hernandez also translates the department’s job postings to Spanish to encourage Latino residents to apply.

Outreach through Education

When police departments develop strategies for engaging with immigrant communities, they must consider the unique needs and concerns of these traditionally marginalized populations. Many immigrants fear police officers, based on their experiences with repressive law enforcement agencies in their home countries. In addition, language

barriers may keep immigrants unaware of the availability of certain services and resources. These circumstances can result in unreported crime, unidentified victims, and a subset of the community that feels isolated from resources.

In Eagle County, the police departments have incorporated education into their outreach efforts to address the specific needs of immigrants.

Addressing Congregations at Church Services

Religion is a central component of many cultures. It brings people together at a central place of worship to practice their faith. In Eagle County, many members of the Latino community are of the Catholic faith. LEIA members have found success in reaching immigrants by attending Catholic churches in Eagle County and speaking after religious services.

In addition, each year the police chiefs in Eagle County attend a Spanish-speaking Mass and address the parishioners. Each chief will speak for about 5-10 minutes on a topic of their choice. The presentations are tailored to address the specific concerns of the Latino community (e.g., explaining the difference between the role of ICE and the role of local law enforcement agencies). The chiefs typically offer the message that no one should feel marginalized or think they do not have access to justice because they are undocumented.

Recognizing the church as a central meeting place among the community, the police in Eagle County, in partnership with Catholic Charities, connect with Latino residents through the churches. Since the officers are being invited by someone the parishioners trust, the congregation is less wary of the officers' presence and more receptive to their message.



An Avon Police Officer engaging with students from Avon Elementary School.

The church is a safe place where community members go to celebrate their faith. Recognizing this, the police have incorporated this philosophy into their outreach efforts. "For us, community outreach is not just holding an event and hoping people will show up," said Alan Hernandez. "We go to where community members are, rather than asking them to come to us."

Providing Training to Local Employees

Eagle County is a destination for tourism. Vail, in particular, is home to many hotels and resorts that lodge millions of visitors each year. Many of the resort workers are Latino

residents who commute to Vail from their residences in other areas of the county. Although a majority of Vail's Latino population is transient (i.e., commuting into the town each morning for work and leaving in the evening), the Vail Police Department saw an opportunity to build relationships with the Latino workers through education-based programming.

The Vail Police Department works with local hotels and resorts to provide training to their predominantly Latino housekeeping staffs. They educate employees about issues they may face in the workplace (e.g., what to do if they encounter drugs when cleaning a guest room), or at home (e.g., understanding domestic violence laws in the United States). These interactions also provide the police department with an opportunity to address fears or concerns about immigration enforcement. "The police talk to my staff about the duties of local police and explain that they are not there to enforce immigration laws," said Magdalena King, General Manager of Antlers at Vail hotel.

The training sessions provide the police with the opportunity to engage in positive interactions with members of the Latino community, and results can be seen almost immediately. "One or two of the housekeepers always stay behind because they're victims of a crime (usually domestic violence or wage theft) and want to report it," said Miguel Jauregui.

"The impact of us talking to people and having them learn that they have access to services they didn't know they had is powerful."

— Miguel Jauregui, Vail Police Department

The training has also served as a recruitment tool for the department. "One of the housekeepers has become a volunteer translator for the police department," said Magdalena King. "She attends educational presentations and community events to provide translation services for the officers."

Outreach through Social Media and Radio

Maintaining relationships with the community requires police departments to provide clear and consistent messages to residents. To enhance communication, the police agencies representing LEIA use various media outlets to engage in a dialogue with the Latino community.

Social media serves as a conduit for two-way communication between police and residents in Eagle County. Through LEIA's Facebook page, the police are able to advertise community policing events, provide general safety information, and share policies on immigration to promote transparency. Residents can also use the social media platform to contact police with questions or concerns. "Social media is an effective way to reach the Latino community," said Maria Lupita Guerra Villegas, a LEIA community member. "Some may not

have an email account or be entirely computer-literate, but most know how to use Facebook.”

LEIA also relies on the Facebook page to dispel false rumors of immigration enforcement in the community.⁴⁸

For example, when an Immigration and Customs Enforcement vehicle was seen parked outside of a business, rumors of an immigration raid circulated among the Latino community. Local police contacted ICE and learned that the agents were in town for a recruitment/hiring event and had stopped for lunch.

Equipped with this information, police quickly addressed the rumor via Facebook. “We use social media as a tool to educate the community,” said Megan Bonta. “We are committed to getting the facts and providing residents with accurate information.”



Avon Police Chief Greg Daly (right) and Police Administrative Services Assistant Brenda Torres (middle) at a Spanish radio station in Eagle County.

In addition to social media, LEIA has also had success in reaching the Latino community through a local Spanish radio station. As the sole Spanish radio station broadcasting in the county, the station is widely listened to by Latino residents. Police representatives from LEIA speak on radio programs to address the largely Latino audience. “I go on air to discuss the department’s immigration policies and dispel rumors circulating among the Latino community,” said Chief Greg Daly. Police personnel also take callers’ questions, often regarding police policies and procedures. “It has been a great outreach tool,” said Daly. “It provides us with the opportunity to educate and connect with our Latino residents.”

Educating Residents about 911 Services

In the United States, the availability of the 911 system is ingrained in children at a young age. Parents and teachers instruct children to call 911 in an emergency. But in some other countries, 911 systems do not exist, or residents refrain from calling 911 because they fear the police and do not wish to attract police attention.

For immigrants living in the United States, many may be unaware of 911 services or refrain from using it because they remain fearful of the police. Undocumented individuals may avoid using 911 services because they believe that doing so will require them to disclose their immigration status, or that it will alert federal immigration enforcement. Additionally, non-English speaking individuals may be unaware of translation services available to 911 dispatchers.

48. A flyer for the Facebook page can be found in Appendix H

Recognizing the need to educate non-English speaking residents about the 911 system, Fernando Almanza, a bilingual dispatcher for Vail Public Safety Communications Center (the countywide communications center) developed a training program for the Latino community.⁴⁹ The training, *La Importancia del 911* (The Importance of 911), is designed to acquaint immigrant community members and non-English speaking residents with how the 911 system operates in the United States.

The training covers the following:

- Overview of Vail Public Safety Communications (i.e., which agencies VPSCC dispatches to)
- When to call 911 (discerning between emergencies and non-emergencies)
- What to expect when calling 911 (i.e., questions you will be asked, what information you will need to provide)
- An explanation that ICE is not contacted when an individual calls for help, so residents should not be afraid to call 911
- Other available services (e.g., texting to 911).

To reach members of immigrant and non-English speaking communities, Almanza delivers his training at workplaces with predominantly Latino employees. “I try to reach out to companies on a daily basis,” he explained. “I ask the employers for permission to present information to their employees.” He also attends schools to deliver his training in classrooms. “It is important to teach children, because they may be the ones calling for help,” Almanza said.

In his role as a dispatcher, Almanza has witnessed the success of his training first hand. “I’ve noticed a difference in the incoming calls from the Latino community,” he said. “They provide pertinent information and answer questions more appropriately based on the education they received from the training.”

Since the inception of *La Importancia del 911* in 2017, Almanza has delivered his training to over 700 residents. “At the end of the day, I want people to feel that we’re one community.”

Providing Services to the Latino Community

The law enforcement agencies in Eagle County work together to provide resources, beyond traditional police services, to meet the unique needs of Latino communities. Taking on these additional responsibilities sends a message that the police departments genuinely care about the residents they serve.

49. The training was developed with support from the Family Leadership Training Institute. For more information, see <http://fltiofcolorado.colostate.edu/>

Mobile Mexican Consulate

Many immigrants in the United States do not have access to essential identification documents (e.g., birth certificates and identification cards). This can be problematic during encounters with the police because individuals may not have a proper form of identification to present the officer.

To obtain these documents, individuals must travel to a consulate, which is often located in a state's capital city. Some individuals, however, may not have the means to travel to the consulate, leaving them without these essential documents and records.

Many residents of Eagle County have immigrated to the United States from Mexico. The Mexican Consulate is housed in Denver, a two-hour drive from the center of Eagle County. Without the means to make the trip, many residents do not have an official form of identification, which can result in problems for local law enforcement.

To address this concern, police personnel in Eagle County arranged for a mobile Mexican consulate to travel to Eagle County. "I knew if we could get a mobile consulate to come and serve our county, a lot of immigrants in our community would have the ability to get legal documentation," said Code Enforcement Officer Miguel Jauregui of the Vail Police Department.

Nearly every year, over the course of three days, the mobile consulate sets up in an Eagle County government building and provides services for nearby residents. Local residents are able to obtain documents and records they would otherwise not have access to.

The police also use the mobile consulate event to educate residents about other services. "We offer a health fair and a county resource fair in conjunction with the mobile consulate to remind residents of the services that are available to them," Jauregui said. Police also take this opportunity to provide residents with information about LEIA and its programs and initiatives.

The mobile Mexican consulate has been a success for LEIA. "We had 500 appointments the first year, 750 the second year, and we're anticipating 1,000 this year," said Jauregui.

Helping residents to obtain identification documents is crucially important during encounters with the police. "As law enforcement, we need to know who we are talking to," Jauregui explained. "Putting IDs in the hands of residents is beneficial to all of us."

Volunteer Interpreter Program

Often when police officers encounter language barriers in the field, they must use translation services over the phone, or rely on a friend or family member of a crime victim, suspect, or witness, or a randomly chosen volunteer, to translate.

This is not ideal, because a friend or family member is not a natural interpreter, and there may be situations where having a family member translate is not appropriate (e.g., a

child translating at a domestic violence scene involving his or her parents), or a friend or family member may not translate accurately for various reasons. Although over-the-phone translation services mitigate many of these concerns, this option lacks an in-person, human component.

In response to the growing number of non-English speaking residents in Eagle County, LEIA created a county-wide interpreter program to provide translation services for police officers and residents. The program has nine interpreters and offers translation services for Spanish, Russian, and French. An officer who needs translation services in the field can request an interpreter who will respond directly to the scene. The volunteer interpreter program allows for a neutral, trained, third-party interpreter to assist with interviews, victim statements, and investigations.

To recruit interpreters, LEIA members advertise the program at community events and look for volunteers among the police departments' bilingual civilian personnel. Irina Litviakou, an Administrative Services employee for the Vail Police Department, has served as a Russian interpreter since 2012.

"I volunteer because I see the value of the program. It helps establish trust because an individual knows that their story is effectively communicated and understood by the officer."

— *Irina Litviakou, Vail Police Department*

The volunteer interpreter program is a crucial component of LEIA's outreach efforts because it ensures that the police departments have the necessary tools to serve all members of the community. When residents recognize that the police department has resources and services to meet their needs, they may be more likely to engage with the police. "My hope is that having access to the volunteer interpreter program encourages non-English speaking people to come forward, since they know their voice will be heard," Ms. Litviakou said.

Clothing Drives for Low-Income Families

Every year, members of LEIA come together to host a countywide coat drive for low-income families, many of whom are immigrants.⁵⁰ Collection bins are placed at police stations, banks, and other public spaces to solicit donations. "We ask for hats, gloves, boots, and other winter clothing items," said Miguel Jauregui of the Vail Police Department. LEIA circulates a sign-up sheet around the community to determine those in need.

Once the donations are collected, members of the police department and community volunteers sort, catalog, and distribute the items to those in need. The items are hand-delivered to the families by two officers and two volunteers, at least one of whom speaks

50. A flyer for the coat drive can be found in Appendix I

the same language as the receiving family. “That moment is very impactful,” said Jauregui. “Often, it is the first time that they’ve had a positive contact with someone in uniform.”

Successful Outcomes of the Law Enforcement Immigrant Alliance

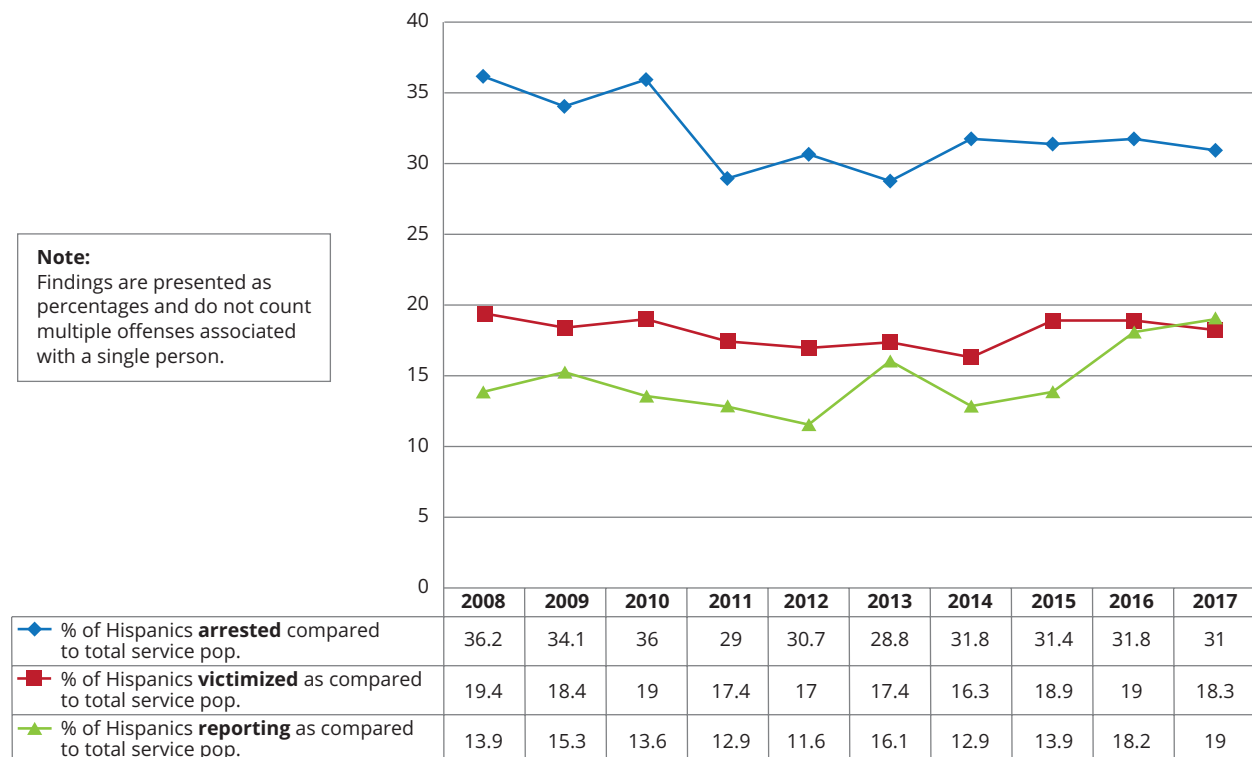
Since the inception of the Law Enforcement Immigrant Alliance in 2010, police officers and community members in Eagle County have witnessed the positive impact of the alliance on strengthening relationships with the Latino community. Officers report that Latino community members are attending community-policing events, engaging more with officers, and are less fearful of the police.

Although many of the program’s impacts are difficult to quantify, county crime data suggests that since LEIA was implemented, Hispanic residents may be more apt to report crime to the police. Police in Eagle County reported that in 2017, Hispanic residents made up a larger share of the total population of people reporting crimes to the police than they did in 2008, which may be an indication that Hispanics are becoming more trusting of the police and more willing to call police when they are victimized. And Hispanics made up a smaller share of the population of all arrestees in 2017 than in 2008, which indicates that fewer Hispanics are committing crimes relative to the overall population of Eagle County.⁵¹

Characteristics of Crime within the Hispanic/Latino Immigrant Community of Eagle County, Colorado

January 1, 2008 – December 31, 2017

Data source: Avon, Eagle and Vail PDs and Eagle County SO



51. Data provided by the Eagle County Law Enforcement Immigrant Alliance

The increase in crime reporting may be attributed to outreach and education provided to the Latino community through LEIA's initiatives. "We have more victims and witnesses willing to come forward because they are more comfortable approaching the police," said Vail Police Chief Dwight Henninger. Megan Bonta has also seen the success of the initiative first-hand. "People are reporting crimes more directly to law enforcement rather than coming to me first and asking me what to do," she said.

How LEIA's Outreach Encouraged Victims to Report Misconduct in the Workplace

On February 12, 2016, the Equal Employment Opportunity Commission (EEOC) announced that Vail Run Community Resort Association, Inc., and its management company, Global Hospitality Resorts, Inc., would pay over \$1 million to eight housekeepers as part of the settlement of a lawsuit regarding sexual harassment, national origin discrimination, and retaliation brought forth by the EEOC.⁵²

The suit alleged that Omar Quezada, a housekeeping manager at Vail Run Resort, sexually harassed his Mexican female employees. The EEOC's suit claimed that Quezada repeatedly shared sexually graphic stories, displayed explicit photos on his cellphone, and physically groped and assaulted his employees, including attempted rape.⁵³

Quezada targeted his victims, mostly Mexican immigrants, threatening them with termination and deportation if they reported him to the police or refused to submit to his assaults.⁵⁴

Quezada came under fire when several of the housekeepers found the courage to report his behavior to law enforcement. Their decision to take the information to authorities is a result of LEIA's proactive outreach efforts. "Some of the victims attended one of our presentations, and that's what encouraged them to come forward and report," said Megan Bonta.

In response to the victims' complaints, the Vail Police Department began an investigation of Quezada. He was charged and convicted of criminal extortion. Representatives from Catholic Charities also assisted the victims in filing a civil complaint. "It was a good, clear message that was very visible," said Miguel Jauregui. "If you are a victim of a crime, no matter where you're from or what your status is, we are going to do everything we can to help you."

52. U.S. Equal Employment Opportunity Commission. (2016, February 12). *Vail Condo Association Will Pay Over \$1 Million to Settle EEOC National Origin Discrimination and Sexual Harassment Lawsuit* [Press release]. <https://www.eeoc.gov/eeoc/newsroom/release/2-12-16.cfm>

53. Ibid.

54. Ibid.

Conclusion

For law enforcement agencies in Eagle County, taking a countywide approach to engagement and outreach has amplified the impact of LEIA's initiatives. "We find that when we work together, we are more effective in providing a consistent message to officers and residents," said Miguel Jauregui. "Everyone in the community is treated with the same level of service and respect, regardless of which police department they're interacting with."

Through their partnership with LEIA, the police in Eagle County have strengthened their relationships with Latino residents, even though many residents were feeling more isolated because of national trends in immigration enforcement. "After the presidential election, many of my friends and family were fearful," said Maria Lupita Guerra Villegas, a LEIA community member. "But there is not the same fear today as there initially was, and LEIA's outreach has been a key to that."

The committee continues to serve as a bridge between the police and the community. Even though some residents may still be reluctant to engage directly with law enforcement, LEIA ensures that there is communication. "LEIA is a conduit for conversation," said Eric Bonta, an officer with the Vail Police Department. "Residents can go to committee members with questions or concerns, which enables them to engage in dialogue and keeps them from being isolated."

Promising Practices

A Summary of the Law Enforcement Immigrant Alliance's Promising Practices for Strengthening Relationships with Immigrant Communities

- **Collaborate with law enforcement agencies in neighboring jurisdictions.** Cooperation allows agencies to combine resources and ensures consistency in messaging to officers and community members.
- **Involve community leaders in outreach programming.** These individuals facilitate information-sharing between law enforcement and the community. Partnerships with community leaders can increase participation in outreach events, as community members are more likely to attend events if they are invited by someone they trust.
- **Involve both sworn and non-sworn personnel in outreach programming.** Identify individuals from within the police department who can bring value to your program (e.g., bilingual employees and individuals who are respected in immigrant communities), and involve them in community engagement. These individuals can also assist in recruiting and hiring by translating job postings or participating in recruitment tables at career fairs.
- **Go to the community instead of asking the community to come to the police.** Identify locations where immigrant community members congregate (for example, churches or local businesses). Work with community leaders and organizations to establish trust and hold events where immigrants spend time.

- **Involve family members in outreach initiatives** to expand the impact of the program to more community members. For example, find ways to involve parents in youth-focused programs.
- **Help immigrants overcome language and cultural barriers that leave some feeling marginalized.** Educate residents on resources that they may be unfamiliar with (e.g., 911 services, and the availability of translators) and assist them in obtaining resources that they may not have access to (e.g., official forms of identification). Residents may be more likely to engage if they understand that the police department has resources and services to meet their needs.
- **Outreach and engagement initiatives require support from the top.** Executive-level representation from a police department sends a message to the community that the department is committed to strengthening relationships with residents.

The Herndon Police Department and Project Hope

The Herndon Police Department (HPD) is a small-sized agency staffed by 72 sworn and civilian personnel. Often times, police agencies of this size have restrictive budgets and limited resources, which hinder their ability to invest in community outreach and engagement programs. The Herndon Police Department has overcome these challenges by partnering with schools to conduct outreach with youth and their parents.

The town of Herndon, Virginia is home to approximately 24,415 residents, 72.3% of whom are citizens. The residents represent a diverse composite of ethnicities, including Hispanic (36%), White (33.3%) Asian (17.6%), and black (8.67%). More than half of the county's residents speak a non-English language, including more than 30% who speak Spanish.⁵⁵



Herndon Police Officers posing with youth from Project Hope.

Hutchinson Elementary School, a low-income Title I school located just outside of the Herndon town limits, is as diverse as the community that surrounds it. More than 70% of the students at the K-6 school are of Hispanic origin, and nearly 64% of the student body are English learners.⁵⁶ Many of the students are from immigrant families from El Salvador and Honduras who came to the United States seeking safety.⁵⁷ Because of the violence and corruption in their home countries, many of the children entered the United States with an inherent fear of police. Additionally, some of the students' parents have been deported, heightening their distrust of law enforcement.

Renee Gorman, a guidance counselor at Hutchison Elementary School, recognized the need to dispel fear and improve her students' perceptions of police. She envisioned an after-school club intended to reduce fears and build trust between police officers and schoolchildren. The Herndon Police Department shared Renee's passion and viewed the program as an opportunity to engage with immigrant families in their community. In 2016, their vision came to life with the creation of Project Hope.

55. U.S. Census Bureau. *American Community Survey*. Retrieved from <https://datausa.io/profile/geo/herndon-va/>

56. Fairfax County Public Schools. (2017). Student Membership Demographics and Supplemental Programs. http://schoolprofiles.fcps.edu/schlprfl/f?p=108:13:::NO::P0_CURRENT_SCHOOL_ID,P0_EDSL:287,0

57. Truong, D. (2018, January 23). They used to be afraid of police. Now, students ask: 'Are they coming?' https://www.washingtonpost.com/local/education/they-used-to-be-afraid-of-police-now-students-ask-are-they-coming/2018/01/23/52ce45d4-fd6a-11e7-a46b-a3614530bd87_story.html?utm_term=.38387c65b060

Establishing Partnerships with Schools

It is challenging for police to break down barriers with immigrant communities, because officers are often met with skepticism, fear, and distrust. The Herndon Police Department has found success in partnering with schools as part of their community outreach efforts, particularly with immigrant communities.

“It is hard to go directly into the community and develop trusting relationships without some help. The schools have proven to be an excellent place to bridge the gap for us, as the trust in our schools and our teachers is already there,” said Chief of Police Maggie DeBoard. “If the kids are introduced to us by adults they already trust, they are more apt to trust us.” This strategy allows the police to extend their outreach to the adults in the community as well. When officers gain the trust of the children, they are more likely to be accepted by the parents.

Long before Project Hope came to fruition, a group of Herndon patrol officers began going to schools during lunch periods to eat with the students in the cafeteria. The officers took the opportunity to talk with the students while they shared a meal. “It was a way to form bonds and build relationships,” recalled Officer Mike Murn, who now serves as a School Resource Officer.

The news of the officers’ lunch club quickly spread among the department, and officers from other shifts began to participate. As more officers became involved, they expanded their outreach to all Herndon High School feeder schools, including Hutchison Elementary.

Hutchinson Elementary School is located in Fairfax County, Virginia, placing it just outside of Herndon’s town limits. Because of the school’s geographical placement, it falls outside of the Herndon Police Department’s jurisdictional boundaries. The Herndon Police Department, however, recognized the need to include Hutchinson Elementary in its outreach initiatives, because many of the students at Hutchinson live in Herndon. “When they’re not at school, it is our officers who are responding to calls at their homes or patrolling their neighborhoods,” said Chief DeBoard. “For this reason, it’s important for us to establish relationships with them.”

Building on the lunchtime interactions, the Herndon Police Department expanded its outreach in the schools by hosting coat drives, providing backpacks with school supplies for children in need, and participating in other events and activities throughout the academic year. Over time, the department established a presence in the school and built strong relationships with the students, teachers, and administrators. “It was



Project Hope students displaying their artwork.

through these established relationships that the school reached out to us for Project Hope,” said Chief DeBoard.

An Opportunity at Hutchinson Elementary

In 2016, Ms. Gorman, the guidance counselor at Hutchinson, was approached by “Code 3,” a nonprofit organization whose mission is “educating, equipping, and empowering police departments with the tools and resources they need to do their jobs effectively, while creating the conditions for cops and communities to work better together.”⁵⁸

The President of Code 3, deeply disturbed by the growing division between police and citizens in neighborhoods across the country in recent years, asked Ms. Gorman to develop a program aimed at strengthening relationships between police and the communities they serve. Code 3 agreed to provide funding for the program and gave Gorman free range in developing a concept.

Knowing that many of her Hutchinson Elementary school students were distrustful of the police, Gorman came up with the idea of an after-school program where the students could interact with members of the police department through fun, lighthearted activities. Drawing on the school’s existing partnership with the Herndon Police Department, she reached out to Chief DeBoard and received her full support. In fall 2016, Project Hope was launched.

Project Hope

Project Hope is an afterschool program intended to build trust and strengthen relationships between the police and the community. The program features 25 students in grades 3-6 who meet with officers after school for an hour and a half once per week throughout the academic year. The time together is an opportunity to break down barriers in a relaxed environment and allow the students and officers to learn more about one another.



Left: Herndon Police Chief Maggie DeBoard on the playground with students from Project Hope. **Right:** A Herndon Police Officer teaching a boy to throw a football.

58. Code 3 Mission & Vision. <https://code3forchange.org/>

Who Participates in Project Hope?

Ms. Gorman selects students to participate in Project Hope, focusing on the students she believes would get the most benefit from developing a trusted relationship with police. She targets youths from non-English speaking homes, hoping that the positive interactions with the police officers will help them realize that officers' job is to protect and assist them. Many of the children fear and avoid officers because of misconceptions they learn from their immigrant parents. "I invite children to participate, but I never exclude anyone," Gorman said. "Everyone is welcome." Gorman rotates different students into the program throughout the year, providing an opportunity for more youths to participate.

Finding officers to participate is never a challenge. When conducting roll call, shift sergeants ask for volunteers to attend Project Hope. "We all see the value of the program and understand the importance of attending, so there is never a shortage of volunteers," said Officer Murn. The department sends three to 12 officers to Hutchinson Elementary, depending on what activities are planned at Project Hope that afternoon. In addition to the patrol officers, officers and commanders from the department's investigative and administrative division also participate regularly.

Some officers attend Project Hope regularly, and others are rotated in. "We do this to establish consistency for the kids while still providing them the opportunity to meet more officers," Chief DeBoard explained.

Sending officers to Project Hope is a simple way for the Herndon Police Department to conduct community outreach because the program is already in place. "It is much easier to get involved with a community-focused program that is already established rather than trying to build one from the ground up," Chief DeBoard said.

Program Activities

To introduce the students to the police in an informal, non-threatening manner, Gorman chose to engage everyone in a card game, Uno. "The kids were afraid at first,



Above: Project Hope students posing on the playground with their artwork. **Below:** A Herndon Police Officer and Project Hope student decorate a banner with their handprints.



but I explained that the police are people just like you and me,” she said. “After the game of Uno, the students felt better and were more relaxed.” Following the game, there was an informational session where the police explained that it was not their role to engage in immigration enforcement. This helped alleviate fears and set the foundation for building trust.

A typical afternoon at Project Hope begins with the students and officers coming together to discuss their day in an activity called “happy/crappy.” The participants pass around a talking stick and take turns sharing one positive and one negative thing about their day. “The students usually say things like, ‘I’m happy because I’m here today,’ or ‘My day was crappy because I had to run a mile in gym class,’” Gorman said.

Next, the officers and students share a snack, followed by a physical activity. They may cook, play basketball or soccer, or engage in themed activities. For example, around the holidays, the students participated in a holiday tree decorating contest where the officers served as the trees. The students placed garlands and ornaments on the officers and voted for the best decorated. In another session, the students and officers were blended among different teams and competed in Olympic-style games. “We got really into it,” recalled Officer Lora Baker. “It was pretty competitive and we all had a lot of fun.” At the conclusion of the Olympic games, the officers presented the children with medals.

Each session of Project Hope is centered around a theme. After the physical activity, the students spend time working on life skills related to the day’s theme. The curriculum covers topics such as self-esteem, decision-making, and communication skills. In a session themed around embracing diversity, officers and students placed pushpins on a map of the world to indicate their heritage. The students, officers, and program staff were also asked to bring in a food dish representing the cuisine of their country of origin. The session ended with everyone sharing a meal together.

The activities at Project Hope provide the opportunity to the officers to engage with the students, form bonds, and strengthen relationships. Although the activities are simple,



Above: Herndon Police Officers decorated as holiday trees by the Project Hope students. **Below:** Herndon Police Officer Lora Baker and Project Hope youths competing in an Olympic-themed game.



they are effective at breaking down barriers. “Building trust does not need to be sophisticated or overcomplicated,” Gorman emphasized. “It is as simple as playing a game or sharing a meal.”

Although the activities are simple, the interactions between the police officers and the children are powerful and transformative. “If children see that you take an interest in them, they are more likely to succeed,” said Officer Warren Brathwaite. “Taking an interest in them will help keep them on the right path.”

The officers have already witnessed the positive outcomes of their investment.



Herndon Police Officer Warren Brathwaite playing basketball with students.

“Several students have told us they want to become police officers. Kids are our future, so we’d better reinforce their dreams.”

— *Officer Warren Brathwaite, Herndon Police Department*

Engaging Parents

Some sessions of Project Hope involve the students’ parents. At the holiday party, for example, parents watched the students decorate the officers as holiday trees and helped judge the contest. On the diversity-themed day, parents brought their other children and shared the multicultural cuisine alongside the students and officers.

When the parents witness the positive interactions between their children and the police, they begin to let their guard down. “When the parents first come in they are apprehensive, but then they start to relax,” said Renee. “You can see it in their body language when they’re laughing and smiling.”

Bringing the parents in allows the Herndon Police Department to share messages with a broader audience. When parents are at a session, Chief Maggie DeBoard takes the opportunity to address concerns over immigration enforcement. She educates parents on the role of local law enforcement agencies and explains the Herndon Police Department’s policies related to immigration. Chief DeBoard assures the parents that the Herndon Police Department serves and protects all community members, regardless of immigration status, and they will never ask about legal status when someone calls the police for help.

Expanding the Program

To build on the program's momentum from the school year, Hutchinson Elementary decided to offer Project Hope in the summer as well. With funding from Code 3, the school was able to offer the program at no cost to the participants.

The summer sessions are held on Monday through Thursday, from 9 a.m. to 12:30 p.m. The program coordinators teach a life skills curriculum, take students on field trips, and invite officers from the Herndon Police Department to have lunch and play with the children. From 2017-2018, enrollment more than doubled, increasing from 25 to 60 students.



Herndon Police Officer Mike Murn playing board games with students during a session of Project Hope.

The Positive Impact of Project Hope

The officers and program staff have seen a transformation in the students participating in Project Hope. "I see the safety, security, and well-being of the children move in a positive direction, from fear to hope," said Renee Gorman.

The students who were once fearful of the police now greet the officers with excitement and joy.

"It is heartwarming to see the same kids who were once afraid to approach a police officer for help now talk about entering a law enforcement career. That's how you know this program is a huge success."

— Joe Abdalla, Executive Director of Code 3

The impact of Project Hope extends beyond the students involved. Police have seen positive changes in the parents, as well. "Many parents used to wait in the parking lot when it was time to pick their children up, but now they come inside and participate in some of the sessions" said Chief DeBoard. "Some of them have said they never thought they would be sitting at a table with police officers sharing a meal."

Although Project Hope has made an immediate impact on the relationships between the Herndon Police Department and the community, the true success of the program will be seen in years to come. "The real impact of this program is going to be seen when I am long

gone, when these kids are adults,” said Chief DeBoard. “We are planting the seeds with these kids for future chiefs to see the long-term impact.”

Promising Practices

A Summary of the Herndon Police Department’s Promising Practices for Strengthening Relationships with the Immigrant Community

- **Engaging with youth is a key component of community outreach.** Building relationships with children will lead to gaining trust of parents, thus allowing the police to extend their outreach to the larger community.
- **Use schools as a common ground to participate in outreach activities.** Schools provide opportunities to engage with youth and are perceived as a safe place where trust has already been established.
- **Use existing programs and partnerships.** It is easier and more cost-efficient to send officers to a program that is already in place rather than building a program from the ground up.
- **Keep it simple when it comes to relationship-building activities.** Sharing a meal or playing games is a fun and effective way for officers to form bonds with children.
- **Think beyond jurisdictional boundaries.** If there are children living in your jurisdiction but attending school elsewhere, it is important to include them in your outreach initiatives.
- **Outreach initiatives can be conducted at little or no cost.** For example, a department can send an officer to eat lunch with students at school.

Conclusion: Promising Practices for Strengthening Relationships with Immigrant Communities

Recent state and federal immigration policies have sparked a national debate about immigration enforcement. As stories spread of enforcement and deportations, travel bans, and family separations, many immigrants have retreated to the shadows, living in fear.

The national political climate has impacted the relationships between police officers and immigrants in towns and cities across the country. Although some states and localities have passed legislation governing interactions between police officers and immigrants, local police agencies play a small supporting role in immigration enforcement in most jurisdictions, because immigration policy is a function of the national government. But many immigrants view their local police officers warily, fearing that an interaction with the police may put them at risk of deportation.

The erosion of trust has led to strained relationships between police officers and the immigrant communities they serve. If left neglected, these eroded relationships may lead to unreported crime and increased or repeated victimizations in immigrant communities. Maintaining relationships with immigrant communities is critical to public safety.

This report highlights case studies of law enforcement agencies that have implemented successful multicultural outreach programs to engage with their immigrant communities. The agencies selected for this report vary in size, geographical region, and resources, so police agencies nationwide can learn from their experiences.

The following is a summary of promising practices for police engagement and outreach to immigrant communities. These recommendations can help agencies implement their own programs and initiatives.

Establishing a Foundation of Trust

- Many immigrants are wary of the police because of negative experiences with law enforcement in their home country, or because they fear deportation due to their immigration status. Police officers must overcome these challenges to effectively engage with immigrants in their jurisdiction. **Establishing trust is a crucial first step** for police agencies interested in conducting outreach to immigrant communities.
- When trying to build trust with immigrant communities, **connecting with young people** is a good place to start. Building relationships with children will lead to gaining trust of parents, and allow the police to extend their outreach to the larger community.

- Police agencies should partner with community leaders when conducting outreach initiatives. **Working with trusted leaders in the community is crucial to building trust.** These individuals can serve as a liaison between the department and the community and encourage participation from community members who are reluctant to engage with the police.
- Police agencies should make an effort to **recruit and hire from the immigrant community.** Having a diverse police force ensures that voices from all facets of the community are represented and sends a message of inclusion to traditionally marginalized populations.

Using Programming to Build Relationships with Immigrant Communities

- Programming can be an effective tool to strengthen relationships with immigrant communities. Although short term initiatives (e.g., hosting an information table at a community event) can be beneficial, meaningful relationships are built over time. To maximize the effects of outreach initiatives, **consider developing programs where officers and community members meet often and spend time together.** The extended interactions allow officers and residents to form deepened relationships.
- Outreach initiatives should be conducted at **a location that is perceived as safe and accessible to the community.** Rather than asking community members to come to a police department or municipal building, consider hosting events at familiar spaces in neighborhoods, such as schools, churches, or community centers, where residents already congregate and will be more comfortable.
- Ensure that programming extends to the larger immigrant community, not just to those in a particular jurisdiction. It is important to build relationships with those who work or go to school in a particular jurisdiction, even if they do not reside there. **Police agencies in neighboring jurisdictions should work together** to ensure programming and messaging are consistent and inclusive.

Using Education as an Outreach Tool

- Police agencies can engage with the immigrant community by **using educational programs to address immigrants' unique needs and concerns.** For example, police officers may educate immigrants about U.S. laws that may not be enforced in their home countries.
- **Program content or curriculum should be responsive to the needs of the community.** Police agencies should address rising concerns related to the current political climate (e.g., differentiating the role of local police and federal law enforcement agencies in immigration enforcement) and work with municipal resources and service providers to disseminate information on non-police related topics (e.g., education, health, and housing) that are relevant to the community.

Involving the Right People

- Successful outreach and engagement programs require a **department-wide commitment**. All personnel, including officers and civilians, should be included in outreach initiatives. Support from department leaders is crucial in obtaining support from department personnel and community members.
- Police departments should involve community organizations, service providers, and community leaders in outreach programming. **Working with trusted leaders in the community is crucial for building trust**. Community leaders can help shape programming by providing valuable insight into community needs.

Funding Outreach Initiatives

- Due to budget and personnel constraints, police agencies must be resourceful when securing funding for outreach programming. **Police agencies should look for funding outside of the department**, such as private corporations, local businesses, or federal grant opportunities.⁵⁹
- **Outreach can be conducted at little to no cost**. Police agencies can work with existing programs or partnerships rather than building a program from the ground up. And police agencies can pool resources for outreach and engagement initiatives by collaborating with law enforcement agencies in neighboring jurisdictions.

59. For example, 7-Eleven's Project A-Game is a community outreach program that seeks to provide development opportunities for youth. 7-Eleven and its franchisees fund grants that support local schools, youth sports leagues, law enforcement agencies, and other community organizations. More information can be found at <http://corp.7-eleven.com/corp/project-a-game>

About PERF

The **Police Executive Research Forum (PERF)** is an independent research organization that focuses on critical issues in policing. Since its founding in 1976, PERF has identified best practices on fundamental issues such as police use of force; developing community policing and problem-oriented policing; using technologies to deliver police services to the community; and evaluating crime reduction strategies.

PERF strives to advance professionalism in policing and to improve the delivery of police services through the exercise of strong national leadership, public debate of police and criminal justice issues, and research and policy development.

PERF's previous work on immigration-related issues includes:

- [*Refugee Outreach and Engagement Programs for Police Agencies*](#) (2017)
- [*Responding to Migrant Deaths Along the Southwest Border: Lessons from the Field*](#) (2016)
- [*Local Police Perspectives on State Immigration Policies*](#) (2014)
- [*Voices from Across the Country: Local Law Enforcement Officials Discuss the Challenges of Immigration Enforcement*](#) (2012)
- [*Police and Immigration: How Chiefs are Leading their Communities through the Challenges*](#) (2010)
- [*Police Chiefs and Sheriffs Speak Out on Local Immigration Enforcement*](#) (2008)

Other PERF reports are available online at <https://www.policeforum.org/free-online-documents>.

In addition to conducting research and publishing reports on our findings, PERF conducts management studies of individual law enforcement agencies; educates hundreds of police officials each year in the Senior Management Institute for Police, a three-week executive development program; and provides executive search services to governments that wish to conduct national searches for their next police chief.

All of PERF's work benefits from PERF's status as a membership organization of police officials, who share information and open their agencies to research and study. PERF members also include academics, federal government leaders, and others with an interest in policing and criminal justice.

All PERF members must have a four-year college degree and must subscribe to a set of founding principles, emphasizing the importance of research and public debate in policing, adherence to the Constitution and the highest standards of ethics and integrity, and accountability to the communities that police agencies serve.

PERF is governed by a member-elected President and Board of Directors and a Board-appointed Executive Director. A staff of approximately 30 full-time professionals is based in Washington, D.C.

To learn more, visit PERF online at www.policeforum.org.

Appendix A: Demographic Advisory Council Bylaws

Advisory Council By-Laws Seattle Police Department

Strengthening the role and participation of the Demographic Advisory Councils (DAC) is important to the overall mission of the Community Outreach Unit and the Seattle Police Department (SPD). We have prepared the rules and procedures to assist the Advisory Councils. These are basic considerations along with procedures to help the Advisory Councils be as successful and productive as possible. As a team we can accomplish so much more.

Article I: Advisory Councils:

Advisory Council Participants:

Advisory Council participants are expected to participate, when possible, in the following

- Attend the regularly scheduled Advisory Council meetings
- Attend and participate in community meetings, forums, and other events as much as possible
- Be open to serving on at least one standing committee
- Volunteer to serve on ad hoc committees as needed
- Respond in a timely manner to communications that require a response. Having e-mail and/or phone is helpful in communication efforts.

Article II: Chair Selection

Terms of Office for Council Chair:

The term of office is four years. An Advisory Council Chair can serve no more than two terms. It is important to note consideration can be granted toward longer terms. It must be approved by an Advisory Council vote and the SPD Community Outreach Commander, but will not exceed two added years past the full term limit.

Election of Chair:

There are several situations that Advisory Council participants shall select a Chair person,

- If someone resigns, completes their term as Chair
- If there are any special circumstances and the Chair cannot continue

- After the departure of the prior Chair
- SPD personnel will not vote on a Chair
 - Officers and civilian personnel can comment and/or help recruit

Note that an individual can be selected to hold the Chair position temporarily until a permanent replacement as Chair is in place. Each Chair shall act as the official representative to their respective Council.

Resignation of a Chair:

An Advisory Council Chair can resign at any time and for any reason. It is requested that the current Chair wishing to resign notify the Seattle Police Department Advisory Council they lead, and the S.P.D. Community Outreach Commander in writing prior to or as soon as possible after making their decision.

Removal of Chairs:

Any Advisory Council Chair member can be removed from the position for “just cause.” **Just Cause means, “a reasonable and lawful ground for action.”** It will be officially presented by a S.P.D. Commander if it is a result of an action by police or of a police nature. A member of the Advisory Council can make a request or recommendation. In order for anything to take place, there must be “just cause.” Individuals actively involved with the Advisory Council, who regularly attend meetings, can present the request to remove the Chair. Again “just cause” must be clearly articulated. This must be first screened and facilitated by the Community Outreach Commander within SPD. It is recommended that other alternatives are tried first in order to avoid this type of action.

Appeal Process:

If a Chair is removed from the Advisory Council, they can appeal. The appeal must be filed in a reasonable amount of time (two weeks is considered reasonable). It should be sent to the Community Outreach Commander. The appeal must be done in writing and should include an explanation as to why they should not have been removed. A decision or recommendation will be made following the appeal. If there is an investigation taking place, the decision could take a considerable longer period of time to be presented.

Assistant:

The Advisory Council Chair, once in the position, shall select their own assistant(s) to oversee special projects, run subcommittees and/or assist with preparation for meetings. This selection would be done as close as possible to the start of the Chair’s term. Should a Chair need to be absent or unable to perform his/her duties, long or short term, they can request an Assistant.

The Chair and the designated Assistant(s) shall be responsible for setting the meeting agendas, giving updates on projects, meeting dates, times, and locations, and ensuring, along with staff, minutes are recorded for each meeting and distributed well in advance of the following Advisory Council meeting(s).

Article III: Meetings

Time and Place:

Regular meetings of the Advisory Councils shall be held at least quarterly. The time and place of the Advisory Council meetings are selected by the Chair of each Advisory Council. Advisory Council meetings are open to the public and shall be advertised as soon as possible prior to the meeting date.

Special Meetings:

Special meetings of the Advisory Councils shall be held upon the call of the Advisory Council Chair or upon the request of the Advisory Council members. The special meetings should be called for a specific purpose(s) and shall not take the place of a regular Advisory Council meeting unless so determined at a prior regular meeting.

Quorum:

A simple majority of existing Advisory Council members shall constitute a quorum for the transaction of business. An example of this would be the reading of minutes, special committee reports or even the treasurer's report. Those that are regular members of an Advisory Council can vote on all issues. Regular members are determined by the Chair and the sign in sheet. The regular members are those who have attended a majority of the meeting held up to that point in the calendar year. Only for the purpose of electing the Demographic Advisory Council Chair.

Article IV: Attendance

Attendance:

A sign in sheet will be available at every meeting. The purpose of the sign in sheet is to identify who is attending the meetings on a regular basis. Those individuals that attend on a regular basis can vote on leadership issues, goals, objectives and more important concerns. Who will vote will be determined by those individuals that have attended at least half of the meetings. The sign in sheet will determine who is eligible.

Often volunteers are leading special projects for an Advisory Council(s). It would be respectful to notify the SPD Community Outreach lead personnel, support staff members, the Chair, the lead organizer Margaret (Maggie) Olsen or Captain John Hayes prior to the Advisory Councils meeting. This will help balance the timing of the meeting knowing if you

will not be able to attend the meeting. That way, individuals organizing the meetings would expect to not have a report from you. If the circumstances prevent a project lead from notifying another person attending the meeting or the Chairs prior to the meeting, the Council Chair should be notified as soon as possible so individuals won't be worried.

Extended Absence

If an Advisory Council Chair anticipates an extended absence from their Council and Council activities, they shall immediately submit a written request for a leave of absence of not more than three (3) months. They will appoint the appropriate designee who will have temporary authority like the Chair. A copy of the letter will be sent to the rest of the Advisory Council members. The written request should include (when appropriate) the reasons for the request and the expected date of return to active participation on the Advisory Council.

Article V: Committees

Special Groups and Committees:

Ad Hoc committees may be formed by a majority of Council members to accomplish specific tasks or work outside of regularly scheduled meetings of the full Advisory Council. Chairs of groups or Committees will be appointed by each committee.

All committees will meet until their designated task has been accomplished. Committee Chairs will be responsible for submitting minutes of meetings and keeping attendance. Copies of the minutes and attendance will be sent to the designated support staff person. Committee Chairs will provide to the SPD support staff a copy of the current membership of their committees. Committee participants may not speak on behalf of the Advisory Council without the express permission of the Advisory Council Chair and/or the SPD Community Outreach Commander.

Article VI: Decision Making

Transparency and Decisions:

Decisions shall be made by group consensus whenever possible. In the event that consensus cannot be reached, a vote with a simple majority in attendance will prevail. Dissenting opinions will be entered as part of the minutes on the vote. Objectives and intentions will be presented and discussed by the individual presenting the initiative for the vote.

Proxies:

Members are *not* allowed to vote in advance or by proxy for issues raised at Council meetings.

Article VII: Staff

Staffing:

SPD shall provide support staff and help coordinate meeting facilities for the Advisory Councils. While administratively, they are responsible to different divisions within SPD, they are recruited out of those areas within SPD to assist with staffing our Advisory Councils. These individuals shall assist in ways that will keep the greater members of the Advisory Council up to date on the discussions in the meetings and informed on future events.

Effective February 1, 2016

Appendix B: Immigrant Family Institute Program Evaluation

City of Seattle

Edward B. Murray, Mayor



Date: August 27, 2017

To: Mayor Edward B. Murray

From: Cuc Vu, Director, (206) 727-8515

Subject: Program evaluation of the Immigrant Family Institute

Briefing Objective:

To provide an evaluation of the pilot Immigrant Family Institute (IFI) project that was conducted from March 25 to May 13, 2017.

Department Overview:

The Office of Immigrant and Refugee Affairs (OIRA) facilitates the successful integration of immigrants and refugees into Seattle's civic, economic, cultural and linguistic life; celebrates their diverse cultures and contributions to Seattle; and advocates on behalf of immigrants and refugees. OIRA works with the Immigrant and Refugee Commission, community partners, and City departments to define and achieve desired outcomes for City investments for immigrants and refugees. According to the 2014 American Community Survey, immigrants and refugees comprise approximately 18% of Seattle's population. OIRA's role is to ensure that these residents are effectively connected with City services.

Background:

The IFI builds off the award-winning success of the Refugee Women's Institute (RWI) launched in September of 2014. OIRA designed this innovative program to build understanding and trust between refugee communities in Seattle and the Seattle Police Department (SPD). RWI, the first program of its kind in the nation, aimed to build a grassroots network of refugee women leaders while increasing the cultural competency of the female officers who participated. In 2015, the U.S. Conference of Mayors selected RWI for an innovation award.

During RWI, refugee women participants made repeated recommendations to OIRA to provide an RWI-like opportunity for immigrant and refugee families in their community to address the growing and disproportionate numbers of immigrant youth in the juvenile

justice system. IFI was designed as a pilot program to respond to this expressed need by providing leadership skills to immigrant youth of color who have been impacted by the juvenile justice system and their parents and increasing SPD officers ability to be culturally responsive in serving immigrant youth of color and their families. IFI directly engaged a younger age cohort (10-14 year old boys) in immigrant families who have had (direct or indirect) experience with the juvenile justice system, to prevent deeper or more serious involvement.

In the current political context of increased targeting of immigrant and refugee groups, immigrant communities experience even more barriers to accessing needed services and support. The IFI provided this support and built families' capacity to self-advocate, knowledge of their rights within the juvenile justice and education systems, and ability to access available resources.

The IFI Program Model/Theory of Change:

Who: The IFI brought together 42 immigrant family members who have either experienced or feel vulnerable to experiencing the juvenile justice system and 10 Seattle police officers to engage in group discussions and interactive workshops. The SPD attendees included frontline officers from community police teams and patrol. The families included 15 caregivers and 27 young people who have immigrated to Seattle from Cambodia, Eritrea, Ethiopia, Guatemala, Mexico, and Somalia. A team of interpreters, facilitators, and presenters helped support the curriculum.

Format: The IFI ran for eight weeks - from March 25 to May 13 of 2017. The sessions were held each Saturday for 4.5 hours in Seattle's Central District and were conducted in English with live interpretation. Childcare, meals, and transportation were provided. Each family was given a gift card for attending and modest case management services were provided by OIRA staff.

Curriculum: IFI curriculum was developed and delivered by a team of three facilitators with expertise in working with immigrant and refugee communities, youth, and law enforcement. In development of this curriculum the choice of content was influenced by the following:

- Best Practices for Family Engagement – In order to support the families attending the Institute we incorporated best practices for family engagement articulated in a report by the Annie E. Casey Foundation⁶⁰. This approach emphasizes supporting parent leadership and advocacy skills, using a two-generation approach (engaging both parents and youth), and promoting racial equity.
- Principles for Improving Intergroup Relations - To build relationships between caregivers, youth, and police officers, we drew from theories of inter- and cross-

60. Romano, G. & Waters-Boots, C (2016). Engaging parents, developing leaders: A self-assessment and planning tool for nonprofits and schools. Annie E. Casey Foundation: Seattle, WA.

cultural communication. Specifically, we used principles of Intergroup Dialogue⁶¹, which center using a social justice perspective, formation of connective ties across differences, and contextualization of group differences in societal power relations.

- Risk & Protective Factors – Informed by the Risk & Protective Framework⁶², the IFI curriculum includes activities that strengthen individual, family, and community protective factors, support youth in developing a healthy future orientation and positive relationships with their caregivers and other adults, and develop skills to deal with stress.
- Reconciliation - To build relationships and connection between law enforcement and communities of color in the context of increased tension between these groups, we drew from the lessons of reconciliation work done across the country and discussed by the National Network for Community Safety⁶³.

The guiding value underlying the IFI curriculum was to provide a transformational experience for the participants, not merely a transactional one (often the case with didactic trainings). Facilitators accomplished this by using a diverse pedagogical approach combined with their deep expertise in intersectional issues and working with police and immigrant families. IFI facilitators focused on creating dialogue to break down stereotypes each participant group held of the others. The workshops helped the immigrant families deepen their knowledge of public safety issues and of how best to navigate City, educational, and legal systems. A facilitator handbook with detailed curriculum is available upon request.

Partners: The Seattle Police Department was a full, committed partner in the IFI. They contributed their expertise on our advisory board, provided one of our three facilitators, and supported officer participation (overtime pay) in kind. The Seattle Police Foundation provided funding to cover the cost of the gift cards for each participating family.

Advisory Board: The work of building IFI started shortly after RWI ended, with the creation of the IFI Advisory Committee. The 28 members of this body included immigrant youth of color, immigrant/refugee parents, and other key stakeholders from the juvenile justice system, community-based organizations, King County, City of Seattle, service providers, and academia. This committee met monthly prior to the launch of the IFI and helped shape key aspects of the program including curriculum development, recruitment, and outreach. Members included: Judge Hollis R. Hill; Judge Tanya L. Thorp; Judge Wesley Saint Clair; Dr. LeTania Severe; Yvette Gaston; Deputy Police Chief Carmen Best; Dominique Davis; Kendrick Glover; Catherine Lester; Twyla Carter; Sorya Svy; Badatu Dawud; Tamthy Le; Ubah Warsame; Audrey Buehring; Michael Neguse; Det. Carrie McNally; Marcus Stubblefield; Dr. Monica Rojas-Stewart; Shirley Noble; Sgt. Adrian Diaz; Mehret Tekle;

61. Nagda, B.A., & Derr, A.S. (2004). Intergroup dialogue: Embracing difference and conflict, engendering community. In W. Stephan and P. Vogt (Eds.), *Education programs for improving intergroup relations: Theory, practice, research* (pp.133-151). New York: Teachers College Press.

62. Hawkins, J.D., Catalano, R.F., & Miller, J.Y. (1992). Risk and protective factors for alcohol and other drug problems in adolescence and early adulthood: Implications for substance abuse prevention. *Psychological Bulletin*, 3, 64-105.

63. The National Network for Safe Communities <https://nnscommunities.org/our-work/innovation/racial-reconciliation>

Mohamed Abdi; Faduma Fidow; Argane Hasso; Luwam Fitwi; Hana Abdi Mohamed; and Omar Y. Isse.

Program Budget: Budgeted at \$63,000 a year, the actual cost was double that, but accomplished through using an 18-month calendar. OIRA has recently received approval for a budget request for 2018 to continue the program with budget adjustment to cover actual costs and to add a parenting skills training using the Strengthening Families Program curriculum

IFI Pilot Program Objectives:

To improve the experience of immigrant families who are impacted by or feel vulnerable to experiencing the juvenile justice system, the IFI had three overarching goals:

1. *Strengthen the leadership skills and systems knowledge of immigrant youth of color and their caregivers* to increase their ability to understand and navigate City, educational, and legal systems.
2. *Bolster trust between immigrant families and the police*, so that families are better able to self-advocate and to find resources to help them overcome systemic barriers.
3. *Increase Seattle Police Officer capacity to be culturally responsive* in serving immigrant youth of color and their families.

Evaluation Procedure: Questionnaires and interviews were completed prior to the start of the Institute and once again after the Institute was over. This information, along with qualitative observational data captured during Institute sessions, was used to evaluate program effectiveness according to the IFI goals and objectives.

IFI Pilot Program Outcomes:

The response from participants of the 8-week Immigrant Family Institute pilot was overwhelmingly positive. Program outcomes are reported below, organized under the three overarching IFI goals listed above:

1. *Goal #1 - Strengthen leadership skills and systems knowledge of immigrant families*

Outcomes: Through the use of facilitator expertise and guest presenters, the IFI provided needed information about the juvenile justice, public education, and City services systems. Participants learned about the juvenile justice system, including diversion programs, resources available when a child is in the system and how to access them, and prevention programs. Participants learned about the rights of youth and parents in the public education system, the school to prison pipeline, disproportionate exclusionary discipline, and received access to case management services from an education advocacy group. Guest presenters included King County Systems Integration Coordinator Marcus Stubblefield, Team Child, and City of Seattle Parks & Recreation. Participants demonstrated increased leadership skills

through taking their learning outside the Institute sessions. For example, one youth participant attended a follow up prevention program and a parent/caregiver applied her learning and gave a presentation for a parent group at her local community center.

2. *Goal #2 – Bolster trust and relationships between immigrant families and police*

Outcomes: The unique approach used by the IFI proved to be central to the strong trust and relationships built among the participants. Providing basic needs such as breakfast, lunch, childcare, transportation costs, and compensation allowed participants to be fully present for Institute sessions. There was very high engagement and participation from the participants including an almost 100% attendance rate over the 8 sessions. When one parent had to travel to Saudi Arabia to attend to a family emergency, she sent her sister in her stead and Skyped in to say hello to everyone. When one officer missed a session the youth were asking about him and eagerly awaited his return the next week. When one parent was sick one week she arranged for another parent to participate with her children so they could still attend.

Using a participant-led approach that was adaptable to the needs and wants of the group allowed for the sessions to be relevant and applicable to the officers and families in the Institute. Diverse pedagogies such as circle process, breakout sessions, small group activities, and unstructured time for interactions over meals and games/playtime allowed for relationships to occur naturally. These relational bonds contributed to increased trust between the families and officers. At the beginning of the Institute, family participants were asked to rate their trust in police on a scale from 1 (low) to 5 (high). The average score was a 2, with 70% of the participants responding that they had little to no trust in police. By the end of the Institute participants almost unanimously reported very high levels of trust in the police. Participants demonstrated trust in the IFI and fellow participants by inviting and recruiting other families. Several families started coming after the first few sessions based on referral from participants. In addition, several caregivers invited one of our guest speakers to come to their community center to provide information to their larger community. Youth and officers developed strong and potentially mentoring relationships. They spontaneously held pushup contests, played soccer at breaks, and arranged to meet outside of the Institute. The bond between officers and families is exemplified in a comment from an officer participant on the post-evaluation: *“I got everything I was hoping for and more. I absolutely loved this program and hope we will have something similar again soon. The people were amazing. The sharing was intense and exciting. The bonds we created will go a long way in connecting police and community. This was a highlight of my career. I have even stayed in touch with one of the families and spend time with them!”*

One of the most profound shifts from pre- to post- Institute was the realization, on all sides, that the others in the Institute were “human beings just like me.” Officers gained new insight into the difficulties of being an immigrant in the U.S., and being a child of an immigrant. Youth gained an understanding of how much their parents loved them and wanted the best for them, and compassion for the difficulties

they faced. Caregivers gained awareness of how difficult it was for their children to navigate cultural differences and the pain that results from intergenerational acculturation. Both youth and caregivers realized the humanity of the officers.

3. *Goal #3 – Increase cultural responsiveness of Seattle Police Officers*

Outcomes: Seattle Police Officers who participated in the IFI received much more than a typical cultural competency training. They were able to develop relationships over an extended time and, due to the nature of the curriculum, had the opportunity to go deep into their learning about the experience of being an immigrant in Seattle and, in particular, the relationship between immigrants and police. Conveying practical information was also a priority. Officers gained important skills working with live interpretation that will benefit their community policing. Concrete information was conveyed through honest Q & A sessions (after trust was built between participants). Officers were able to ask questions like, why can't I (a man) shake hands with a Muslim woman?, what was policing like in your home country?, etc. Learning concrete cultural information and practice with interpreters was very helpful, in fact several officers shared they would be bringing this knowledge back to their units, however, the relationships built allowed for a much deeper awareness to emerge. Seeing the parent/child relationships and hearing their struggles with acculturation and typical family challenges created a connection to their own experience. One officer shared that he *"connected deeply with the families and found I had a lot in common."* Having a personal connection to the Institute families shaped the way officers saw themselves in their job. One officer said, *"I see myself as empowered. I am energized and excited about working with immigrants and others in their communities. I want to be an ambassador in my role as a police officer."* Another officer shared he was *"able to build a better understanding on both sides, more trust in the police, and a safer environment for everyone."* Officers also took action based on their experience in IFI. One officer realized he had never connected with the immigrant businesses in his beat and set a goal to go introduce himself to them and many officers expressed a desire to share their new knowledge with colleagues.

A final outcome of the IFI is a facilitator handbook. We have assembled a manual with detailed curriculum information and tips that will make it possible for the IFI program to be replicated in future years in Seattle or by other entities wanting to create a similar program in their area.

Recommendations & Next Steps:

A key value of the IFI pilot as it was conceived and implemented was to be participant-driven: the feedback and requests from immigrant families and police served to shape the program to achieve the goals. Participants asked often throughout the Institute when we would be offering another IFI and shared that they thought it was needed in every neighborhood in Seattle. Given the success of the IFI pilot, and based on feedback from the participants, we have four recommendations for next steps:

1. We tested the IFI pilot program in Seattle and, given the positive outcomes, we believe the IFI can work in other communities. We recommend continuing the IFI and expanding it to serve more community members and officers. Our facilitator manual and program model should be shared with other city and county departments, as well as other cities interested in similar efforts.
2. Our intention for this pilot program was not explicitly prevention, however, there were indicators that the IFI could work as a prevention model. We recommend that the IFI be offered as a formal King County juvenile diversion program.
3. Seattle police officers receive the majority of their training as formal lecture-style delivered outside the context of the community they are policing. The IFI could be a substitute for some of that training and achieve a greater impact. We recommend that IFI become a requirement for all patrol officers and new recruits.
4. From the very first session, caregivers requested parenting skills classes to effectively work toward the foundational program goals of preventing negative engagements of immigrant families with the juvenile justice system. We recommend scaling the IFI up by adding a second part of the program – a dual generation approach parenting skills. This will bolster the effectiveness of the program model by strengthening healthy family relationships, a demonstrated protective factor against a host of negative outcomes for youth. OIRA has received approval to move forward with this plan.

Appendix C: LEIA Brochure



COMMITTEE MEMBERS

LAW ENFORCEMENT

- Program Co-Chair
Chief Dwight Henninger, Vail Police Department
970-479-2218
- Chief Greg Daly, Avon Police Department
970-748-4049
- Chief Greg Knott, Basalt Police Department
970-927-4316
- Chief Joe Staufner, Eagle Police Department
970-328-6351
- Sheriff James Van Beek, Eagle County Sheriff's Office
970-328-8509
- Brenda Torres, Avon Police Department
970-328-8509

COMMUNITY REPRESENTATIVES

- Program Co-Chair
Coordinator Megan Bonta, Catholic Charities
970-949-0405
- Holly Kasper, Bright Future Foundation
970-763-7204
- Olga Wilkins, Community Volunteer
olguish27@gmail.com
- Edgar Arroyo, Eagle County School District
970-328-3956
- Patricia Pierce, Salvation Army
970-748-0704
- Kendra Cowles, The Youth Foundation
970-777-2015
- Deena Ezzell, Victim Services Coordinator
970-328-8539
- Denis Socarras, Interpreter

CRITERIA FOR COMMITTEE MEMBERSHIP

To apply for a seat on the Eagle County Law Enforcement Immigrant Advisory Committee (LEIAC), non-law enforcement applicants must have solid levels of trust in the immigrant community and an aptitude to dispel rumors. They must also have a readiness to engage in constructive dialogue, advise law enforcement and channel responsible information to the community.

EAGLE COUNTY LAW ENFORCEMENT IMMIGRANT ADVISORY INITIATIVE

Exchanging resources, information and outreach to build trust and collaboration between law enforcement and the immigrant community.





OBJECTIVES OF INITIATIVE

- Increase police-immigrant community trust and advance civil rights.
- Increase the frequency of collaborative interactions between law enforcement and the immigrant community.
- Increase the number of Hispanic/Latino(a)s who report crime.
- Decrease the rate of victimization among the immigrant community.



ONGOING PROJECTS & PROGRAMS

Volunteer Interpreter Program

Even if an individual speaks English, when put in a stressful situation or asked to express emotion, they often will revert back to their first language. Currently, there are trained interpreters available for Spanish, Russian and French helping with interviews and victim statements.

Coat and Food Drives & Shop-with-a-Cop

Examples of off-duty, public-spirited participation include coat and food drives, Shop-with-a-Cop, ringing Salvation Army Bells and helping residents of the local domestic violence home. The selfless conduct of public safety personnel in the county is extraordinary and a contributing factor to solid partnerships in the community.

Frequently Asked Questions Brochure

A Frequently Asked Questions brochure, published in both English and Spanish, helps answer questions related to family and children, witnessing and reporting a crime, being the victim of a crime, traffic and driving rules, general police activity, and domestic violence. To date, 12,000 copies have been disseminated.

Living in the Valley Resource Guide

Once published, this guide will provide information on motorist issues (winter driving, DUI, seat belt laws, car safety requirements, insurance requirements), legal issues (court system, law enforcement), employment (workers' rights compensation, human trafficking), community information (schools, libraries, public transportation), and health care.

Outreach Events

National Night Out encourages positive interactions and "get-to-know-you" activities between the residents and local law enforcement.

Immigrant community members have participated on law enforcement ride-alongs to better understand what it is like to be a law enforcement officer.

Two-Way Training

Training for law enforcement officers include communication tips for speaking with non-English speakers, a basic orientation to immigration law, and culture-specific information about the immigrant community in Eagle County. For the immigrant community, presentations cover topics on road safety, the judicial system, child welfare, the police-immigrant relationship, and the role of private security agencies. During presentations, LEIAC members are able to quickly rectify misinformation and respond to rumors in the community related to law enforcement.

Spanish Citizen's Police Academy

A total of 83 individuals have graduated from these academies.

MEETING OBJECTIVES

- Hiring culturally and ethnically diverse personnel.
- Providing diversity training to law enforcement members.
- Involving every sector of the community in the process of reporting and solving crimes.
- Educating the immigrant community on the rule of law in the U.S. and their civil rights.
- Helping immigrants acclimatize to living and working in the U.S.
- Formally acknowledging law enforcement personnel who contribute time to humanitarian causes.

SUCCESSFUL INITIATIVE OUTCOMES

Crime reporting by the Hispanic community in Eagle County as compared to the total service population has increased from 10.6% in 2010 to 18.2% today. Hispanics arrested as compared to the total service population has decreased by 7% and the percentage of Hispanics victimized as compared to the total service population has decreased by 2%.



EAGLE COUNTY LAW ENFORCEMENT IMMIGRANT ADVISORY COMMITTEE, COLORADO

Appendix D: LEIA Committee Member Application



Dear Immigrant Community Leader:

Law enforcement agencies in Eagle County and Catholic Charities recognize the importance of understanding and building bridges with all members of our community. We want to create an environment which is inclusive, comfortable and safe for our community and guests. We recognize the importance of understanding the unique challenges faced by immigrants living and visiting our community. It is our goal to focus on the challenges as opportunities to bridge the gap of understanding between our immigrant community and the professional services offered by local first responder agencies in Eagle County to ensure uniformity and consistency, while addressing any perceptions that may inhibit our goal. This includes our objective in helping immigrants understand our local law enforcement system and how it not only protects them, but also in preparing for, the reporting of, and aiding during emergencies, natural disasters and critical incidents.

To accomplish this goal, we have initiated a "Law Enforcement Immigrant Advisory Committee." Meeting since 2010, this group consists of members of the immigrant community in Eagle County that will meet on a regular basis with representatives from the six law enforcement agencies located within the County. This group will seek to build trust, understanding and mutual cooperation between the immigrant and law enforcement communities through conversation and activities determined by the group.

As a leader in the immigrant community in Eagle County, we recognize your important role in providing outreach and information. We highly encourage you to submit the attached application for participation in this group. As a part of your participation, we will ask you to:

- Help members of the community understand the local law enforcement system
- Bring questions and concerns of the immigrant community to the Law Enforcement Immigrant Advisory Committee
- Commit to attending the regular Advisory Committee meetings, currently anticipated at once every two months, or as needed to accomplish the goals of the Committee.

Please submit your completed application to:
Megan McGee Bonta, Community Integration Services
Catholic Charities
PO Box 5546, Eagle, CO 81631
Fax: 970-748-4517

You may also contact Megan at 949-0405 or at mbonta@ccdenver.org or Vail Police Chief Dwight Henninger at 479-2218 or dhenninger@vailgov.com for more information.

Thank you for your leadership and participation,

Chief Dwight Henninger, Vail Police Department

Providing Help, Creating Hope

39169 Hwy 6 & 24 Avon, Co 81620 Megan McGee Bonta T: 970-949-0405 F: 970-748-4517
mbonta@ccdenver.org www.ccdenvr.org



Chief Robert Ticer, Avon Police Department
Chief Joey Stauffer, Eagle Police Department
Chief Greg Knott, Basalt Police Department
Sheriff James van Beek, Eagle County Sheriff's Office
Megan McGee Bonta, Services Coordinator, Catholic Charities

Providing Help, Creating Hope

39169 Hwy 6 & 24 Avon, Co 81620 Megan McGee Bonta T: 970-949-0405 F: 970-748-4517
mbonta@ccdenver.org www.ccdenvr.org



Application: Eagle County Law Enforcement Immigrant Advisory Committee

Name:

Employer (if applicable):

Phone number:

Email:

Why are you interested in participating on the Law Enforcement Immigrant Advisory Committee?

Do you currently reside in Eagle County?

How did you hear about the Law Enforcement Immigrant Advisory Committee?

What do you think the biggest needs are in the Eagle County Immigrant Community?

Providing Help, Creating Hope

39169 Hwy 6 & 24 Avon, Co 81620 Megan McGee Bonta T: 970-949-0405 F: 970-748-4517
mbonta@ccdenver.org www.ccdenvr.org



Are you comfortable with soliciting information from friends, family, co-workers, acquaintances and others in our immigrant community, which may be sensitive, and sharing the information with the committee which is pertinent to the goal(s) and objective(s) of the committee?

Are you currently, or have you been involved with a committee or volunteer group in the past?

Is there anything else you'd like to share?

Thank you! Please submit the completed application, or contact for any questions about the application, to:

Megan McGee Bonta
Community Integration Services, Catholic Charities
PO Box 5546, Eagle, CO 81631
Phone: 970-949-0405, Fax: 970-748-4517

Providing Help, Creating Hope

39169 Hwy 6 & 24 Avon, Co 81620 Megan McGee Bonta T: 970-949-0405 F: 970-748-4517
mbonta@cddenver.org www.cddenver.org

Appendix E: LEIA Post Election Letter⁶⁴

There have been questions and concerns regarding President Donald Trump's pledge to toughen federal immigration laws and the impact this will have to those living in our local communities. Local law enforcement leaders from incorporated municipalities in Vail, Eagle and Avon, along with the Eagle County Sheriff, are committed to providing services and assistance for all who live in our communities. We wish to reinforce the message that everyone residing within these municipalities, as well as those residing in Eagle County Sheriff service areas, are part of our community and will have access to government services, including law enforcement assistance and justice, regardless of immigration status.

The partnerships built with our community are invaluable. Your local law enforcement leaders support procedures which encourage our residents to seek assistance, call for medical help, report suspicious circumstances, report criminal activities and otherwise provide a seamless avenue in order to provide information which is in the best interest of our community.

The values of the Town of Vail, Town of Eagle, Town of Avon and the Eagle County Sheriff will not be altered by perceptions which suggest local law enforcement focus on immigration status. Municipal police officers and sheriff deputies will not engage in detaining and questioning anyone living in our community based on immigration status, as immigration is a federal responsibility. The intent of local law enforcement leaders continue with the alignment of procedures that prohibit contacting anyone living in our community with the sole intent of ascertaining legal status in the United States.

Police officers and sheriff deputies in Eagle County are committed to assisting all members of our community with respect, equality and dignity. Local law enforcement will continue to investigate and apprehend criminal offenders who victimize those in our community. Inquiries into immigration status and assistance to federal authorities may occur when a subject is determined to be a violent offender and/or booked into the Eagle County Jail.

In summary, Eagle County patrol deputies and police officers from the Town of Vail, Town of Avon and Town of Eagle will not stop members of our community to inquire about their legal status in the U.S., as this is not the role of these first responders. This mirrors procedures from several other local police departments in surrounding communities. Effectively, the role of your local police and local sheriff is public safety through collaborative partnerships and problem solving, without fear of reprisal for reporting emergencies or requesting assistance from law enforcement officials based merely on immigration status.

Know that we are sworn to serve all residents and guests regardless of immigration status. Victims or witnesses of crime should never be afraid to come forward to report crimes.

If you have questions please feel free to channel them through a member of the Eagle County Law Enforcement Immigrant Advisory Committee, which can be reached by calling Megan McGee Bonta at Catholic Charities at 970-949-0405 or via our Facebook page at www.facebook.com/inmigrantesypolicia.

Members of the Law Enforcement Immigrant Advisory Committee:

Co-Chairs: Dwight Henninger, Vail Police Chief	Megan McGee Bonta, Catholic Charities
Greg Daly, Avon Police Chief	James van Beek, Eagle County Sheriff
Joey Staufer, Eagle Police Chief	Holly Kaspar-Blank, Bright Future Foundation
Brenda Torres, Avon Police Department	Kendra Cowles, Committee member
Patricia Pierce, Salvation Army	Maria Guerra Villegas, Early Childhood Education
Edgar Arroyo, Eagle Schools	

64. This appendix includes an English and Spanish version of the LEIA Post Election Letter.

Existen preguntas y preocupación en torno al compromiso del Presidente Donald Trump respecto a las leyes federales de inmigración y el impacto que esto tiene para los que viven en nuestras comunidades locales. Los líderes de las fuerzas policiales locales de los municipios incorporados en Vail, Eagle y Avon, junto con la Oficina del Sheriff del Condado Eagle, están comprometidos a proveer servicios y asistencia a aquellos que viven en nuestras comunidades. Deseamos reforzar el mensaje que todos los que residen dentro de estos municipios, así como los que residen dentro de las áreas de servicio de la Oficina del Sheriff del Condado Eagle, son parte de nuestra comunidad y tendrán acceso a los servicios del gobierno, incluyendo la asistencia policiaca y de justicia, sin importar el estatus migratorio.

La unión que se ha construido dentro de nuestra comunidad es invaluable. Sus líderes policíacos locales apoyan los procedimientos que invitan a nuestros residentes a que busquen ayuda, llamen a los servicios médicos, reporten circunstancias sospechosas, actividad criminal y de manera semejante proporcionen una vía sin obstáculos para otorgar información en el mejor interés de nuestra comunidad.

Los valores del Pueblo de Vail, Pueblo de Eagle, Pueblo de Avon y la Oficina del Sheriff del Condado Eagle no se verán alterados por las percepciones que sugieren que el enfoque de la policía local será en el estatus migratorio. Los oficiales de la policía municipal y los ayudantes del sheriff no participarán en detenciones o interrogatorios a personas que vivan en nuestra comunidad basándose en su estatus migratorio, ya que esto es una responsabilidad de índole federal. La intención de nuestros líderes locales policíacos es de continuar con el lineamiento de los procedimientos que prohíben contactar a personas dentro de nuestra comunidad con la única intención de cerciorarse de su estatus legal en los Estados Unidos.

Los oficiales de policía y ayudantes del Sheriff dentro del Condado Eagle están comprometidos a asistir a todos los miembros de nuestra comunidad con respeto, igualdad y dignidad. La policía local continuará investigando y aprehendiendo a criminales que victimicen a nuestra comunidad. Los interrogatorios de estatus migratorio y asistencia para las autoridades federales pudiese ocurrir cuando a un individuo se le ha detectado como ofensor violento o que ha ingresado a nuestra cárcel del condado.

En resumen, los patrulleros del Condado Eagle y los oficiales de policía del Pueblo de Vail, Pueblo de Avon y Pueblo de Eagle no detendrán a miembros de nuestra comunidad para preguntarles su estatus legal en los Estados Unidos ya que este no es el trabajo de estas autoridades. Esto es un reflejo de los procedimientos en muchos otros departamentos locales de policía en nuestras comunidades vecinas. De manera efectiva, el rol de la policía y del sheriff local es la seguridad pública mediante las sociedades colaborativas y la resolución de problemas, sin el miedo a la represalia por haber reportado emergencias o pedir ayuda a los oficiales basándose meramente en el estatus migratorio.

Sepan que hemos hecho un juramento para dar servicio a todos los residentes y visitantes sin importar su estatus migratorio. Las víctimas o testigos de un crimen jamás deben de sentir miedo de acercarse a reportar dichos crímenes.

Si tienen preguntas por favor con confianza distribúyanlas a través de un miembro de este Comité Asesor para Inmigrantes y Agencias Policiales, hablando con Megan McGee Bonta en Caridades Católicas al 970-948-0405 o vía nuestra página de Facebook www.facebook.com/inmigrantesypolicia.

Miembros del Comité Asesor para Inmigrantes y Agencias Policiales:

Co-directores: Dwight Henninger, Jefe de Policía de Vail	Megan McGee Bonta, Caridades Católicas
Greg Daly, Jefe de Policía de Avon	James van Beek, Sheriff del Condado Eagle
Joey Staufer, Jefe de Policía de Eagle	Holly Kaspar-Blank, Bright Future Foundation
Brenda Torres, Departamento de Policía de Avon	Kendra Cowles, Miembro Del Comité
Patricia Pierce, Salvation Army	Maria Guerra Villegas, Early Childhood Education
Edgar Arroyo, Eagle Schools	

Appendix F: Citizens Academy Flyers⁶⁵



2013 Citizens Academy

2014 Citizens Academy

2015 Citizens Academy

2016 Citizens Academy

2017 Citizens Academy

AVON POLICE

Increase your knowledge of the work that we do and let us build a lasting relationship with you

Citizens' Academy 2018

If you:

- Are 18+ years old
- Have a clean background
- Are a resident of Eagle County
- Want to improve your community

Citizens' Academy will be held on a session of 7 Mondays
September 24th through November 5th 6:00pm-8:30 pm.

Registration form can be found on our website www.avon.org/police (Community Education) and get returned to the Avon Police Department, or be filled out and returned at APD

Only 25 seats available

Register today!



65. This appendix includes an English and Spanish version of the Citizens Academy Flyers.



Tenth Annual (2018) Citizen's Police Academy 6:00 PM – 8:30 PM

- September 24th:
 - o Chief Daly - State of the Police Department & Crime in Avon
 - o Crime Scene Investigation (CSI), participants will have hands on experience investigating a crime scene
- October 1st:
 - o Tour of the Colorado Mountain College Glenwood Spring Campus Police Academy - Firearms Training Simulator (FATS), participants will be given computer simulation of shoot or don't shoot situations and be required to react as a police officer in compliance with the use of force policy
- October 8th:
 - o Drug Recognition and DUI enforcement, participants will learn how to evaluate the sobriety of an individual and perform tests on an intoxicated person
- October 15th:
 - o Chief Daly - S.W.A.T., participants will learn about the Eagle County Special Operations Unit.
 - o Chief Daly - Self Defense, participants will be taught basic self-defense techniques
- October 22nd:
 - o Tour of the Eagle County Jail
- October 29th:
 - o Tour of the Vail Public Safety Communication Center
- November 5th:
 - o An evening with firearms instructor's at the firing range. Graduation



Ven a conocer un poco del trabajo que hacemos por ti y por tu comunidad
y permítenos iniciar una relación cordial y duradera contigo

Academia de Policía para Ciudadanos Latinos 2018

requisitos:

- Mayor de 18 años
- Record criminal limpio. No revisamos su estatus migratorio, solo historia CRIMINAL
- Ser residente del Condado de Eagle
- Tener deseo de mejorar y ayudar a tu comunidad

La Academia de Policía para Ciudadanos Latinos se llevará a cabo en una sesión de 7 lunes

30 de Julio - 17 de Septiembre de 6:00 a 9:00 pm.

Puedes imprimir la forma de inscripción en nuestro website <http://www.avon.org/2043/Citizens-Police-Academy> y regresarla a la estación de Policía de Avon, o llenarla y mandarla electrónicamente

Solo hay 25 espacios disponibles, inscríbete hoy mismo!





Sexta (2018) Academia de Policía Para Ciudadanos Latinos 6:00 PM – 9:00 PM

Julio 30:

- ✓ Introducción de los jefes de diferentes agencias
- ✓ Presentación del Abogado(a) del Distrito, Juez y asistentes de víctimas
- ✓ Investigación de la escena del crimen (CSI). Los participantes tendrán la experiencia de investigar una escena de crimen

Agosto 06:

- ✓ Reconocimiento de Drogas y Prácticas DUI. Los participantes aprenderán a como evaluar la sobriedad de un individuo y llevarán a cabo pruebas en una persona intoxicada

Agosto 13:

- ✓ S.W.A.T. Los participantes serán parte de un ejercicio de simulación para resolver una situación de rehenes
- ✓ Defensa Personal. Los participantes aprenderán técnicas básicas de defensa personal

Agosto 20:

- ✓ Tour de la Academia de Policías en el Colorado Mountain College Glenwood Spring Campus - Simulador virtual de entrenamiento de armas (FATS). Los participantes recibirán un escenario virtual por computadora de situaciones reales y deberán decidir si disparar o no disparar, y tendrán que reaccionar como un Oficial de la Policía de acuerdo con la política del uso de la fuerza

Agosto 27:

- ✓ Tour de la Cárcel del Condado de Eagle

Septiembre 10:

- ✓ Tour del Centro de Comunicaciones de Seguridad Pública de Vail (Despachadora)

Septiembre 17:

- ✓ Una tarde con el instructor de armas de fuego en el campo de tiro. Graduación

Appendix G: Citizens Academy Application Form⁶⁶



Citizen's Police Academy Application

Last Name:		First Name:		Middle Initial:
Date of Birth:	Address:		City:	
State:	Zip Code:	P.O. Box:	Driver License # and State:	
Daytime Phone:	Evening Phone:		E-mail:	

1. Why do you wish to attend the Citizen's Police Academy?	
2. How did you hear about the Citizen's Police Academy?	
3. Have you ever been convicted of a crime? If so, please explain:	
4. Please list names and contact numbers for two references:	1. 2.

Office Use Only

Date application received:	1	2	3	4	5	6	7
Applicant passed basic background and warrant check:			<input type="checkbox"/> yes	<input type="checkbox"/> no			
If 'NO', Why:							
If 'YES', Applicant is scheduled to attend Academy on:							



66. This appendix includes an English and Spanish version of the Citizens Academy Application Form.



Academia de Policía para Ciudadanos Latinos

Apehído:		Nombre:		
Fecha de Nacimiento:		Dirección:		
Ciudad:	Estado:	Código Postal:	Apartado Postal:	# de Licencia de Manejar y Edo:
Teléfono de Casa:	Teléfono Celular:	Correo Electrónico:		


1. ¿Por qué desea asistir a ésta Academia?	
2. ¿Cómo se enteró de ésta Academia?	
3. ¿Ha sido alguna vez condenado por algún crimen? Si es así, por favor explique:	
4. Proporcione nombres y números telefónicos de dos contactos como referencia:	1. 2.

Para Uso de Oficina Solamente

Date application received:	1 2 3 4 5 6 7
Applicant passed basic background and warrant check:	<input type="checkbox"/> yes <input type="checkbox"/> no
If 'NO', Why:	
If 'YES', Applicant is scheduled to attend Academy on:	



Appendix H: Dispelling Rumors Flyer



Página de Facebook del Comité Asesor para Inmigrantes y Agencias Policiales para más información comunitaria de preguntas, emergencias y eventos:

<https://www.facebook.com/inmigrantesypolicia/>

Es mejor para siempre verificar información antes de continuar un rumor. Para información acerca rumores y con preguntas, manda un mensaje por la página de Facebook, o manda mensaje de correo electrónico a:

**Megan Bonta, mbonta@ccdenver.org
Jose Velasco, [REDACTED]
Olga Wilkins, [REDACTED]**

Vamos a verificar la información y responder lo más pronto como posible.

En caso de emergencia, llame al 911

Translation:

Facebook Page for the Law Enforcement Immigrant Alliance (LEIA) for more community information including emergency information and events:

<https://www.facebook.com/inmigrantesypolicia/>

It is always better to verify information before passing on a rumor. For information concerning rumors and for questions, send a message via our Facebook page, or send an email to:

Megan Bonta, Catholic Charities, mbonta@ccdenver.org
Jose Velasco, [REDACTED]
Olga Wilkins, [REDACTED]

We will verify the information and respond as quickly as possible.

In case of emergency, call 911

Appendix I: Coat Drive News Release

Catholic Charities and Eagle County Law Enforcement Immigrant Advisory Committee 7th Annual Coat Drive

FOR IMMEDIATE RELEASE

Sept. 15, 2017

Contact: Dwight Henninger, 970-479-2218
Police Chief

Megan McGee Bonta, Catholic Charities, 970-949-0405
Catholic Charities

Catholic Charities and the Eagle County Law Enforcement Immigrant Advisory Committee are sponsoring their 7th Annual Fall Coat Drive. Over the last several years, this coat drive has distributed over 3,500 coats to local kids and families in need. Coats are being collected through Oct. 31 at the following locations:

- Vail – Vail Police Department, 75 S. Frontage Road
- Eagle-Vail – The Vail Church, 39209 Hwy 6
- Avon – Avon Police Department, 0001 Lake Street
- Edwards – Eagle County Sheriff's Office Substation in the Edwards Fieldhouse, 450 Miller Ranch Road
- Eagle – Eagle Police Department, 200 Broadway
- Gypsum – Gypsum Recreation Center, 0052 Lundgren Blvd.
- All Eagle County 1st Bank locations

The community is encouraged to donate clean coats in good condition. The group is especially hoping to collect children's winter jackets, snow pants, hats, gloves and boots. People in need of a coat should contact Catholic Charities at 970-384-2060.

The Law Enforcement Immigrant Advisory Committee, an initiative founded by Catholic Charities, consists of representatives of the immigrant community who meet on a regular basis with the heads of law enforcement in Eagle County. They provide resources and information through education and outreach to build trust and collaboration with the immigrant community. Participating agencies include the Eagle County Sheriff's Office, Vail Police Department, Avon Police Department, Eagle Police Department, Catholic Charities, Salvation Army, Bright Future Foundation, YouthPower365, the Eagle County School District and several community members.

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POLICE EXECUTIVE
RESEARCH FORUM

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