VERA INSTITUTE OF JUSTICE

Bridging the Language Divide:

Promising Practices for Law Enforcement

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CENTER ON IMMIGRATION AND JUSTICE

Susan Shah • Rodolfo Estrada

COPS
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U.S. DEPARTMENT OF JUSTICE

FROM VERA'S DIRECTOR

Criminal justice agencies have to ensure public safety regardless of changes to local circumstances. A growing influx of new immigrants into communities across the United States has steadily changed—and at times challenged—how police serve and protect communities. Today, in many parts of the country, law enforcement officers interact nearly every day with people who do not speak or understand English well.

Sometimes the best answer to a challenge is innovation. When I was New York City's probation commissioner, we created a new way for low-risk probationers to check in with supervision officers: through reporting kiosks, similar to ATMs. To meet the needs of probationers from diverse backgrounds, the kiosks conduct business in English, Spanish, Russian, and Chinese.

At other times, it makes sense to look at what is working elsewhere. The good news is that many agencies have created programs that make effective communication with non-English speakers possible. For this report, the U.S. Department of Justice's Office of Community Oriented Policing Services partnered with the Vera Institute of Justice to assess the practices police agencies across the country use to overcome language barriers. Here, we highlight the most promising, describing the efforts of six police departments in diverse jurisdictions.

I hope law enforcement leaders will take up the ideas presented here, tailor them to local realities, and reap the benefits of better communication and safer communities.

Michael P. Jacobson
Director, Vera Institute of Justice

Executive Summary

Law enforcement officers have to communicate with the people they serve to do their jobs safely and effectively. Yet this communication has become a challenge due to changing demographics across the United States. People who do not speak or understand English, and who therefore cannot communicate easily with police, may not report crime, assist officers in criminal investigations, or partner with an agency to advance community policing.

Many agencies throughout the United States have already developed practices that can either serve as model solutions or spark ideas for innovations. To identify and disseminate these new models, the U.S. Department of Justice's Office of Community Oriented Policing Services (the COPS Office) partnered with the Vera Institute of Justice to conduct a national assessment of best practices for overcoming language barriers in policing. This report discusses the most promising practices.

Vera staff researched current efforts in this field by reviewing the programs of almost 200 agencies around the country. Using phone interviews and site visits, they narrowed the search to practices at six agencies. The agencies vary in personnel size, local circumstances, and populations served. The solutions they developed range from sending officers to Mexico as part of a language learning program to using civilian volunteers as interpreters. As law enforcement agencies face challenges in serving non-English speaking communities, they can look to the agencies profiled here for examples of programs that successfully cross the language divide.

Even if an agency cannot re-create one of the programs described here, it might be able to apply the principle behind it, such as drawing upon volunteers. This report also provides practical resources, such as sample job descriptions, that agencies can use when crafting their own programs.

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"Innovation is required for successful partnerships and problem solving—two essential elements of community policing. Nowhere is this more apparent than in the innovative strategies that agencies nationwide are using to communicate with our nation's diverse population. Without effective communication, law enforcement cannot serve and protect the public. As the number of limited-English proficient individuals in this country continues to grow, an increasing number of law enforcement agencies are modifying tried, true, and tested policing strategies to serve those who do not speak English. And some are even leading the way in creating new programs for overcoming language barriers. These promising practices need to be shared so that police agencies can continue to implement community policing effectively and ensure public safety."

Carl R. Peed
Director, Office of Community Oriented Policing Services
U.S. Department of Justice

Jurisdictions at a Glance

Boise, Idaho

Boise, the largest city in Idaho, receives between 100 and 150 new refugees each month. Most of Boise's refugees are LEP* and many are unfamiliar with U.S. customs and norms, including criminal justice and police practices. Refugees in Boise come mainly from countries in Africa, the former Soviet Union, Eastern Europe, and the Middle East, and speak a variety of languages, such as Arabic, Bantu, Farsi, Russian, and Somali. About 9 percent of Boise's population speaks a language other than English at home, and 3 percent are LEP.

Las Vegas, Nevada

Las Vegas, the largest city in Nevada, is an international tourist destination known for its casinos and hotels. These industries have created many jobs in the service and construction sectors, and immigrants, mostly from Mexico, have been attracted by plentiful jobs. About 33 percent of Las Vegas' population speaks a language other than English at home, and 16 percent are LEP.

Lexington, Kentucky

Lexington, long a home to horse breeders and racers, is the second largest city in Kentucky. Lexington has seen an increase in the number of Spanish-speaking immigrants. Many are from the city of Morelia in Michoacan, Mexico. Immigrants work in various service industries and local tobacco and horse farms. About 10 percent of Lexington's population speaks a language other than English at home, and 5 percent are LEP.

Nashville, Tennessee

Nashville, Tennessee, is renowned as a center for country music. As one of the largest cities in the southern United States, Nashville attracts national and international companies. Jobs in the service sector and at these companies have attracted large numbers of immigrants, mainly from Mexico and Latin America. About 13 percent of Nashville's population speaks a language other than English at home, and 6 percent are LEP.

Oklahoma City, Oklahoma

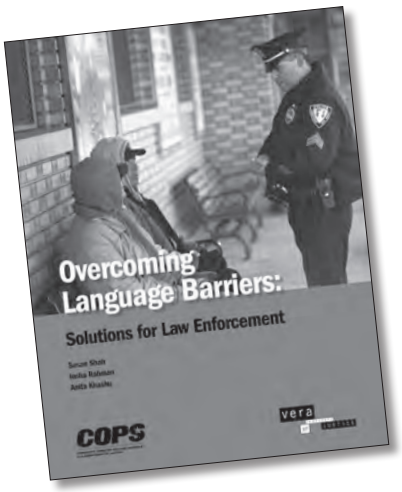
Oklahoma City is the largest city in the state, with a metropolitan population of approximately 1.2 million. About 14 percent of the city's population is Latino, including a large number of immigrants from Mexico. Many are attracted to work in chicken processing plants and cattle farms. Approximately 17 percent of Oklahoma City residents speak a language other than English at home, and 8 percent are LEP.

Storm Lake, Iowa

Storm Lake, Iowa, is a small city in the western part of the state, midway between Des Moines, Iowa, and Omaha, Nebraska. The city has attracted immigrants with jobs in its meat processing and packing plants. Laotian refugees have also been resettled in the city. With large numbers of Latinos and Asians, Storm Lake is the most diverse city in Iowa. Approximately 27 percent of Storm Lake residents speak a language other than English at home, and 18 percent are LEP.

Source: U.S. Census Bureau, *The American Community Survey,* Selected Social Characteristics in the United States: 2006, http://www.census.gov/acs/www.

*LEP means limited-English proficient—the individual has a limited ability to read, write, speak, or understand English.



This 2007 report is available online: http://www.vera.org

About Translating Justice

The Vera Institute of Justice's Translating Justice technical assistance project responds to the need among criminal justice practitioners for strategies that can bridge the language gap between police and people with limited English proficiency. Translating Justice provides tailored training, consulting services, and research on promising practices to law enforcement agencies that serve increasingly multilingual jurisdictions. The project's services include demographic data analysis, qualitative research using interviews and focus groups, and strategic planning with stakeholders to identify and develop effective approaches.

Translating Justice has partnered with law enforcement agencies across the United States to develop policies for serving communities with limited English proficiency. It has also convened justice agency personnel to discuss the use of technology in bridging the language gap and developed key resources, such as bilingual criminal justice glossaries. See Appendix II for information about Vera publications and other resources.

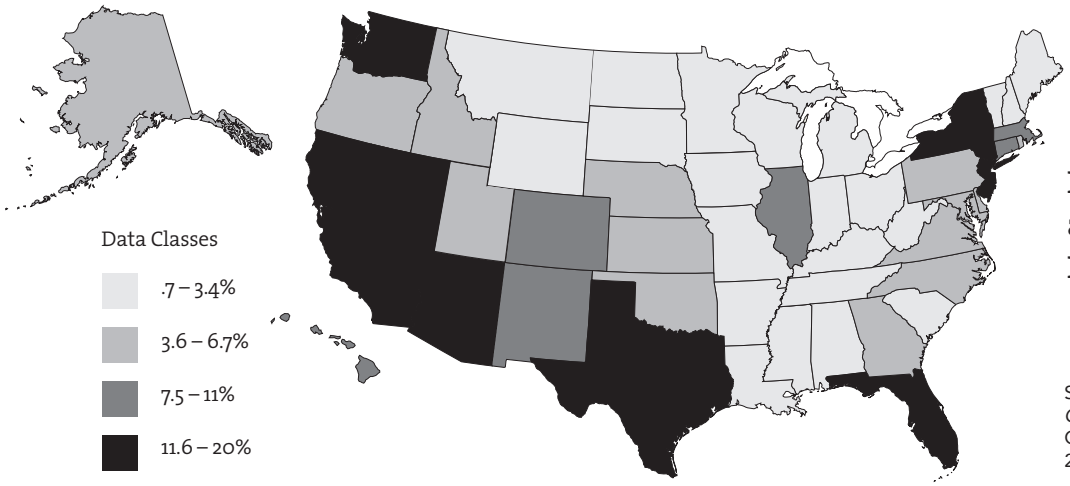
Introduction

U.S. CENSUS DATA FROM 2006 show that almost 20 percent of Americans speak a language other than English at home. About 9 percent can be described as limited-English proficient (LEP)—they have a limited ability to read, write, speak, or understand English.[1] LEP individuals can be immigrants or people born in the United States. With large numbers of LEP individuals living in the United States, the majority of law enforcement agencies nationwide now have daily contact with people who do not speak English.[2] Many law enforcement officers find these interactions frustrating because they do not have the tools or resources to communicate effectively.

Communication is essential to the development of partnerships that make community policing an effective strategy for ensuring public safety. Community policing programs, in which law enforcement officers partner with community members to identify and solve problems, cannot work well when officers and residents fail to understand each other. Without dialog, police cannot effectively conduct investigations, build community trust, or ensure that victims will report crime. If police do not get an accurate description of problems, their responses may be unsuccessful or counterproductive.

In 2008, the U.S. Department of Justice's Office of Community Oriented Policing Services (the COPS Office) partnered with the Vera Institute of Justice to take a comprehensive look at how law enforcement agencies are addressing language barriers in policing. Vera staff solicited information from more than 750 law enforcement agencies and evaluated nearly 200 agencies' practices, selecting 25 agencies for a more thorough follow-up. From these, Vera staff narrowed the group to the six agencies profiled in this report. Charts and tables summarizing key findings from the 200 agencies and a list of all the agencies are presented in Appendix II.

Promising practices—practices that have proven to be effective—are useful to law enforcement because many criminal justice agencies do not have the time or resources to develop programs that may not work. By implementing a practice that was successful in another jurisdiction, agencies can reduce trial and error,



Percent of Individuals 5 Years and Older Who Are Limited English Proficient, 2006

Source: U.S. Census Bureau, *The American Community Survey,* Percent of People 5 Years and Over Who Speak English Less Than "Very Well": 2006, http://www.census.gov/acs/www.

Community Service Officer (right), Storm Lake Police Department

helping them address language barriers efficiently. This report discusses a wide array of practical and creative solutions that Vera staff have deemed promising practices because they have been successful in overcoming language barriers in their respective jurisdictions. With some adaptation, many of these practices can be applied elsewhere. See Appendix II for links to articles and web sites about promising practices.

The report is organized in eight sections. Each section begins by identifying a promising practice and then describes how programs at different police agencies illustrate that practice. For example, under Promising Practice #3, "Maximize Resources," readers will find that the Oklahoma City Police Department evaluates officers' language skills and then assigns them to tasks that match their abilities. Some agencies' programs will appear in more than one section because different aspects of the program are good examples of more than one promising practice.

The eight promising practices are

1. *Clearly Identify a Need*
2. *Build on What Already Exists*
3. *Maximize Resources*
4. *Leverage Partnerships*
5. *Enlist Volunteers*
6. *Improve Personnel Skills*
7. *Make the Program Permanent*
8. *Use Data to Manage the Program*

About the Agencies

Agency and Agency Leaders	*Locale; Size of Jurisdiction*	*Sworn Officers and Civilian Personnel*	*Primary Languages Encountered*	*Promising Practice Overview*
Boise Police Department **Chief Michael Masterson**	Boise, Idaho; 198,783	361	Spanish Bosnian Somali	A civilian interpreter program run by the Community Outreach Division. Began in 2008.
Las Vegas Metropolitan Police Department **Sheriff Douglas Gillespie**	Clark County, Nevada; 1,758,155	4,929	Spanish	A civilian interpreter program housed in the Patrol Service Division. Began in 2003.
Lexington Division of Police **Chief Ronnie Bastin**	Lexington-Fayette County, Kentucky; 259,050	741	Spanish	A Spanish instruction and language immersion program housed in the Training Section. Began in 2000.
Metropolitan Nashville Police Department **Chief Ronal Serpas**	Nashville, Tennessee; 533,298	1,300	Spanish	El Protector program in two precincts (began in 2004); bilingual chaplain volunteers (2006); and a volunteer interpreter program (2005).
Oklahoma City Police Department **Chief William Citty**	Oklahoma City, Oklahoma; 533,724	1,269	Spanish	Specialized Bilingual Unit made up of officers from different areas of the agency. Began in 2003.
Storm Lake Police Department **Director Mark Prosser**	Storm Lake, Iowa; 10,076*	26	Spanish Laotian	Bilingual Community Service Officers program. Began in 1994.

* City of Storm Lake, http://www.stormlake.org

Sources: U.S. Census Bureau, *The American Community Survey*, Percent of People 5 Years and Over Who Speak English Less Than "Very Well": 2006; U.S. Census Bureau, *The American Community Survey*, Selected Social Characteristics in the United States: 2006, http://www.census.gov/acs/www.

More information on the six agencies, including contact information, can be found in Appendix II.

PROMISING PRACTICE #1

Clearly Identify a Need

DEVELOPING A PROGRAM before a need is clearly identified can lead to an unnecessary expenditure of time and resources. A more practical approach identifies community needs first and then works to address them. In Iowa, the Storm Lake Police Department participated in a citywide needs assessment prior to developing two new staff positions that offered services in different languages. In Tennessee, the Metropolitan Nashville Police Department (Metro Nashville) identified a growing demand for services by the city's Latino population before it added Spanish-speaking clergy members to an existing counseling program that had provided services only in English.

STORM LAKE

> Used a citywide assessment to identify residents' need for services in their own languages; developed two new positions to address those needs

Storm Lake, Iowa, a small city of 10,000, experienced increases in both its Laotian and Latino immigrant populations in the early 1990s. To identify challenges associated with the changing demographics, the city brought together all of its agencies, including the police department, to conduct a formal needs assessment. The assessment identified providing services in people's native languages as a priority.

Before any other government agency responded to the assessment's findings, the Storm Lake Police Department developed two civilian Community Service Officer positions, one dedicated to providing services in Laotian, the other to providing services in Spanish.

NASHVILLE

> Addressed an identified need by expanding an existing program to meet the needs of new communities

As in many other communities, local clergy members play an important role in and around Nashville, Tennessee. The Metro Nashville Police Department's chaplain program has trained clergy members who provide death notifications and grief counseling to families in need. Initially, the department relied on one staff chaplain, a sworn officer who spoke only English. After recognizing a serious problem with delivering traumatic news to Spanish-speaking residents, the department identified a need for Spanish-speaking chaplains. It began recruiting and training volunteers from the Spanish-speaking clergy to take on these duties. The department now draws upon a pool of clergy members who provide this service.

Language Access and the Law

Addressing language barriers not only makes law enforcement more successful, it also aligns agencies with federal law. Under Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq.) and Executive Order 13166, all agencies that receive federal funding must provide meaningful access to people who have limited English proficiency. Not doing so could constitute discrimination on the basis of national origin. For additional information related to language access and the law, please see the resources section in Appendix II.

"The bread and butter of policing is information. We need to be able to communicate."

Chief Ronal Serpas
Metropolitan Nashville Police Department

Working with Interpreters

More and more law enforcement agencies are using telephonic or in-person interpreters to enable them to communicate with the people they serve. To use interpreters successfully, agencies should be aware of the following:

> Being bilingual does not mean someone is able to interpret. Interpreters need to be trained on different methods of interpreting and terminology.

> Interpreters should be instructed on their role in the conversation—to be a conduit for the parties. Interpreters should not include their own views.

> Interpreters should not edit, add, subtract, or modify what is said.

> Interpreters should ask for clarification if they did not understand what was said.

> Interpreters need to understand the ethical rules that apply to interpreting, particularly regarding how to avoid or address conflicts of interest.

PROMISING PRACTICE #2

Build on What Already Exists

AGENCIES WORKING TO OVERCOME language barriers do not need to re-create the wheel; they can take what works elsewhere and tailor it to meet local needs. Law enforcement agencies in Lexington, Kentucky; Boise, Idaho; and Las Vegas, Nevada, looked at promising practices elsewhere to develop workable solutions in their jurisdictions.

LEXINGTON

> Built on existing promising practices by looking beyond the policing field for guidance on how to structure its language training program

The Lexington Division of Police developed its Advanced Language Program—a two-part, U.S. and Mexico-based immersion program—to provide Spanish language instruction to officers and civilian personnel. Since the program began in 2000, the number of Spanish-speaking personnel in the department has increased from two to more than 100.

Some agencies offer language instruction in the United States, and a few offer immersion instruction in a Spanish-speaking country, but the Lexington Division of Police developed a model that combines both types. To create it, the agency's Training Section consulted with the Kentucky Institute for International Studies, a consortium of colleges and universities based at Murray State University that specializes in international education. That organization had learned that students need to practice their language skills for a year before fully benefiting from an overseas immersion program.

BOISE

> Built on existing promising practices by seeking resources from other fields—locally and nationally—to develop procedures that ensure optimal use of interpretation services

The city of Boise is home to four refugee resettlement agencies. Social service and government agencies, including the police, must adapt quickly to changes in the city's population. Complicating the matter, refugees in Boise speak various languages, including Bosnian and Somali. Although the Boise Police Department has always reached out to its refugees, it lacked a way to directly communicate with them. To address this need, the department's Community Outreach Division staff looked to other government and private entities, such as hospitals, for examples of ways to overcome the language gap. One common approach was to use paid civilian interpreters whom officers could call on for in-person or telephonic interpretation.

When the police department first tried to use in-person interpreters, it quickly learned that officers needed guidance on how to access their services. To develop a special order for when and how officers should access an interpreter, Boise used a model policy from the Federal Interagency Workgroup on Limited English Proficiency. That model policy and similar resources are available at http://www.lep.gov/resources/resources.html.

LAS VEGAS

> Built on existing promising practices by researching human resources policies in other fields; structured its civilian interpreter program based on existing salary and staffing models

The Las Vegas Metropolitan Police Department (Las Vegas Metro) uses civilian staff to serve as interpreters for officers who are interacting with Spanish speakers. The Hispanic Interpreter Services Program, which is housed in the Patrol Services Division, was originally funded through the federal Byrne Grant Program, which provides seed money to promising programs. Once the department decided to make the program permanent, it sought to formalize hiring procedures and salaries to match its other human resources policies. In doing so, the agency looked for nationally accepted staffing and salary models for civilian interpreters. After finding few models among police agencies, the department looked to the courts and the private sector for guidance as it created a formal salary and benefits package for the permanent program. To read the job descriptions Las Vegas Metro developed and a related human resources memo, see Appendix I.

Hispanic Interpreter Services Program interpreter with officer, Las Vegas Metroplitan Police Department

PROMISING PRACTICE #3

Maximize Resources

FACED WITH LIMITED STAFF AND BUDGETS, several of the agencies assessed rethought their use of resources to maximize their ability to overcome language barriers. The Storm Lake Police Department drew upon civilians with existing language skills to fill new staff positions. Las Vegas Metro made it easier for officers to access its interpreters by providing interpreters with dispatch radios and police cars, enabling them to respond to officers' calls more quickly. The Oklahoma City Police Department developed a ranking system to assess bilingual staff's language skills and more strategically assign officers with high levels of fluency.

STORM LAKE

> Maximized resources by creating civilian positions to fill a gap, recognizing that recruiting bilingual officers would be much more difficult

Community Service Officers, Storm Lake Police Department

"Ninety-nine percent of policing is problem solving. Communication is vital."

Deputy Chief Gary Schofield
Las Vegas Metropolitan Police Department

Responding to the needs of the city's Laotian- and Spanish-speaking residents, Storm Lake developed two Community Service Officer staff positions to provide interpretation and translation services. The department chose to develop civilian positions because it was easier to create nonsworn positions than attempt to hire bilingual sworn officers in an environment in which recruiting bilingual officers is extremely difficult. Civilians who already spoke the languages the department needed were easier to recruit, hire, and train.

LAS VEGAS

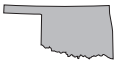
> Maximized resources by making staff interpreters more accessible and efficient and by improving oversight of its program

While Las Vegas Metro's Hispanic Interpreter Services Program was successful in providing language services to officers at headquarters and in the neighboring area, it had difficulty serving commands in the northern and western parts of the city. To maximize its investment in the program, the department made the interpreters accessible to the entire agency 24 hours a day, 7 days a week by giving each interpreter a dispatch radio and an unmarked police car. This made it possible for them to quickly travel to officers in all parts of the city.

Similarly, the department initially created all of the program's interpreter positions as part-time civilian staff. Part-time positions were less costly for the agency and also allowed the interpreters to more easily remain connected to their communities through other employment and associations. As the program grew, however, the agency decided to create three full-time management positions so that managers could supervise the part-time interpreters and handle oversight tasks, such as scheduling, data collection, and reporting to senior management.

Bilingual Unit staff, Oklahoma City Police Department

OKLAHOMA CITY



> Maximized resources with a new unit that ranked bilingual officers' language proficiency, allowing highly skilled officers to be used for high-level communications

The Oklahoma City Police Department created a new Bilingual Unit to streamline the process of assigning bilingual officers to calls for assistance and to ensure that bilingual officers were well-trained and qualified to interpret. The new unit was modeled after other specialty law enforcement units, such as SWAT units, testing each officer's language ability using objective, standardized American Council on the Teaching of Foreign Language tests before assignment. Bilingual officers were ranked by their language proficiency so that higher-ranked officers would handle communications requiring the most fluency, such as interrogations; lower-ranked officers would handle necessary but lower profile communications. This system has not only freed up fluent officers for high-level duties that match their skills, but it also provides an incentive for less

fluent officers to improve their language skills. Dispatch and command staff are notified of each officer's rank within the Bilingual Unit to ensure that the officers are used appropriately. A document explaining the unit's standard operating procedures is available in Appendix I.

PROMISING PRACTICE #4

Leverage Partnerships

LAW ENFORCEMENT AGENCIES can supplement limited resources by forging partnerships with members of the nonprofit, business, academic, and social services communities. The agencies highlighted here develop and sustain their programs by drawing on partnerships for a range of resources, such as free cell phones for an interpreter program in Nashville, help with vetting and recruiting interpreters in Boise, and fine-tuning language and cultural instruction in Lexington.

NASHVILLE

> Created a partnership with a local business to provide free products and services for a volunteer interpreter program

To supplement the department's in-house bilingual staff, Metro Nashville Police Department formed a relationship with a local cell phone company that donated cell phones and usage time for a program that enlists community volunteers as interpreters. Each volunteer is on call 2 days a month, providing interpretation via cell phone on an as-needed basis for officers in the field. The entire program requires minimal agency funds because the interpreters are volunteers and the cell phones are donated. The arrangement also benefits the cell phone company, which has received positive media coverage for its donations. This partnership has been so well-received by officers and volunteers that the company now hosts events to honor the department's volunteer interpreters.

BOISE

> Partners with refugee agencies to learn about language needs and recruit interpreters; joined with a university to create a web site that serves as a job board for interpreters

The Boise Police Department's longstanding partnership with the city's refugee resettlement agencies has enhanced its ability to reach multilingual populations. The department works with these agencies to find out what languages are spoken by newly settled refugees. In addition, the agencies provide police with the names of promising candidates for the police department's interpreter program.

The Bilingual Chaplain Program is meant to show "a heart and compassion for all people. All people receive the same kinds of service with care and concern."

Chaplain James Duke
Metropolitan Nashville
Police Department

Community Outreach Division officer, Boise Police Department

ALP officers learning Spanish, Lexington Division of Police

The program is intense because "once a week over lunch ain't going to cut it."

Prof. Fred de Rosset
Kentucky Institute for International Studies

The department has also partnered with Boise State University to create a central web site (http://www.boiseinterpreters.com) that connects interpreters with jobs across the city.

LEXINGTON

> Drew upon the expertise of an academic institution to fine-tune its language learning programs; partners with another law enforcement agency to provide hands-on cultural training for officers

The Lexington Division of Police has partnered with a local higher-learning institution— Murray State University, which houses the Kentucky Institute for International Studies—as well as two law enforcement agencies in Mexico—the city of Morelia Police Department and the Public Security Office of the State of Michoacán—for its Advanced Language Program (ALP). The academic institutions developed the agency's U.S.-based Spanish language curriculum. The Mexican law enforcement agencies host U.S. officers during a 5 week Spanish immersion program. Mexican officers take their U.S. counterparts with them on ride-alongs to facilitate their observation of local policing practices.

PROMISING PRACTICE #5
Enlist Volunteers

RESOURCEFUL LAW ENFORCEMENT agencies draw upon volunteers, who often have needed language and cultural skills, to expand the services they provide. The Boise Police Department uses volunteers as interpreters, and the Metro Nashville Police Department enlists volunteers as advisors on police and community affairs.

BOISE

> Enlisted volunteers to meet an immediate need for interpreters; adapted volunteer interpreter program to create a new program using paid interpreters

Before creating a paid interpreter program, the Boise Police Department's Community Outreach Division staff recruited volunteers to serve as interpreters. Volunteers were put on a resource list that staff used to match officers' requests for interpretation with interpreters. Tapping into existing community resources, police recruited volunteers who worked at local hospitals, businesses, and nonprofits and who spoke needed languages. While working with volunteers, staff began procedures—such as tracking calls for service in a particular language—that they would later formalize in a paid interpreter program. Also, the contacts staff made while recruiting volunteers proved useful in recruiting paid interpreters. In enlisting volunteers while a full-fledged interpreter program was

being developed, the department was able to immediately address language needs—and later, to use its experiences with volunteers to inform its paid interpreter program.

NASHVILLE

> Enlists community volunteers to advise and direct its Latino outreach program

Metro Nashville Police Department's El Protector program, based in two precincts with significant Latino populations, was adapted from a state highway patrol program in California and Washington State that sought to decrease traffic fatalities in the Latino community. El Protector's bilingual officers not only enable residents to report crime in their own language, but they also conduct ongoing outreach with Latino residents on topics such as traffic safety and domestic violence.

When Nashville adapted the program, it included a volunteer community advisory board to ensure that the program would be responsive to community needs. The board guides the program and addresses opportunities and challenges. Its input is given great importance; most recently, the board led an effort to rebrand the El Protector program with a new logo. Volunteers must apply to be considered for the board and are vetted to ensure they are well qualified. The application process helps identify board members who are willing to devote their time and energy to the program. See Appendix I for El Protector's board member application.

PROMISING PRACTICE #6

Improve Personnel Skills

AS THEY CREATE programs to overcome language barriers, in addition to improving communication between police and communities, agencies can seek to cultivate and build staff skills. The Lexington Division of Police uses its immersion programs to increase officers' cultural competency. The Oklahoma City Police Department provides additional language-learning opportunities to members of its Bilingual Unit.

LEXINGTON

> Created a language-immersion program that also serves as an opportunity to develop officers' cultural competency—their understanding of Mexican culture and norms

The Lexington Division of Police's Advanced Language Program uses U.S.-based language instruction and an immersion program in central Mexico to develop officers' Spanish language skills. The immersion component, which sends

Basic Strategies

The following basic strategies were common to many of the agencies Vera staff reviewed, including the six agencies profiled in this report. Even if an agency cannot implement one of the programs described here, these strategies can enable agencies to better serve people who do not speak or understand English well.

> Develop a formal written policy for serving LEP individuals.

> Use telephonic interpreters.

> Recruit bilingual officers or civilian staff.

> Offer incentives for bilingual staff, including bilingual pay.

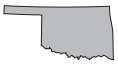
> Provide opportunities for officers to learn Spanish.

> Translated vital documents, such as Miranda warnings.

ALP officers in Mexico, Lexington Division of Police

officers to Mexico for 5 weeks, develops officers' cultural awareness as well as their language skills. When they return to Lexington, officers have a better understanding of Mexican immigrants' expectations about how to interact with law enforcement.

OKLAHOMA CITY



> Provides opportunities for staff to maintain and develop language skills

The Oklahoma City Police Department has similarly given bilingual personnel opportunities to receive tailored language training. Monthly unit meetings include role-plays in Spanish and instruction in law enforcement terminology.

PROMISING PRACTICE #7

Make the Program Permanent

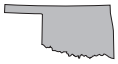
WHEN AN EFFECTIVE PROGRAM becomes institutionalized within an agency, not only can it grow, but it also becomes more likely to survive budget cuts or changes in leadership. Las Vegas Metro, Oklahoma City, and Metro Nashville have all taken various steps to ensure that their programs last longer than grants, cadet classes, or individual officers.

LAS VEGAS

> Institutionalized a reliable and effective language resource for agency personnel by allocating a portion of the agency's funds to the program

Although Las Vegas Metro's Hispanic Interpreter Services Program was initially funded through a federal grant, its continued success led the sheriff to prioritize its inclusion in the budget once the grant ended. By funding the program through the agency's tax levy budget, program managers have been able to formalize hiring, staffing designations, and interpreter responsibilities. Moreover, agency personnel have come to rely on the interpreters for assistance during critical encounters.

OKLAHOMA CITY



> Incorporated language training into its academy, putting time for language learning on par with hours for tactical training

To institutionalize the agency's commitment to improving access to services in Spanish, the Oklahoma City Police Department made language training a major

Spanish for Law Enforcement: Online Training

A growing number of law enforcement agencies are using online language instruction, which costs less than sending officers to classes and can accommodate students' varied schedules and learning speeds. Several online providers have developed Spanish instruction specifically for law enforcement personnel. This instruction generally focuses on developing vocabulary and listening skills. Some of the web sites that provide online instruction for law enforcement are listed below:

> www.Spanishonpatrol.com

> www.workplaceSpanish.com

> www.123teachme.com/learn_spanish/police_vocabulary

Law enforcement agencies should closely examine online programs to ensure that they are of high quality and complement existing agency programs. These providers are not endorsed by the Vera Institute or the COPS Office.

part of its overall training effort. New recruits in the academy receive 70 hours of Spanish instruction, almost twice what they received a few years ago. The increased Spanish instruction has fortified an agency-wide culture of Spanish language-learning.

NASHVILLE

> Demonstrated agency-wide commitment to a Latino outreach program by changing its program materials

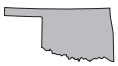
It may be easier to institutionalize a program that is widely viewed as an agency-wide effort. Metro Nashville Police Department's El Protector program was originally presented as an initiative run by a single officer. The program's community advisory board, however, suggested rebranding it as a program run by the entire police department. In response, the agency selected a new logo for the program by holding a contest among local high school students. The agency also changed the program's written materials to make it clear that El Protector belonged to the whole agency, and not just to one officer.

PROMISING PRACTICE #8

Use Data to Manage the Program

LAW ENFORCEMENT AGENCIES can assess programs and flag areas for improvement by collecting and analyzing data. Both the Las Vegas Metro and Oklahoma City Police Departments have used data to understand how programs are working and to identify pressing language needs. In Lexington, police surveyed community members to assess their satisfaction with its language program.

LAS VEGAS AND OKLAHOMA CITY



> Track and analyze data to identify service needs and their programs' ability to meet them

The interpreters who staff Las Vegas Metro's Hispanic Interpreter Services Program keep a daily log of their activities, including the number of requests for interpretation services that they must respond to before they become available again. These numbers can be a signal to supervisors that interpreters may not be able to arrive quickly enough for officers who need help. The data have also been used to plan the program's expansion. By tracking requests, the agency was able to see that officers frequently used fee-for-service interpreters when the agency's own interpreters were not available. This led the agency to conclude that investing in its own program would be a more cost-effective solution than paying external interpreters.

"We can't pick and choose our customers. This is what we have to do to provide assistance to the community."

Detective Marvin Rivera
Metropolitan Nashville
Police Department

El Protector officers, Metropolitan Nashville Police Department

"Having officers speak some Spanish opens the door to more communication. There is a sense that the department's policy is earned trust, not blind trust."

Lindsay Mattingly
Cardinal Valley Center in
Lexington, Kentucky

Similarly, the Oklahoma City Police Department's Bilingual Unit documents its activity in monthly logs, reporting on the languages covered and time spent interpreting. See Appendix I for Oklahoma City's Bilingual Unit Activity Report form. Both Las Vegas Metro and the Oklahoma City Police Department have used data to document the need for their programs and secure or sustain funding.

LEXINGTON

> Uses data from a community survey to evaluate the success of its program

The Lexington Division of Police evaluated the success of its Advanced Language Program by including questions specific to the program in a community satisfaction survey. Among other findings, the survey revealed a correlation between officers speaking Spanish and an increase in calls for assistance in Spanish.

Is Your Agency Using Promising Practices?	**Yes**	**No**
Are your programs addressing a clearly identified need?	☐	☐
Is your program building upon existing practices in the policing field or beyond?	☐	☐
Are you maximizing your use of resources—for example, the use of both sworn and civilian personnel to address language challenges?	☐	☐
Are you leveraging community expertise and partnerships to augment your program's reach?	☐	☐
Are you enlisting community volunteers to ensure that your program is addressing the community's needs?	☐	☐
Does your agency's program improve personnel skills?	☐	☐
Is your program institutionalized within your agency?	☐	☐
Are you using data to manage program usage, successes, and challenges?	☐	☐

Conclusion

This report profiles several approaches taken by a diverse group of law enforcement agencies to successfully overcome language barriers with the communities they serve. Not all agencies have the resources or staff to implement these practices. Yet all agencies have the ability to think about how language barriers affect their work and to develop local solutions. The programs described here are helping law enforcement in these jurisdictions to do their jobs more effectively. By finding similar ways to overcome language barriers, law enforcement agencies across the nation can move closer to their common goal: improving public safety.

ENDNOTES

1 U.S. Census Bureau, *The American Community Survey*, Selected Social Characteristics in the United States: 2006. http://www.census.gov/acs/www.

2 The Vera Institute of Justice's assessment for this report found that more than 70 percent of law enforcement agencies come into contact with LEP individuals on a daily basis.

APPENDIX I: SAMPLE DOCUMENTS

This section contains sample agency documents and resources, such as operating procedures and job descriptions. It also includes a list of the most commonly translated law enforcement documents and the agencies that have translated them.

18 Lexington Division of Police, General Order

23 Oklahoma City Police Department, Bilingual Unit Standard Operating Procedures (Excerpt and Glossary)

31 Oklahoma City Police Department, Bilingual Unit Activity Report

33 Storm Lake Police Department, Community Service Officer Job Classification & Assignment

35 Storm Lake Police Department, Community Service Officer Job Description

37 Las Vegas Metropolitan Police Department, Interpreter Job Description

39 Las Vegas Metropolitan Police Department, Supervising Interpreter Job Description

42 Las Vegas Metropolitan Police Department, Creation of a New Class Series: Interpreter Memo

47 Las Vegas Metropolitan Police Department, Spanish Interpreter Code of Professional Responsibility

50 Metropolitan Nashville Police Department, El Protector Advisory Board Application

51 Miranda Warning, English/Spanish

52 Commonly Translated Documents

Lexington Fayette Urban County Division of Police **GENERAL ORDER** Lexington, Kentucky	Date of Issue **05/19/08**	Page **1 of 5**	Number **G.O. 08-01**
SUBJECT **MANAGING COMMUNICATION BARRIERS**		**RESCINDS T.B. 3/B T.B. 90**	
CALEA STANDARDS		BY AUTHORITY OF Ronnie Bastin	

I. PURPOSE

The purpose of this General Order is to recognize the importance of effective and accurate communication with all people in the community we serve. Communication barriers can impede effective and accurate communication in many ways and may inhibit or prohibit individuals with limited English proficiency (LEP), those who are deaf or hard of hearing, and those who are blind or vision impaired from accessing and/or understanding their rights, obligations, and available services. Limited ability to communicate with LEP, deaf/ hard of hearing, or blind/sight impaired victims, witnesses, alleged perpetrators, and members of the public can present safety, evidentiary, and ethical challenges for all division personnel.

II. POLICY

It shall be the policy of the Division of Police to take reasonable steps to provide timely, meaningful access to LEP, deaf/hard of hearing, and blind/vision impaired members of our community to all services and programs provided by the division. Personnel will provide, or ensure that assistance is obtained in providing, communication services free of charge to LEP, deaf/ hard of hearing, and blind/vision impaired members of the public when obvious communication barriers exist and/or if the individual requests communication assistance.

III. DEFINITIONS

A. **Primary Language** – An individual's native tongue or the language in which and individual most effectively communicates.

B. **Limited English Proficiency** – Designates individuals whose primary language is not English and who have a limited ability to read, write, speak, or understand English. LEP individuals may be competent in certain forms of communication (e.g. speaking) while LEP in other forms (e.g. reading or writing).

C. **Bilingual** – The ability to use two languages proficiently.

D. **Bilingual Officer**- For Division purposes, an Officer who has demonstrated proficiency in a second language and therefore receives specialist pay compensation to provide language assistance.

E. **Communication Aids**- auxiliary aid and services which are used to communicate with people who are deaf or hard of hearing. These include the use of gestures, visual aids, a TTY (teletypewriter) or TDD (telecommunications device for deaf people), pen and paper, or the use of a qualified oral interpreter, for those who speech or lip read, or a qualified sign language interpreter, for those whose primary language is sign language.

IV. PROCEDURE

A. Requesting Interpretation Services for LEP individuals.

1. Personnel in need of interpretation services will;

a. Attempt to identify the LEP individual's primary language or language of preference through the use of the Language Line Services Language Identification Card or by contacting the Language Line for assistance. All employees of the Division have access to the Language Line Services.

b. To access the Language Line when face to face with a LEP individual;

1. Dial either the emergency or routine number, as the situation determines, which is found on the Language Line Quick Reference Card.

2. Advise the operator of:

(a) The language needed,

(b) The Client ID number, which is #**948011**

(c) The organization name, and

(d) Your personal code.

(i) #3621, Chief's staff, Internal Affairs, Community Services

(ii) #150, Administration

(iii) #3700, Investigations

(iv) #3600, Patrol

(v) #3666, Traffic

(vi) #3685, Training

3. If the language is not known, then the service will initiate a language identification process. In most cases, an interpreter is available within 25 seconds.

4. The operator may place you on hold while connecting to an interpreter.

5. When the interpreter joins the conversation, personnel should provide any special instructions and explain the communication method he/she will be using: passing the handset back and forth, using a speakerphone, using an extension handset, etc. Avoid slang, jargon, acronyms or technical terms that may not interpret well into other languages and cultures, and may require more time to interpret.

6. When the call is complete, advise the interpreter by stating "End of call".

c. When receiving a telephone call from an LEP individual;

1. Place him/her on hold, and dial the Language Line.

2. Provide the necessary information

3. Advise the Language Line service that you need to initiate the language identification process, if you cannot determine the language needed.

4. Add the LEP individual onto the line and wait for the Interpreter conferencing.

5. When the call is complete, advise the interpreter by stating "End of call".

d. Personnel are encouraged to request the assistance of a bilingual officer when available to ensure accurate and effective communication.

e. Personnel are encouraged to use the Language Line Services if a bilingual officer is unavailable, or any time they are in immediate need of assistance, such as with incoming phone calls from LEP individuals.

f. When exigent circumstances exist, personnel are to use the most reliable interpreter available. Personnel should be mindful that using friends, family members or bystanders to interpret could result in a breach of confidentiality, a conflict of interest, or inadequate or inaccurate interpretation. Personnel should attempt to avoid using minor children for use as interpreters.

g. Once exigency has passed, personnel should utilize bilingual officers, the Language Line Services or other available interpreters for communication with LEP individuals.

B. Requesting Interpretation Services for Individuals who are Deaf or Hard of Hearing.

1. Personnel will attempt to identify the individual's preferred method of communication through writing. Personnel may be advised that the individual can speech- or lip- read, or that a sign language interpreter is needed. Every attempt should be made to communicate in the requested method; however, if there is another equally effective way of communicating, given the circumstances, length, complexity, and importance of the communication, then personnel may choose to attempt an alternate method. Officers may use the Kentucky Commission on the Deaf and Hard of Hearing Visor Card when attempting to communicate with deaf/hard of hearing or LEP individuals during a traffic stop.

2. When exigent circumstances exist, personnel are to use the most reliable interpreter available. Personnel should be mindful that using friends, family members or bystanders to interpret could result in a breach of confidentiality, a conflict of interest, or inadequate or inaccurate interpretation. Personnel should attempt to avoid using minor children for use as interpreters.

3. Once exigency has passed, personnel should utilize bilingual officers, the Language Line Services or other available interpreters for communication with LEP individuals.

4. If an oral interpreter or sign language interpreter is requested, personnel should attempt to obtain information as to which language is used (the most common are American Sign Language or Signed English), prior to determining if an interpreter is available.

C. Communicating with Individuals who are Blind or Visually Impaired.

1. Individuals who are blind or visually impaired may also present a communication barrier challenge causing ineffective or inaccurate communication.

2. Visual impairment to blindness is on a spectrum. Personnel may encounter individuals who are partially sighted to completely blind. Required or requested services may vary depending on the individual's abilities.

3. When encountering a person who is visually impaired or blind, personnel should

a. Identify themselves.

b. Make sure that the individual with the sight impairment knows that you are speaking to them. You may touch them lightly on the arm or shoulder if needed to gain their attention.

c. Tell the individual what you intend to do before you do it, if possible.

d. Read aloud completely any documents you may refer to during the encounter.

e. If you are requested to lead an individual with a sight impairment;

1. Allow the individual to grasp your arm just above the elbow.

2. Walk slightly in front of the individual.

3. Stop completely before going up or down stairs or curbs.

4. When entering a doorway, advise the individual which direction the door opens.

5. Never grasp an individual who is blind or vision impaired by the arm to lead them.

6. Offer to assist, but do not insist.

7. Follow the individual's instructions.

D. When a Service Animal is in Use

1. Never pat or interfere with the service animal.

2. Do not separate the service animal from its owner.

3. If it becomes necessary to arrest the individual utilizing the service animal and thus separate him/her from the service animal, then ask the individual who they would like to care for the animal. Contact that person and arrange for the animal to be placed in their care.

4. KRS 258.500 advises that "Persons with assistance dogs" as well as the service animals themselves shall not be denied equal "accommodations, transportation, or elevator service". Assistance dogs are exempt from all state and local licensing fees. No person shall willfully or maliciously interfere with an assistance dog or the dog's user.

E. Translated Documents

1. Vital Documents

a. Documents deemed to be vital documents by the Chief of Police will be translated into languages designated by the Chief of Police.

b. All translated vital documents will be available to all personnel as well as the general public.

2. Non-vital documents

a. Requests for translation of non-vital documents must be made to the Chief of Police.

3. Public Notification of Communication Services

a. At every Division of Police facility public entry point, signage shall be posted in languages designated by the Chief of Police reading that interpreters are available free of charge to any individual requesting or requiring the services.

F. Training

1. All bilingual officers will successfully complete the Advanced Language Program offered by the Division of Police, or demonstrate proficiency through examination, to be considered a bilingual officer and to receive Specialist pay compensation as outlined in the collective bargaining agreement for providing language assistance.

2. Officers receiving specialist pay shall not refuse to provide language assistance when available and requested.

3. Bilingual officers should attempt to participate in all offered refresher training provided through the Division of Police.

G. Tracking of Contact with LEP Individuals or Individuals who are Deaf/ Hard of Hearing or Blind/Vision Impaired

1. All Division of Police facility public entry points will maintain a visitor's sign in log that will track contact with all individuals, including those in need of communication assistance. The visitor log information will be stored electronically for later analysis as directed by the Chief of Police.

2. If an individual requests or requires communication assistance, this log will also track the type of assistance rendered, e.g. the Language Line, a bilingual officer, translated documents, or other forms of assistance.

3. Officers will utilize proper radio disposition codes when encountering individuals in need of communication assistance.

4. Internal Affairs will track all formal and informal complaints involving language barriers by noting such when entering the complaint into the IAPro system.

5. The Chief of Police will appoint the Language Access Coordinator who is responsible for coordinating all aspects of services offered by the division to LEP individuals or individuals who are deaf/hard of hearing or blind/vision impaired.

Distribution Code B – All Division Personnel

BILINGUAL UNIT SOP TABLE OF CONTENTS

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100.00 STATEMENT OF PURPOSE

The Oklahoma City Bilingual Unit was formed in order to assist the Department to perform its mission and deliver its services in situations where languages other than spoken English are used.

The Bilingual Unit performs this function by providing trained interpreters and translators, by maintaining contacts and relationships with communities and individuals who speak languages other than spoken English, and by performing linguistic and cultural training.

200.00 ORGANIZATION AND STAFFING

The Department undergoes periodic evaluation to ensure it is organized in such away that it meets the changing needs of the Oklahoma City community. This evaluation may result in changes over time, to redistribute resources to optimally address contemporary issues and conditions. Redistribution of personnel and resources may occur as a result of any Department reorganization.

The Department's organizational structure is depicted on an organizational chart that is reviewed, updated and distributed as a Special Order to all personnel as needed. The organizational chart depicts the formal lines of authority and communication within the Department.

The Oklahoma City Police Department Bilingual Unit falls under the chain of command within Operations Central.

All Bilingual Unit members have primary assignments. Membership in the Bilingual Unit is voluntary, and considered a secondary assignment i.e., there are no full time assignments to the Bilingual Unit. Bilingual Unit members can come from any bureau within the police department.

300.00 UTILIZATION AND DEPLOYMENT

310.00 UTILIZATION

The Bilingual Unit will be utilized in a variety of means.

1. Immediate call for interpreting assistance. Any police department employee may request assistance from any Bilingual Unit member to interpret or assist. These requests may be made informally, or formally through the Unit chain of command.

2. Scheduled appointment for interpreting assistance. Any police department employee may request, in advance, assistance from the Bilingual Unit to help with a future interpreting appointment. These requests may be made informally, or formally through the Bilingual Unit chain of command.

3. Request for participation in a community event. Any police department employee may request in advance, assistance from the Bilingual Unit to assist with a community event activity. These requests should be made formally through the Bilingual Unit chain of command.

4. Request for translation (written language) assistance. Translations, which refer to written language instead of spoken language, are generally performed by experts outside of the department. Any police employee who wishes to have a document translated should submit that request to the Bilingual Unit Supervisor.

5. Request for linguistic or cultural training. The Bilingual Unit is available to provide language training and cultural training to both Department employees and to citizens, whenever it is in the best interest of the Department. Requests for training should be submitted to the Bilingual Unit Supervisor.

320.0 DEPLOYMENT

Any on-duty Bilingual Unit member may self-dispatch to an interpreting need or request as long as his response is in line with his work unit's SOP and his/her chain of command has been informed of his assignment.

In addition, requests for assistance can be made directly to the Bilingual Unit officer, through the Communications Unit, or to the Bilingual Unit Supervisor.

Once deployed, the Unit member shall evaluate the request and determine if it is within his/her scope of expertise. The member shall then make the decision to:

1. Perform the assignment;

2. Request assistance from a more skilled member of the unit;

3. Refer the assignment to the Bilingual Unit Supervisor for reassignment.

In the event the Bilingual Unit is requested for out-of-jurisdiction assistance, the Bilingual Unit member receiving the request shall utilize his chain of command to obtain the Watch Commander's permission to comply with the request.

330.00 OFF DUTY CALL OUT

If a request for assistance occurs and no on-duty Bilingual Unit members are available for assistance, the Bilingual Unit Supervisor shall be contacted for possible off-duty call out of a Unit member.

The Bilingual Unit Supervisor shall evaluate the situation, determine if an off-duty Unit member should be activated, and if so, notify the member of the assignment. Communications will then be notified of the member's activation.

400.00 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

The goals of the Oklahoma City Police Department's Bilingual Unit are to assist the department to perform its mission and deliver its services in situations where languages other than spoken English are used. It is our goal to complete this task in the most efficient and effective manner possible. In doing so, we will commit ourselves to excellence and discharge our responsibilities professionally and courteously while making maximum utilization of available resources.

The Bilingual Unit will strive to keep abreast of the newest, latest and most up to date technology and information in order to maintain a well-trained and diverse unit with the ability to respond to the most demanding situations that arise within the community.

500.00 PERSONNEL DUTIES, AUTHORITY AND RESPONSIBILITIES

510.00 BILINGUAL UNIT SUPERVISOR

The Bilingual Unit Supervisor's duties will include, but are not limited to the following:

1. Directs the day-to-day operation of the Bilingual Unit;
2. Serves as coordinator and scheduler of assignments;
3. Acts as the Department's liaison, when needed, to second-language communities and individuals;
4. Plans Bilingual Unit assignments in cooperation with other agencies;
5. Collects and maintains information on assignments;
6. Reviews logs and reports for accuracy and completeness;
7. Assembles statistics on Bilingual Unit activity;
8. Maintains an inventory for Bilingual Unit.
9. Coordinates activities of the Bilingual Unit Lieutenants.

520.00 BILINGUAL UNIT LIEUTENANTS

Team Leaders (Lieutenants) will perform the following duties:

1. Keeps current records of members, equipment and training;
2. Provides supervision of Bilingual Unit members when on a Bilingual Unit assignment;
3. Assists the Bilingual Unit Supervisor as needed;
4. Assists with the training of Bilingual Unit Members;
5. Collects appropriate documentation and reports.

530.00 TRAINING DIRECTOR

The Bilingual Unit Supervisor shall appoint one member to be the Training Director.

This officer, in coordination with the Unit Supervisor, shall be responsible for the monthly training agendas as well as any scheduled linguistic or cultural training schools.

540.00 TESTING DIRECTOR

The Bilingual Unit Supervisor shall appoint one member to be the Testing Director. This position will not be filled by the same individual serving as Training Director.

The Testing Director, in coordination with the Unit Supervisor, shall be responsible for the monthly and annual testing of all Bilingual Unit members, as well as assisting the Training Director with testing procedures during scheduled language schools.

550.00 UNIT MEMBERS

Bilingual Unit members' duties will include, but not be limited to:

1. Performs all the tasks assigned to him/her, and successfully completes the assignment. This includes responding to on and off-duty callouts:

2. Completes any necessary reports;

3. Keeps a running log of Bilingual Unit activity performed by that officer;

4. Continues to strive to increase his skill level and the skill levels of his fellow Unit members.

600.00 PERSONNEL SELECTION PROCEDURES

The Oklahoma City Police Department Bilingual Unit is a voluntary unit and the duties of the officers on the Bilingual Unit are in addition to the officer's regular assignments. Applicants who wish to be considered for duty on the Bilingual Unit must meet the following requirements and go through the following procedures.

610.00 BILINGUAL UNIT SUPERVISOR

The Chief of Police, or his designee, selects the Supervisor of the Bilingual Unit. The selection is made based on work experience, interpersonal skills and general reputation as a manager. Second language competence, while valued, is not a requirement.

620.00 BILINGUAL UNIT LIEUTENANTS

The Bilingual Unit Supervisor, after consultation with the Unit's chain of command and existing Bilingual Unit lieutenants, shall select appropriate lieutenants to serve as Team leaders and co-supervisors. Second language competence, while valued, is not a requirement

630.00 BILINGUAL UNIT MEMBERS

A. Must be in good standing with the Department;

B. Cannot be on any kind of disciplinary probation;

C. Provide documentation of special training, skills or experience;

D. Submit request to Bilingual Unit Command via divisional chain of command; and

E. Upon approval of Division Supervisor and Bilingual Unit Command, the Division Bilingual Unit Lieutenant will select potential Bilingual Unit members to be given the ACTFL-OPI or SIIPI test.

Successful applicants who attain an Intermediate or above score on the ACTFL OPI or SLIPI test will be admitted as probationary members to the Bilingual Unit for the period of one year.

After the completion of one year of successful performance on the Bilingual Unit, the officer will be given full, non-probationary status.

700.00 TRAINING AND DEVELOPMENT

The Bilingual Unit will provide training, as needed, to Bilingual Unit members and other departmental employees.

Training shall be provided for several reasons:

1. To ensure that Unit members' skills do not deteriorate over time;

2. To raise the skill level of Unit members;

3. To introduce other departmental employees to linguistic and cultural issues;

4. To train other departmental officers to become qualified as Bilingual Unit members.

710.00 MONTHLY TRAINING

The Bilingual Unit shall train the first Wednesday of each month except January. This continual training is to increase and maintain skills consistent with the variety of the mission. Training is required in order to create a highly specialized Unit capable of performing with precision in all situations. All Bilingual Unit members are required to attend monthly training unless approved by appropriate authority.

720.00 ACADEMY TRAINING

Each academy recruit class is taught, both cultural awareness and Spanish. The Bilingual Unit is tasked with providing instruction in both these areas.

800.00 ANNUAL INSPECTION

The Bilingual Unit will cooperate with the Staff Inspections Unit, when they perform inspections of the Unit. The purpose of the Staff Inspection is to compare the department's formal expectations with the actual performance of the Unit.

900.00 RECORDS MANAGEMENT AND SPECIAL REPORTING

When a Bilingual Unit Member uses his language skill to interpret for another officer, he/she will ensure that his/her participation and the information interpreted are recorded in a police report, if necessary. This report may be either the initial officer's report, or a supplemental report filed by the Bilingual Unit member. All completed supplemental reports will be reviewed and then processed into the Records Unit.

910.00 TRAINING RECORDS

Training records will be completed and maintained by the Training Director. Copies will be provided to the Training Center for CLEET credit whenever possible.

920.00 RECORDS RETENTION

The Bilingual Unit will adhere to Oklahoma State Statutes and the Record's Retention Policy of the City of Oklahoma City regarding records retention.

1000.00 COLLECTION AND PRESERVATION OF EVIDENCE

Bilingual Unit members may locate property or evidence during the course of their duties. During such situations, members will document the recovery of such item, preserve and/or collect it, and submit it per applicable procedure. A report will be made.

1100.00 EQUIPMENT/VEHICLE OPERATION AND CONTROL

The Oklahoma City Police Department Bilingual Unit utilizes a wide variety of specialized equipment in order to perform its interpreting, training and public relations duties. Property management includes the care and maintenance of existing equipment, accurate record keeping, and the procurement of new equipment that updates and replaces current equipment that is no longer serviceable.

APPENDIX A GLOSSARY

Oklahoma City Bilingual Unit officers use the following terms in their course of their duties. Knowledge of these concepts is very valuable to any employee wishing to make use of Bilingual Unit members' abilities, or to further their own understanding of second language and cultural issues.

ACTFL

American Council of Teachers of Foreign Language. This national organization has developed objective, standardized tests of spoken languages, the ACTFL tests. It is this test that the Department uses to determine the skill level of Bilingual Unit members. Each Bilingual Unit member is labeled with their ACTFL OPI score, which is an excellent description and ranking of their ability to speak and understand their target language. Detectives and other individuals needing formal or complex interviews performed should attempt to use a Bilingual Unit member with an Advanced or Superior ACTFL score.

ACTFL OPI

The ACTFL Oral Proficiency Interview is the specific tool the Department uses to test Bilingual Unit members. It tests oral conversational ability only, with no reading, writing, or specific vocabulary required.

ADVANCED LEVEL

This is the next-to-highest level of proficiency on the ACTFL scale. Speakers at this level do not speak or understand as well as a native speaker, but have a high level of ability nonetheless.

AMERICAN SIGN LANGUAGE

American Sign Language, or ASL, is one of the sign languages spoken by many deaf individuals. (See also, SEE Sign.) While ASL is not a spoken language, it is correct and common usage for officers to refer to Deaf individuals and signers as 'speaking' ASL.

ASL is not based on English, but is a separate language with its own grammar, usage and idioms. It is not a universal language, but is specific to people living in North America. Not every deaf person speaks ASL. All Bilingual Unit Sign Language members speak some level of ASL

CERTIFIED

While it is common for people to speak of Certified Interpreters, there are actually very few certifying agencies in the USA. In Oklahoma, only Medical Interpreters and ASL Interpreters can become certified. All other agencies and industries, such as government, education and law enforcement, develop their own in-house standards for second language use. It is incorrect to call any of these individuals, including any police officer, a 'certified' interpreter, unless they have gone through Medical Interpreting or ASL Interpreting Certifying process.

CONSECUTIVE INTERPRETING

Consecutive Interpreting refers to the stop-and-go pattern used in many interpreting situations. A speaker will speak a short sentence or two, then pause, and the interpreter will speak, interpreting the words of the speaker. This is a higher level of interpreting than Summary Interpretation, but lower than Simultaneous Interpreting.

When using Consecutive Interpreting, Departmental employees can greatly assist Bilingual Unit members by speaking in short, choppy sentences, thus allowing the interpreter to interpret short ideas rather than long, complicated ones.

CULTURAL BROKER

Communication involves not just language, but also an understanding of the cultural assumptions of both involved parties. Members of the Bilingual Unit are expected to act not just as interpreters, but also as Cultural Brokers, assisting parties on both sides to clearly and fully understand any miscommunications or misunderstandings due to cultural differences.

Officers using Bilingual Unit members are encouraged to ask the Interpreter if there are any cultural issues that might be helping or hindering the transmission of their messages.

DOMINANT LANGUAGE

Regardless of an individual's native country, family history or language history, they will have evolved a Dominant Language, the language they are most comfortable in. When communication is of great importance the individual's Dominant Language should be used. Determining a bilingual individual's Dominant Language can be difficult, and assumptions should not be based purely on the individual's native language or home language.

Miranda warnings and any statements obtained after a Miranda warning should always be obtained in the suspect's Dominant Language. Specific and focused questions should be asked of the suspect to determine his Dominant Language, if the subsequent questioning is to be accepted in court.

DEPARTMENT OF REHABILATATIVE SERVICES

The Oklahoma DRS is the agency that oversees Deaf and Sign Language Issues. Their agency tests and certifies ASL speakers, using the QUAST and SLIPI tests.

ETHNICITY

The Federal government defines five Races (See Race). Subcategories of Race are Ethnicities such as Hispanic.

FLUENCY

Describing a speaker as 'fluent' or 'being fluent in a language' is common but misleading, as it is an inexact and undefined term. The Department uses the ACTFL-OPI and SLIPI scores to more correctly and exactly define an officer's skill level.

GIST

Many people who are not fully competent in a language can still understand portions of the language. This is called 'getting the gist' or 'understanding the gist' of the language. Individuals who feel they can understand the gist of what was said often miss many crucial words and ideas that can greatly alter meaning.

Officers should remember that it is an inaccurate and unreliable method of understanding, and little weight should be given to statement information obtained at this level.

HERITAGE SPEAKER

A Heritage Speaker is an individual who was raised in a family environment where a second language was spoken, as opposed to a Native Speaker, who grew up in the country of that language. Many Bilingual Unit members are Heritage Speakers. These individuals can have a strong, natural understanding of the language, but also could incorporate many errors in their speaking due to their lack of time in the native country.

The Department does not depend on Heritage Speakers to perform written translations, as a written translation needs the skill level of a Native Speaker.

HISPANIC

Hispanic is the most common term to describe someone of Hispanic Ethnicity. It is preferred, and is far more precise, than 'Spanish' or 'Mexican.' Latino is also used with equal correctness.

IDIOM

An idiom is a phrase made up of words that do not actually describe the phrase's meaning. "What's up?" "I'm beat" and "Clear as a bell" are all examples of idioms, none of which are clear when translated word for word. Officers are encouraged to avoid the use of idioms when using Bilingual Unit members, as idioms are notoriously difficult to interpret.

INTERMEDIATE

The middle level of the ACTFL-OPI is the Intermediate level, and is the entry level for Bilingual Unit membership. Speakers at this level are more advanced than beginning, or Novice, speakers, but still struggle with the language. They can generally make themselves clear, but cannot interpret or understand complicated or subtle ideas.

INTERPRETATION

Interpreting involves spoken (or signed) language, while Translating involves written language. If a person is speaking, they are Interpreting, not Translating.

INTERPRETER

In spoken languages, this is a general term and can be applied to people speaking at many levels. In the Deaf Community, however, this is a legally defined specific term that implies the Interpreter is a QAST Certified, neutral, third party interpreter, not a Bilingual Unit member who speaks ASL.

L.E.P.

A person who does not speak or struggles with English is defined as a Limited English Proficiency individual. The Bilingual Unit primarily deals with LEPs.

LATINO

Another term used in conjunction with Hispanic, although Latino is sometimes a more politically laden term.

NATIVE SPEAKER

A Native Speaker spent the majority of his childhood in a country speaking his native language. This contrasts with a Heritage Speaker, who learned his second language in a home environment, but outside of a country that spoke that home language.

NATIONALITY

Nationality refers to the legal permanent residence of an individual, rather than to their race, ethnicity or which language they speak.

'Spanish' is not a nationality. Likewise, officers should not assume a Spanish-speaker's nationality is Mexican unless that has been specified. Many Hispanics in the Oklahoma City area have a nationality of a country other than Mexico.

NOVICE

A Novice is the lowest of the ACTFL skill levels, and describes a low-functioning individual.

QAST

The QAST test (Quality Assurance Screening Test) is the test the Oklahoma Department of Rehabilitative Services administers to professional ASL Interpreters. It is a high-level, very rigorous test. The Department uses the DRS SLIPI test instead.

RACE

There are five Races defined and used by the Federal government: White, Black or African American, American Indian or Alaskan Native, Asian, and Native Hawaiian or Other Pacific Islander.

Hispanic, Mexican, Vietnamese and similar terms are not races, they are Ethnicities or Nationalities. Bilingual Unit members should accurately describe individuals by using all three categories: Race, Ethnicity and Nationality.

S.E.E SIGN

Signed Exact English, or SEE Sign, is another sign language used by some Deaf individuals. It is not a separate language, but signs English nearly word for word. A Deaf person might speak SEE Sign, ASL, a combination of both, or neither.

SIMULTANEOUS INTERPRETATION

Simultaneous Interpreting is the highest level of interpreting. In this method, the Interpreter speaks at nearly the same time as the speaker, interpreting his words at the same rate they are spoken.

SLANG

Slang is a non-standard usage of words. In general, slang is difficult to interpret and should be avoided when using a Bilingual Unit member.

SLIPI

The SLIPI test is the test the Oklahoma Department of Rehabilitative Services administers to any level of ASL speakers. The Department uses the test as the standard.

SPANGLISH

Spanglish refers to a mix of Spanish and English, the normal result of speaking one language in the presence of another. Spanglish is, in general, a slang language and thus should be understood by Bilingual Unit Spanish speakers, but generally not spoken by them.

It should also be remembered that Spanglish is generally only picked up by Spanish speakers who have spent some time in the US. Newly arrived immigrants are generally very unfamiliar with any Spanglish, and again, Bilingual Unit members should avoid its use with them.

SUMMARY INTERPRETATION

Summary Interpretation occurs when an interpreter listens to a speaker, and then summarizes what was said as he interprets, as opposed to more accurate word for word interpretation. This method of interpretation is by far the most common, and can be useful, if the speakers understand that their whole meaning is not getting through; only a summary is being interpreted, with many details and ideas left out. An officer needing a formal statement from a suspect or witness should not rely upon summary interpreting.

SUPERIOR

Superior is the highest of the four ACTFL levels. It implies the speaker could speak at an educated native's level.

TRANSLATION

Translation refers to writing, whereas Interpreting refers to speaking.

WORD FOR WORD INTERPRETING

Word for word interpreting is contrasted with Summary or Gist interpreting. While no two languages can literally be interpreted word for word, this method of interpreting attempts to capture complete meanings, rather than Summarizing or shortening ideas. Bilingual Unit members should be asked to perform Word for Word interpretations for important suspect or witness statements.

OKLAHOMA CITY POLICE DEPARTMENT
BILINGUAL UNIT ACTIVITY REPORT

Version 1.0, revised 01-Jan-08

Dates | Shift | Assignment | Officer's Name | Comm #

Event #	Incident: Event Location	Incident: Nature	Incident: Case or Sequence Number	Times: Start Time	Times: End Time	Minutes: Minutes Regular Duty	Minutes: Minutes Special Assignment	Minutes: Minutes Overtime	Minutes: Minutes Comp Time	Timing: Immediate	Timing: Scheduled	Bureau: Investigations	Bureau: Operations	Origin: Self-initiated	Origin: Request from Officer	Origin: Request from Supervisor	Origin: Request from Dispatch	Origin: Request from Bilingual Unit	Origin: Request from Citizen	Assisted: Own Unit	Assisted: Other Unit	Assisted: Other Bureau	Assisted: Other Agency	Output: Verbal Only	Output: Reports	Output: Recorded Interviews	L: Spanish, Vietnamese, ASL	T or I: Spoken Interpretation	T or I: Written Translation
	TOTALS >>>																												
1																													
2																													
3																													
4																													
5																													
6																													
7																													
8																													
9																													
10																													

COMMENTS, NEW VOCABULARY, POPULATIONS ENCOUNTERED, ETC.

FELONS IDENTIFIED	CHARGE			

Dates
This sheet could cover a day, a week, a set, or any period up to a month; whatever time period is appropriate. Fill out as many sheets as you need, and either turn them in at the monthly meetings or interoffice-mail them to the Bilingual Unit Supervisor.

Shift
Either your Patrol Shift (1, 2, 3rd) or your investigations shift, Day, Evening, etc.

Assignment
Your general assignment: SF Patrol, Domestic Violence, Crime Lab, etc.

Officer's Name & Commission Number
Either the officer, civilian employee or civilian volunteer name and ID number.

Incident

Event Location
Address or location of the incident. 'Office' or 'Central' can suffice for Detectives.

Nature
Nature of the call.

Case or Sequence Number
Either your case number, or if no Case Number was obtained, the Dispatch Sequence Number. Telephone calls and casual civilian contacts will often not generate a case number or sequence number.

Times

Start Time
Time you began assistance.

End Time
Time you finished providing 2nd language assistance.

Minutes

Minutes Regular Duty
How many minutes you spent providing assistance as part of your regular duty shift in your own Bureau.

Minutes Special Assignment
Minutes you spent AWAY FROM YOUR NORMAL DUTIES on providing assistance.

Minutes Overtime
Minutes you spent earning Overtime providing assistance.

Minutes Comp Time
Minutes you spent earning Comp Time providing assistance

Timing

Immediate
Did you provide this assistance without much prior warning, or,

Scheduled
Was this request for assistance scheduled in advance?

Bureau

Investigations
Was this call primarily assisting an Investigations unit?

Operations
Was this call primarily assisting an Operations unit?

Origin

Self initiated
Did you self-initiate this incident yourself?

Request from Officer
Did this request come directly from an officer or detective?

Request from Supervisor
Did this request come to you from a supervisor?

Request from Dispatch
Did this request come from Dispatch?

Request from Bilingual Unit
Was this request scheduled through the Bilingual Unit or a Bilingual Unit supervisor?

Request from Citizen
Did this request come from a citizen?

Assisted

Own Unit
Did you provide assistance primarily for your own Detective Unit or Patrol Division?

Other Unit
Did you leave to assist to another Unit or Patrol Division? (Santa Fe officer assisting Springlake, Larceny detective helping Robbery, etc.)

Other Bureau
Did you leave your Bureau to assist a different Bureau? (A Patrol Officer helping a detective, a detective helping on a patrol call, a Patrol Officer assisting at the jail, etc.)

Other Agency
Did you assist County, OHP, ICE, etc?

Output

Verbal Only
No reports made, or only FI/Citations filled out.

Reports
Crime Incident, Arrest Report, or Detective report generated.

Recorded Interview
Was your interpreting recorded, either audio or video?

Language

Either **S** for Spanish, **V** for Vietnamese, or **A** for ASL

Mode

Spoken
Was this exclusively a speaking assignment?

Written
Did you read/write or translate a written document?

Felons Identified & Charges

During the course of your assistance, were any Felony Suspects arrested OR Identified?

Comments

Please enter any additional comments, ideas, suggestions, vocabulary encountered, different dialects heard, etc., in this space.

GUIDELINE #: 7.3
CONCERNING: JOB CLASSIFICATION & ASSIGNMENT
SUPPLEMENTAL: COMMUNITY SERVICE OFFICER
EFFECTIVE DATE: 3-15-93

I. A Police Officer or civilian as assigned by the PSD/Chief of Police will be assigned to the position of Community Service Officer. This officer is not a member of the Patrol Division or the Investigation Division, but is a support service individual under the direction of a supervisor. The Community Service Officer answers to the Shift Supervisor, the Captain, and the PSD/Chief, and supervises no one.

II. The Community Service Officer is responsible for the following duties and responsibilities:

A. Uniformed Civilian

B. Crime Prevention/Community Relations Officer

C. Vehicle Maintenance Officer

D. Street Beat Patrols

E. Provide language translation and cultural education

F. Receive and document desk reports

G. Relief to Office Staff

H. Maintain and enforcement of abatement notices on junked vehicles and machinery

I. Conduct department tours

J. Attend meetings

K. Complete Monthly reports

L. All other duties as assigned

III. The Community Service Officer is a uniformed position. The Community Service Officer will not perform patrol functions but may respond to back up other officers. The Community Service Officer is at the disposal of the Street Supervisor and Senior Patrol Officer when requested to assist.

CONTINUATION OF GUIDELINE #7.3

Community Service Officer

Immediate Supervisor: Police Lieutenant

General Responsibilities:

A) Assume primary interpretation and translation responsibilities for the police department in Spanish, Lao, or both.
B) Assist the police department in cultural sensitivity and understanding
C) Provide programs to the public on police department functions and purposes
D) Assist all other city agencies as assigned
E) Assist the Crime Prevention Officer with programs and responsibilities
F) Assist with the responsibilities of the Vehicle Maintenance Officer
G) Conduct "public relations" street beat patrols of the business community when assigned
H) Manage and conduct all "vacation checks" on a weekly basis
I) Assigned some minor desk reports which do not have suspects or where no follow-up is necessary
J) Fill in for clerical staff during vacations and sick leave
K) Monitor and issue all abatement notices on junk vehicles and machinery as forwarded by the patrol division and administration
L) Assist patrol officers at crime scenes, fire scenes, and accident scenes
M) Patrol the streets of the community and report all criminal activity to a police officer
N) Complete monthly reports of activities to the Captain
O) Does all other related work as required

Minimum Requirements:

A) High school graduate or GED equivalent
B) College credit preferred
C) Knowledge and command of the languages: Spanish, Lao or both
D) Able to speak, read and write the English language clearly
E) Ability to prepare written reports
F) Possess or be able to attain a valid Iowa license
G) Pass an extensive background investigation
H) Pass a physical agility test
I) Display report writing ability
J) Pass a medical physical exam
K) Successfully complete field training

Salary range: Pay Grade 10
FLSA Status: Non-exempt

Effective: 3/15/93

COMMUNITY SERVICE OFFICER

GENERAL PURPOSE

Performs a variety of cultural tasks along with routine civilian support service work in support of law enforcement activities.

SUPERVISION RECEIVED

Works under the close supervision of the Police on-duty Lieutenant.

SUPERVISION EXCERCISED

None.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Assumes primary interpretation and translation responsibilities for the Police Department in Spanish, Lao or both. Assists the Police Department in cultural sensitivity and understanding.
- Provides programs to the public on Police Department functions and purposes.
- Assists all other City agencies as assigned.
- Assists the Crime Prevention Officer with programs and responsibilities. Assist with the responsibilities of the Vehicle Maintenance Officer.
- Conducts "public relations" street beat patrols of the business community when assigned.
- Manages and conducts all "vacation checks" on a weekly basis.
- Assigned some minor desk reports which do not have suspects or where no follow-up is necessary.
- Fills in for clerical staff during vacations and sick leave.
- Assists patrol officers at crime scenes, fire scenes and accident scenes. Patrols the streets of the community and report all criminal activity to a police officer.
- Conducts code enforcement activities for the Police Department.
- Completes monthly reports of activities to the Captain.

PERIPHERAL DUTIES

Serves on various employee and other committees as assigned.
Performs related work as assigned.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

(A) High school graduate or GED equivalent.

Necessary Knowledge, Skills and Abilities:

(A) Knowledge and command of the languages: Spanish, Lao or both
(B) Able to speak, read and write the English language clearly.
(C) Ability to prepare written reports.
(D) Ability to pass an extensive background investigation.
(E) Ability to pass a physical agility test.
(F) Display report writing ability.
(G) Ability to pass a medical physical exam.
(H) Successfully complete field training.

SPECIAL REQUIREMENTS

Valid Iowa Driver's License or ability to obtain one prior to employment.

DESIRED QUALIFICATIONS

College credit preferred.

TOOLS AND EQUIPMENT USED

Personal computer, including word processing and specialized software; phone, typewriter, calculator, fax machine, copy machine; police car, police radio, pager, first aid equipment, vehicle lock out tools, camera.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is occasionally required to run; stand; walk; use hands to finger, handle or operate objects, tools or controls; reach with hands and arms; climb or balance; stoop, kneel, crouch or crawl; and taste or smell.

The employee must occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works in outside weather conditions.

The noise level in the work environment is usually quiet in the office to moderately noisy in the field.

SELECTION GUIDELINES

Formal application, rating of education and experience; oral interview, background check, driving record check, and reference check; job related tests may be required.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related of a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

SALARY RANGE: $9.50 - $12.51

F.L.S.A STATUS: Non-exempt

INTERPRETER

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

DEFINITION

Incumbents perform interpretation and translation services for various areas of the Department; perform related office support work.

SUPERVISION RECEIVED AND EXERCISED

Receives direct supervision from a civilian supervisor.

ESSENTIAL FUNCTIONS

1. Perform consecutive interpretation in the field or as part of an investigation.

2. Transcribe audio tape records.

3. Translate voluntary statements and evidentiary papers; may translate official forms, legal and non-legal documents, and official correspondence.

4. Travel to crime scenes, auto accident sites, and associated facilities such as detention centers and hospitals to provide interpretation services for uniformed officers and investigative staff.

5. Attend interviews, meetings, and interrogations to provide interpretation service.

6. Use bilingual skills to assist Department employees and the public in person and by telephone.

7. Use bilingual skills to act as a liaison between the Department, other government agencies, and community organizations, and the general public.

8. Exemplify Department Values.

QUALIFICATIONS

Knowledge of:
Conversational, colloquial, and idiomatic English;
Written English, including grammar and punctuation;
Conversational, colloquial, and idiomatic forms of a foreign language;
Written form of a foreign language, including grammar and punctuation;
General office procedures and practices, including record keeping

Ability to:
Fluently read, write, and speak both English and a foreign language;
Learn terminology and jargons used in the law enforcement community;
Perform consecutive interpretation;
Travel to auto accident sites, crime scenes, and other sites to perform interpretation services;
Translate written statements and documents;
Transcribe audio recordings;
Demonstrate professional ethics when performing interpretation and/or translation work;
Produce printed, translated products by using a word processing program in the computer;
Operate office equipment such as fax machines, copiers, and phones;
Maintain records;
Communicate clearly and concisely, both in oral form and writing;
Establish and maintain effective working relationships with those contacted in the course of work;
Maintain confidentiality;
Demonstrate those characteristics which are consistent with Department values;
Maintain physical and mental conditions appropriate to the performance of assigned duties and responsibilities.

Experience and Training/Education Requirements

Experience: One year of professional experience as an interpreter and/or translator in a government or community agency or business corporation.

Training: High school diploma or General Education Diploma (GED).

Certificate: Possession of a State Court Interpreter Certificate as a Certified Interpreter or equivalent may substitute for one year of professional experience as an interpreter.

License: A valid Nevada Class "C" driver's license.

Physical Conditions:
Sit or stand for extended periods of time to work in the office and in the field; drive on urban and rural roads to reach sites to perform interpretation services.

SUPERVISING INTERPRETER

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

DEFINITION

Incumbents train, review, and evaluate the work of Interpreters; schedule employees; perform the more complex and consequential translation work impacting on significant criminal investigation and/or prosecution efforts.

DISTINGUISHING CHARACTERISTICS

This is the first-line supervisor in the Interpreter class series distinguished by the absence of overall program planning and coordination functions.

SUPERVISION RECEIVED AND EXERCISED

Receives direct supervision from assigned management staff.

Exercises direct supervision over staff.

ESSENTIAL FUNCTIONS

1. Supervise employees; monitor, review, and evaluate performance; assist in hiring of new employees.

2. Schedule employees; schedule interpreters for appointments with any Department work units needing language interpretation for interviews; prepare and submit payroll reports.

3. Assess staff training needs; work with employees to correct deficiencies; resolve general performance and conduct issues.

4. Assist in developing program goals and objectives; implement approved policies and procedures.

5. Prepare various reports and memos on operations and activities.

6. Assist in monitoring inventory.

7. Respond to inquiries and complaints from the public, employees, and management staff; answer phone calls routed to the supervisor's desk; provide information and assistance as appropriate.

8. Perform the more complex and consequential translation work.

9 May testify in court.

10 Exemplify Department Values.

QUALIFICATIONS

Knowledge of:
Principles of supervision, training and performance monitoring;
General office practices, procedures and computer equipment;
Principles and practices of record keeping;
Conversational, colloquial, and idiomatic English;
Written English, including grammar and punctuation;
Conversational, colloquial, and idiomatic forms of a foreign language;
Written form of a foreign language, including grammar and punctuation;

Ability to:
Monitor, organize, and review the work of staff;
Identify training needs and develop, present, and evaluate training;
Prepare clear and concise reports;
Monitor inventory;
Communicate clearly and concisely both orally and in writing;
Operate office equipment such as fax machines, copiers, phones, and computers;
Maintain records;
Establish and maintain effective working relationships with those contacted in the course of work;
Maintain confidentiality and ensure the same from subordinates;
Demonstrate those characteristics which are consistent with Department values;
Perform consecutive interpretation;
Learn terminology, codes and jargons used in the law enforcement community;
Travel to auto accident sites, crime scenes, and other sites to perform interpretation services;
Translate written statements and documents;
Maintain physical and mental conditions appropriate to the performance of assigned duties.

Experience and Training/Education Requirements

Experience: Two years of professional experience as an interpreter and/or translator in a sizable government or community agency or business corporation.

Training: High school diploma or General Education Diploma (GED).

Certificate: Possession of a State Court Interpreter Certificate as a Certified Interpreter or equivalent may substitute for one year of professional experience as a interpreter.

License: A valid Nevada Class "C" driver's license.

WORKING CONDITIONS

Environmental Conditions:
Office environment; work with computers; travel from site to site; varying weather conditions typically associated with working in the field; unpleasant sights, sounds, and smells associated with auto accidents and crime scenes.

Physical Conditions:
Sit or stand for extended periods of time to work in the office or in the field; drive on urban and rural roads to reach sites to perform interpretation services.

I. Background

For years, the Department has been running the Hispanic Interpreter Services Program (HISP) which employs 30 part-time Spanish Interpreters and three part-time Lead Spanish Interpreters. These part-time employees are primarily stationed at City Hall to provide verbal interpretation and written translation services to all work units of the Department. As and when the need arises, interpreters respond to auto accident sites and go to crime scenes, hospitals, jails, business offices, as well as residential homes. Much of the work is done verbally, but the Department has also seen the steady growth of the need for high-quality translation service, especially pertaining to voluntary statements and records of interrogation involved in high-profile cases. Such service needs to be consistent with stringent court standards and able to withstand challenges from defense attorneys who have access to persons highly proficient in interpretation and translation services as well.

As such service carries more impact on criminal investigations and possible prosecutorial efforts, it is generally done by a panel of three part-time Lead Spanish Interpreters, who are also tasked with training, coaching, and reviewing the work of employees at the journey level. As their workload has steadily grown over the last three years, the need to turn these part-time positions into full-time first-line supervisors has also become obvious. Full-time supervisory positions are expected to provide the Department with better assurance of employee accountability, dedication, and coverage in terms of days and time when they are expected to report for work, quality control, continuity in the professional standards that a core group of employees uses, as well as retention of expertise. That is why Central Patrol is intent on turning their three part-time *Lead Spanish Interpreter* positions into full time, each of which will supervise a team of 10 part-time Spanish Interpreters.

As the demand for interpretation and translation services from various LVMPD units grows, so does the need for a central person having the *broad perspective* of ensuring uniformity and consistency in operating the language services program in the following areas: hiring, training, and production standards, budget and policy planning, significant employee conduct and grievance issues, external and internal complaints, and use of office devices and facilitating equipment. These functions, ***minus*** technical decisions on how accurate our interpretation work products is, have been assumed by a Police Lieutenant when they actually should be assigned to a civilian supervisor to allow the lieutenant more time for what he/she has been trained to perform: law enforcement and section-wide management responsibilities.

Central Patrol has obtained preliminary funding for a civilian program coordinator position, as well as three full-time first-line supervisor positions to replace an equal number of part-time positions. Personnel has, therefore, been requested to determine the proper class titles and pay grades for these positions. However, we believe we should take the opportunity to set the pay grade of the journey level as well, so that Central Patrol will have an anchor by which they can perform their budget planning as and when they need to turn some of their 30 part-time Spanish Interpreter positions into full time.

II. Methodology

For a study of this nature, salary surveys are an essential part. With few exceptions, industry practices are that whenever a class series (e.g. LEST, Senior LEST, and LEST Supervisor) exists, salary surveys are done at the journey level only, because this is usually where open recruitments and hence market competition take place. An extra impetus for a survey to be done at the journey level, seen at the Appendix, has come from the fact that Central Patrol envisions hiring full-time Interpreters in the near future.

In addition, internal comparisons using the usual nine compensable factors were also done to confirm the feasibility of using such survey data. Afterward, discussions with Patrol Services Bureau management and incumbent Lead Spanish Interpreters were held to obtain the latest information on the HISP program. Subsequent consultations with Bureau management and PPACE were done before the study findings and recommendations were submitted to the chain.

III. Salary Survey Data

At the journey level, the survey produced data from 8 respondents among 24 sizable neighboring jurisdictions. "Court Interpreter" is considered a job match alongside "Interpreter/Translator" because there is no significant difference in the knowledge and skills when comparing the two and because it is generally the same pool of job applicants responding to job advertisements posted by the Department and our competitors covered by the survey.

The journey-level survey data includes minimum pay as low as $24,378 and maximum pay as high as $70,366. Employers like San Bernardino County and Salt Lake County are not known to pay any of their positions high, whereas the opposite is generally true with North Las Vegas, and then there are employers like Phoenix and Washoe County generally positioning their compensation levels in between. The average survey data at the range minimum indicates an hourly pay at $16.59, which is marginally above its LVMPD N24 counterpart at $16.36, versus the hourly $15.45 we pay our part-time Spanish Interpreters. We base our comparison primarily on the range minimum because this is the typical hiring pay point and because few applicants can take a pay cut and look forward to how much they will be making in ten years.

As many part-time positions are filled by persons having other sources of income, we cannot assume that the $15.45 hourly pay is competitive when applied on full-time positions. While the survey data does indicate that N24 may be a competitive pay level, we still need to find out if it is reasonable within the LVMPD civilian pay plan.

IV. Compensable Factor Comparison

The following comparison based on compensable factors employs LEST as the benchmark:

Interpreter	Law Enforcement Support Technician
Knowledge required: One year of experience as a professional Interpreter/translator in a business, community, or govt agency, plus a high school diploma; or possession of the Nevada Court Interpreter Certificate.	*Knowledge required:* Possession of a high school diploma or equivalent.
Supervision received: Receives supervision typical of office support employees. Language interpretation work does not allow much room for personal discretion.	*Supervision received:* Receives supervision typical of office support employees. Exercises limited discretion on completion of office and/or law enforcement support assignments.
Guidelines available: Straightforward. Work performance and conduct are governed by Code of Professional Responsibility to ensure accuracy, completeness, impartiality, confidentiality, avoidance of conflict of interest, and a defined scope of practice.	*Guidelines available:* If exists, the operational manual for support functions (e.g. Data retrieval using the Multi-System Guide, data entry, filing, and receptioning) tends to be straightforward and detailed, leaving little room for interpretation.
Complexity: The singular focus of language interpretation work mandates that actions to be taken are readily discernible involving little or no choice to be made. The work is, therefore, quickly mastered.	*Complexity:* Tasked with a larger variety of law enforcement and office support functions. Decision making involves the recognition of the existence of, and differences among, different sources of information, transactions, or entries.
Scope and consequence of work: Interpreting at interrogations and interviews allows the employee access to highly confidential information. Other duties affect the accuracy or reliability of further processes.	*Scope and consequence of work:* The work affects the accuracy or reliability of further processes but seldom critical enough to derail investigations and law enforcement functions.
Supervision exercised: none.	*Supervision exercised:* none.
Purpose of contacts: To obtain or give information.	*Purpose of contacts:* To obtain or give information.
Physical demands: Driving a department vehicle to respond to a service call or working inside an office does not require any special agility or dexterity.	*Physical demands:* Working inside an office does not require any special agility or dexterity.
Work environment: Gruesome or mentally disturbing features found at crime scenes or auto accident sites.	*Work environment:* Typical office work environment with adequate lighting, heating, and ventilation.

From the above comparison, we can see that both classes of positions are on a par with each other under most compensable factors. Some differences do exist. Interpreter has a higher entry work experience requirement, is allowed access to highly confidential information due to interpreting at interrogations and interviews, and a less inviting work environment. However, this situation is offset by the higher job complexity of many LEST positions because, whereas Interpreter has the singular focus on interpretation and translation work, LEST employees are tasked with a larger variety of law enforcement support and office support functions. In addition, they are also expected to possess more flexibility and adaptability when transferring from one position to another. As such, there should be pay parity between Interpreter and LEST.

V. Titling and Structuring

Given the above, we recommend that Interpreter be paid at the same pay grade as LEST, i.e. N24, if they become full-time positions. Following the departmental convention set by the Ralph Andersen Study that allows the direct supervisor class a 15-percent differential, we recommend N30 ($39,458 - 58,406) for the supervisory level and N36 ($45,760 - 67,725) for the Interpretation Services Coordinator.

Pay Grade	Interpreter Class Series *(proposed)*
N24	Interpreter *(if becoming full-time)*
N30	Supervising Interpreter *(proposed)*
N36	Interpretation Services Coordinator *(proposed)*

Upon consultation with Patrol Services Bureau, we recommend the generic title of "Interpreter" rather than the specific title of "Spanish Interpreter" because of the possible future need to include interpretation and translation of languages other than Spanish.

VI. Funding

We understand that for 2007-08, Central Patrol has obtained approval of $112,323 for 3 positions at the supervisory level and $42,364 for one position at the program coordinator level. As the positions are not expected to be filled until the last quarter of 2007-08, and as new hires are typically paid at the range minimum, the current funding level is expected to more than cover the expenditure. However, Central Patrol may need to seek additional funding for 2008-09 commensurate with the proposed pay grades.

VII. Recommendations

Given the above findings and analysis, we recommend approval of the following:

(A) Creation of a new class series called "Interpreter" consisting of Interpretation Services Coordinator, Supervising Interpreter, and Interpreter;

(B) Creation of one full-time Interpretation Services Coordinator position paid at N36 (($45,760 - 67,725) of the civilian pay plan;

(C) Creation of three full-time Supervising Interpreter positions paid at N30 ($39,458 - 58,406);

(D) Setting the pay range of Interpreter at N24 ($34,029 - 50,398) to provide a reference for Central Patrol to perform budget planning as and when the Division considers creating full-time Interpreter positions in the future; and

(E) Proposed class specifications for the above new classes.

APPENDIX

SALARY SURVEY: INTERPRETER

RESPONDENT	JOB MATCH	MINIMUM PAY	MAXIMUM PAY
COUNTIES			
Alameda	no match		
Contra Costa	Translator	$29,078	$35,344
Orange	no match		
Riverside	no match		
San Diego	no match		
Sacramento	no match		
San Bernardino	Interpreter/Translator	$24,378	$31,158
Los Angeles	Interpreter	$36,696	$37,692
Santa Clara	no match		
Clark	no match		
Salt Lake	Interpreter	$25,992	$36,400
Maricopa	Interpreter	$40,872	$70,366
King	no match		
Washoe	Court Interpreter	$36,899	$57,221
CITIES			
San Jose	no match		
Sacramento	no match		
San Diego	no match		
Los Angeles	no match		
Las Vegas	no match		
North Las Vegas	Interpreter Court Clerk	$42,778	$61,172
Phoenix	Court Interpreter	$39,312	$57,637
Henderson	no match		
Salt Lake City	no match		
Seattle	no match		
CUMULATIVE		$276,005	$386,990
AVERAGE		**$34,501**	**$48,374**
		Hourly: $16.59	
Proposed Interpreter, journey-level class, N24		**$34,029**	**$50,398**
		Hourly: $16.36	

PREAMBLE

This Code of Professional Responsibility supplements and does not replace any sections of the LVMPD Department Manual governing employee conduct. The Department Manual shall pre-empt this Code if and when a conflict arises.

Access to law enforcement services provided by the Las Vegas Metropolitan Police Department is generally dependent on the availability of communication channels. Both technology and personal contacts have made such communications possible. However, the Department's contacts with the Hispanic community, which constitutes about 30 percent of the local population, have been limited by the language barrier. The goal of the Spanish Interpreter Services Program (HISP) is to remove or significantly reduce this barrier. This will ensure that members of the Hispanic community speaking limited English, whether they are local residents or visitors, may enjoy ***EQUAL ACCESS*** to police services, which will, directly or indirectly, enhance the efficiency and effectiveness of the Department as a whole.

RULE ONE: ACCURACY AND COMPLETENESS

Interpreters shall render a complete and accurate consecutive interpretation and/or sight translation, without explanation, unless given permission by the supervisor, and without altering, omitting, or adding anything to what is stated or written.

Explanatory notes:

A. Interpreters have this ultimate obligation: To place the non-English speaking person on an equal footing with those who understand English by removing or significantly reducing the language barrier.

B. This obligation is fulfilled by conserving every element of information contained in the source language communication when it is rendered in the target language. If a female client states, "I went shopping last Sunday" in the source language, the interpreter is required to state "I went shopping last Sunday" in the target language. The interpreter is not supposed to state," She said she went shopping last Sunday."

C. In the course of performing their duties and responsibilities, *interpreters* ***do not speak for themselves.*** They interpret languages only. If they have to speak for themselves in those occasions such as requesting their clients to repeat a statement or to slow down, they should make it clear that they are speaking for themselves. Or else it may be construed as a request from one party (other than the interpreter) that the other party repeat a statement or slow down.

D. Precision in language interpretation is achieved by the interpreters' application of their best skills and judgment to preserve faithfully the meaning of what is said, including the style or register of speech and the emotional emphasis of the speaker.

E. Precision is not necessarily achieved by verbatim or literal interpretations. Word-for-word interpretation in many cases could actually distort the meaning of the source language. The reason is that how a statement is expressed is governed by the culture that creates the vocabulary and the related grammatical rules.

F. The obligation to achieve accuracy in language interpretation includes that to correct any error of interpretation discovered by the interpreter during and after the interpretation session.

G. Every spoken statement, even if it appears non-responsive, obscene, rambling, or incoherent should be interpreted.

H. Interpreters should never interject their own words, phrases, expressions, or emotions. ***Interpreters are hired to interpret and not to explain***. When they explain what they feel is the meaning of what is stated by their clients, they are adding extra information to, and hence distorting the meaning of, their clients' statements. However, if the need arises to explain an interpretation problem, e.g. a term or phrase with no direct equivalent in the

target language, the interpreter should ask the supervisor or the clients for permission to provide an explanation.

RULE TWO: IMPARTIALITY AND AVOIDANCE OF CONFLICT OF INTEREST

Interpreters shall be impartial and unbiased and shall refrain from conduct that may give even just an appearance of bias. Interpreters shall disclose any real or potential conflict of interest.

Explanatory Notes:

A. LVMPD serves the public. Interpreters must refrain from conduct in general that may embarrass the Department and any specific conduct that calls into question the interpreter's integrity or impartiality. Actual cases of bias embarrass the Department as much as just the appearance of favoritism. Providing better or more accurate interpretation services to one client over another will defeat the ultimate goal to provide equal access to police services.

B. ***Professional detachment*** - Interpreters should refrain from verbal or non-verbal displays of personal attitudes, prejudices, emotions, or opinions when conducting language interpretation.

C. If the interpreter becomes aware that the non-English speaking client views the interpreter as having a bias or being biased, the interpreter should inform his/her supervisor or the LVMPD client that he/she is serving. If the accuracy of the interpretation done in an interrogation is challenged in court, the potential does exist that the case could be thrown out of court for due process violations.

D. Interpreters must maintain a professional relationship between them and their clients. Interpreters are not law-enforcement officers and must not act or pretend to be in that capacity, although their non-English speaking clients may sometimes be confused about the role of the interpreter. Lacking knowledge of the English-speaking community and out of fear of authorities, such clients may even be tempted to develop a personal dependence on their interpreters for information and personal assistance. It is the obligation of interpreters to discourage such dependence.

E. Interpreters should always disclose actual or potential conflicts of interest to their supervisor or the LVMPD client whom they serve, who will decide whether the interpreter concerned will be allowed to provide the interpretation service.

F. The following are circumstances that are presumed to create actual or apparent conflicts of interest for interpreters wherein they should not serve, or should at least perform a full, prior disclosure and seek the prior permission to serve:

1. The interpreter is a current/former friend, coworker, employer, employee, business associate, or relative of the non-English speaking client or the legal counsel for the suspect;
2. The interpreter has served in an investigative or defense capacity for the case involving the non-English speaking client;
3. The interpreter has previously been retained by a law firm or a police agency to assist in the preparation of the criminal case at issue;
4. The interpreter or the interpreter's spouse or child has a financial, personal, or child custody interest in the subject matter; and
5. The interpreter may become, or has become, the attorney-in-fact of the non-English speaking client on the case at issue or other personal matters.

RULE THREE: CONFIDENTIALITY

Interpreters shall, at all times, maintain confidentiality of all enforcement information and put confidential interpreted/translated information in a secure place.

Explanatory Notes:

A. The following is presented in addition to the Department Manual governing confidentiality.
B. All interpreted conversations in the course of interrogations, wiretapping, or gathering information for making crime reports are confidential information.
C. Interpreters should refer to the separate LVMPD Security Agreement that they sign for detailed requirements in maintaining confidentiality.
D. Interpreters shall not publicly discuss, report, or offer an opinion on a LVMPD matter in which they are or have been engaged, regardless of whether they use information that they know by virtue of being a LVMPD interpreter, and regardless of whether the information is privileged or confidential.

RULE FOUR: SCOPE OF PRACTICE

Interpreters shall limit themselves to interpreting or translating, and shall not give legal advice, express personal opinions to individuals for whom they are interpreting, or engage in any other activities which may be construed to constitute a service other than interpreting or translating while serving as an interpreter.

Explanatory Notes:

A. Interpreters are hired to ***enable*** non-English speaking persons to communicate with the Department by faithfully representing the source language in the target language. Their job is **NOT** to render an interpretation of the law or to deliver to their non-English speaking clients their knowledge of the criminal justice system or LVMPD, either on duty or off duty.
B. It is the duty of interpreters to inform their clients of their scope of practice, if and when their proper role is misunderstood. It is also their duty to report to their supervisor if their non-English speaking client insists that the interpreter perform beyond their professional scope of practice.

RULE FIVE: USE OF DEPARTMENT EQUIPMENT AND VEHICLES

Interpreters shall, at all times, handle Department equipment and vehicles with care and use them only for official business.

Explanatory Notes:

A. The following is presented in addition to the Department Manual governing use of Department property and vehicles.
B. Department equipment hereinafter includes office machines, furniture, stationery, and communication devices issued specifically to an individual interpreter or available for common use by Department employees.
C. "Official business" generally refers to acts to handle and complete an official routine or specific assignment, during which interactions with Department employees and external bodies may or may not be necessary.
D. Interpreters shall not use Department-issued cell phones, pagers, other equipment, and vehicles for purposes other than for official business.
E. Regardless of whether they are driving a personal vehicle, or a Department-owned or rented vehicle, at no time are Interpreters condoned, authorized, or required to violate any traffic laws and regulations in order to reach a prescribed destination or to complete an official assignment.

METROPOLITAN NASHVILLE POLICE DEPARTMENT
El Protector Advisory Board Application
(please print or type)

Name: _____ Date: _____
Last First Middle

Date Of Birth: _____

Race: _____ Gender: _____ E-Mail Address: _____

Residence Address (No P.O. Boxes): _____

City: _____ State: _____ Zip Code: _____

Residence Phone: _____ Other Phone Number: _____

Place Of Employment: _____

Business Address: _____

Business Telephone: _____ Extension: _____ Fax: _____

Occupation & Title: _____

Drivers License Number: _____ State: _____ Exp. Date: _____

If You Were Referred, Whom May We Thank For This Referral? _____

Describe why you would like to be a part of the El Protector Program. **(Please do not leave blank)**

_____

_____

_____

_____

_____

I certify that all statements made on this application are true and complete. I authorize the Metropolitan Nashville Police Department to make an examination of the above information for the purpose of evaluating my application.

_____
SIGNATURE

MAIL, E-MAIL OR FAX TO:

Metropolitan Nashville Police Department
Attn: Officer Rafael Fernandez
rafael.fernandez@nashville.gov
Hermitage Precinct
3701 James Kay Lane
Hermitage, Tn 37076
Phone: 615-880-1783
Fax: 615-880-1772

OR

Metropolitan Nashville Police Department
Attn: Officer Gilbert Ramirez
gilbert.ramirez@nashville.gov
South Precinct
5101 Harding Place
Nashville, Tn 37211
Phone: 615-880-3176
Fax: 615-880-3047

MIRANDA WARNING

You have the right to remain silent.

Anything you say can and will be used against you in court.

You have the right to consult with an attorney and have an attorney present during questioning.

If you cannot afford an attorney, one can be provided to you before questioning at no cost.

Do you understand these rights? With these rights in mind, do you wish to speak to me now?

ADVERTENCIA MIRANDA

Usted tiene el derecho de permanecer callado sin hace declaración alguna.

Cualquier declaración que usted haga, podrá usarse en un tribunal como evidencia en su contra.

Usted tiene el derecho de tener presente un abogado para aconsejarle previo a y durante cualquier interrogación.

Si usted no tiene recursos para contratar a un abogado, tiene el derecho de que se le nombre un abogado para aconsejarle sin coste.

¿Usted entiende estos derechos? ¿Con estos derechos en mente, usted desea hablar conmigo ahora?

Source: http://www.lexisnexis.com/lawenforcement

COMMONLY TRANSLATED DOCUMENTS

Agency documents are listed under the translated languages encountered.
The availability of documents listed here are as reported to the Vera Institute of Justice and have not been verified.

Languages	*Booking Procedures*	*Call For Police Assistance/911*	*Consent And Waiver Forms*	*Detainee Visitation Procedures*	*Domestic Violence Information*
Alaska Native			Alaska State Troopers		
Amharic		Metropolitan PD, DC			
Arabic		Lowell PD, MA	Houston PD, TX		
Bosnian		Boise PD, ID			Boise PD, ID
Cambodian		Fresno PD, CA	Fresno PD, CA		
Chinese		Fresno PD, CA Howard County PD, MD Lowell PD, MA Metropolitan PD, DC Quincy PD, MA San Francisco PD, CA Seattle PD, WA	Fresno PD, CA San Francisco PD, CA		LAPD, CA
Dutch		Fresno PD, CA	Fresno PD, CA		
Eritrean		Seattle PD, WA			
French	Virginia Beach PD, VA	Fresno PD, CA Lowell PD, MA Metropolitan PD, DC Virginia Beach PD, VA	Fresno PD, CA	Virginia Beach PD, VA	
German		Fresno PD, CA	Fresno PD, CA		
Greek		Fresno PD, CA	Fresno PD, CA		
Haitian Creole		Lowell PD, MA Miami PD, FL Miami Beach PD, FL	Miami PD, FL Miami Beach PD, FL North Miami Beach PD, FL		Fort Lauderdale PD, FL
Hindi/Urdu		Fresno PD, CA Lowell PD, MA	Fresno PD, CA		
Hmong		Fresno PD, CA Lowell PD, MA	Fresno PD, CA		
Italian		Fresno PD, CA	Fresno PD, CA		
Japanese		Fresno PD, CA	Fresno PD, CA		LAPD, CA
Khmer		Lowell PD, MA			
Korean		Fairfax County PD, VA Fresno PD, CA Lowell PD, MA Metropolitan PD, DC Seattle PD, WA	Fairfax County PD, VA Fresno PD, CA Houston PD, TX		LAPD, CA
Lao	Storm Lake PD, IA	Elmwood Park PD, NJ Seattle PD, WA	Storm Lake PD, IA	Storm Lake PD, IA	
Oromo		Seattle PD, WA			
Polish	Palatine PD, IL	Chicago PD, IL Lowell PD, MA	Chicago PD, IL Palatine PD, IL		Chicago PD, IL
Portuguese	City of Everett PD, MA Milford PD, MA	City of Everett PD, MA Fresno PD, CA Lowell PD, MA	City of Everett PD, MA Fresno PD, CA Milford PD, MA		City of Everett PD, MA
Russian	Virginia Beach PD, VA	Fresno PD, CA Lowell PD, MA San Francisco PD, CA Virginia Beach PD, VA	Alaska State Troopers Fresno PD, CA San Francisco PD, CA	Virginia Beach PD, VA	
Somali		Seattle PD, WA St. Paul PD, MN Lowell PD, MA	Roma PD, TX		St. Paul PD, MN
Spanish*	Hartford PD, CT New Mexico State Police Oceanside PD, CA Oklahoma Highway Patrol, OK	Hartford PD, CT Las Vegas Metro PD, NV New Mexico State Police NYPD, NY Oceanside PD, CA Oklahoma Highway Patrol, OK	Hartford PD, CT Las Vegas Metro PD, NV Lexington Division of Police, KY New Mexico State Police NYPD, NY Oklahoma City PD, OK Oklahoma Highway Patrol, OK Oceanside PD, CA	Hartford PD, CT Las Vegas Metro PD, NV New Mexico State Police NYPD, NY Oklahoma Highway Patrol, OK	NYPD, NY
Tagalog		San Francisco PD, CA Seattle PD, WA	San Francisco PD, CA		LAPD, CA
Vietnamese		Arlington PD, TX Fairfax County PD, VA Fresno PD, CA Lowell PD, MA Metropolitan PD, DC San Francisco PD, CA Santa Ana PD, CA Seattle PD, WA	Arlington PD, TX Fairfax County PD, VA Fresno PD, CA Houston PD, TX San Francisco PD, CA Santa Ana PD, CA		

*This is a selected sample of agencies with Spanish documents and is not exhaustive of all the agencies assessed.

How To File Complaints Against Police	*How To Access Language Services*	*Miranda Warnings*	*Notice Of Rights*	*Outreach Materials*	*Criminal Incident Reports*
		Alaska State Troopers	Alaska State Troopers		
Metropolitan PD, DC	Metropolitan PD, DC			Metropolitan PD, DC	
Lowell PD, MA	Lowell PD, MA	Houston PD, TX Lowell PD, MA	Lowell PD, MA	Houston PD, TX Lowell PD, MA	
	Boise PD, ID	Boise PD, ID	Boise PD, ID	Boise PD, ID	
Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	
Fresno PD, CA LAPD, CA Lowell PD, MA Metropolitan PD, DC San Francisco PD, CA Seattle PD, WA	Fresno PD, CA Lowell PD, MA Metropolitan PD, DC San Francisco PD, CA Seattle PD, WA	Fresno PD, CA LAPD, CA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Howard County PD, MD Lowell PD, MA Metropolitan PD, DC Quincy PD, MA Seattle PD, WA	Fresno PD, CA
Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	
Seattle PD, WA	Seattle PD, WA	Seattle PD, WA		Seattle PD, WA	
Fresno PD, CA Lowell PD, MA Metropolitan PD, DC Virginia Beach PD, VA	Fresno PD, CA Lowell PD, MA Metropolitan PD, DC	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA Virginia Beach PD, VA	Fresno PD, CA Lowell PD, MA Metropolitan PD, DC	Fresno PD, CA
Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	
Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	
Fort Lauderdale PD, FL Lowell PD, MA Miami PD, FL Miami Beach PD, FL	Fort Lauderdale PD, FL Lowell PD, MA Miami PD, FL	Fort Lauderdale PD, FL Lowell PD, MA Miami PD, FL Miami Beach PD, FL North Miami Beach PD, FL	Fort Lauderdale PD, FL Lowell PD, MA Miami Beach PD, FL North Miami Beach PD, FL	Fort Lauderdale PD, FL Lowell PD, MA Miami PD, FL	
Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA
Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA
Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	Fresno PD, CA	
Fresno PD, CA LAPD, CA	Fresno PD, CA	Fresno PD, CA LAPD, CA	Fresno PD, CA	Fresno PD, CA	
Lowell PD, MA	Lowell PD, MA	Lowell PD, MA	Lowell PD, MA	Lowell PD, MA	
Fairfax County PD, VA Fresno PD, CA LAPD, CA Lowell PD, MA Metropolitan PD, DC Seattle PD, WA	Fairfax County PD, VA Fresno PD, CA Lowell PD, MA Metropolitan PD, DC Seattle PD, WA	Fairfax County PD, VA Fresno PD, CA Houston PD, TX LAPD, CA Lowell PD, MA Seattle PD, WA	Fairfax County PD, VA Fresno PD, CA Lowell PD, MA	Fairfax County PD, VA Fresno PD, CA Houston PD, TX Lowell PD, MA Metropolitan PD, DC Seattle PD, WA	Fresno PD, CA
Seattle PD, WA Storm Lake PD, IA	Seattle PD, WA	Seattle PD, WA Storm Lake PD, IA	Storm Lake PD, IA	Seattle PD, WA Storm Lake PD, IA	
Seattle PD, WA	Seattle PD, WA	Seattle PD, WA		Seattle PD, WA	
Chicago PD, IL Lowell PD, MA	Lowell PD, MA	Lowell PD, MA Palatine PD, IL	Lowell PD, MA Palatine PD, IL	Chicago PD, IL Lowell PD, MA	
Fresno PD, CA Lowell PD, MA	Fresno PD, CA Lowell PD, MA	City of Everett PD, MA Fresno PD, CA Lowell PD, MA Milford PD, MA	City of Everett PD, MA Fresno PD, CA Lowell PD, MA Milford PD, MA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA
Fresno PD, CA Lowell PD, MA San Francisco PD, CA Virginia Beach PD, VA	Fresno PD, CA Lowell PD, MA San Francisco PD, CA	Alaska State Troopers Fresno PD, CA Lowell PD, MA San Francisco PD, CA	Alaska State Troopers Fresno PD, CA Lowell PD, MA Virginia Beach PD, VA	Fresno PD, CA Lowell PD, MA	Fresno PD, CA
Seattle PD, WA St. Paul PD, MN Lowell PD, MA	Seattle PD, WA St. Paul PD, MN Lowell PD, MA	St. Paul PD, MN Lowell PD, MA Roma PD, TX	Lowell PD, MA Roma PD, TX	Seattle PD, WA St. Paul PD, MN Lowell PD, MA	
Hartford PD, CT Las Vegas Metro PD, NV Lexington Division of Police, KY Metro Nashville PD, TN New Mexico State Police NYPD, NY Oceanside PD, CA Oklahoma City PD, OK Oklahoma Highway Patrol, OK	Hartford PD, CT New Mexico State Police NYPD, NY Oceanside PD, CA Oklahoma Highway Patrol, OK	Hartford PD, CT Las Vegas Metro PD, NV Lexington Division of Police, KY Metro Nashville PD, TN New Mexico State Police NYPD, NY Oceanside PD, CA Oklahoma City PD, OK Oklahoma Highway Patrol, OK	Hartford PD, CT Las Vegas Metro PD, NV Lexington Division of Police, KY New Mexico State Police NYPD, NY Oceanside PD, CA Oklahoma City PD, OK Oklahoma Highway Patrol, OK	Hartford PD, CT Las Vegas Metro PD, NV Metro Nashville PD, TN New Mexico State Police NYPD, NY Oceanside PD, CA Oklahoma City PD, OK	
LAPD, CA San Francisco PD, CA Seattle PD, WA	San Francisco PD, CA Seattle PD, WA	LAPD, CA San Francisco PD, CA Seattle PD, WA		Seattle PD, WA	
Arlington PD, TX Fairfax County PD, VA Fresno PD, CA Lowell PD, MA Metropolitan PD, DC San Francisco PD, CA Seattle PD, WA	Fairfax County PD, VA Fresno PD, CA Lowell PD, MA Metropolitan PD, DC San Francisco PD, CA Seattle PD, WA	Arlington PD, TX Fairfax County PD, VA Fresno PD, CA Houston PD, TX Lowell PD, MA San Francisco PD, CA Santa Ana PD, CA Seattle PD, WA	Arlington PD, TX Fairfax County PD, VA Fresno PD, CA Houston PD, TX Lowell PD, MA Santa Ana PD, CA	Arlington PD, TX Fairfax County PD, VA Fresno PD, CA Houston PD, TX Lowell PD, MA Metropolitan PD, DC Seattle PD, WA	

APPENDIX II

AGENCIES ASSESSED AND RESOURCES

This section consists of the complete list of agencies assessed and figures that illustrate some of the attributes of those agencies. It also includes additional resources related to language access, including useful publications and web sites.

55 Figure 1: Type and Size of Agencies Assessed

55 Figure 2: Frequency of Contact with LEP Individuals

55 Figure 3: How Are Agencies Bridging the Language Divide?

56 Figure 4: Agencies Offering Bilingual Pay Incentives

56 Figure 5: Agencies with LEP Policy

56 Figure 6: Agencies Offering Formal Training on Language Access

57 Complete List of Agencies that Participated in the Assessment

62 Publications, and Useful Web Sites

Figure 1: Type and Size of Agencies Assessed

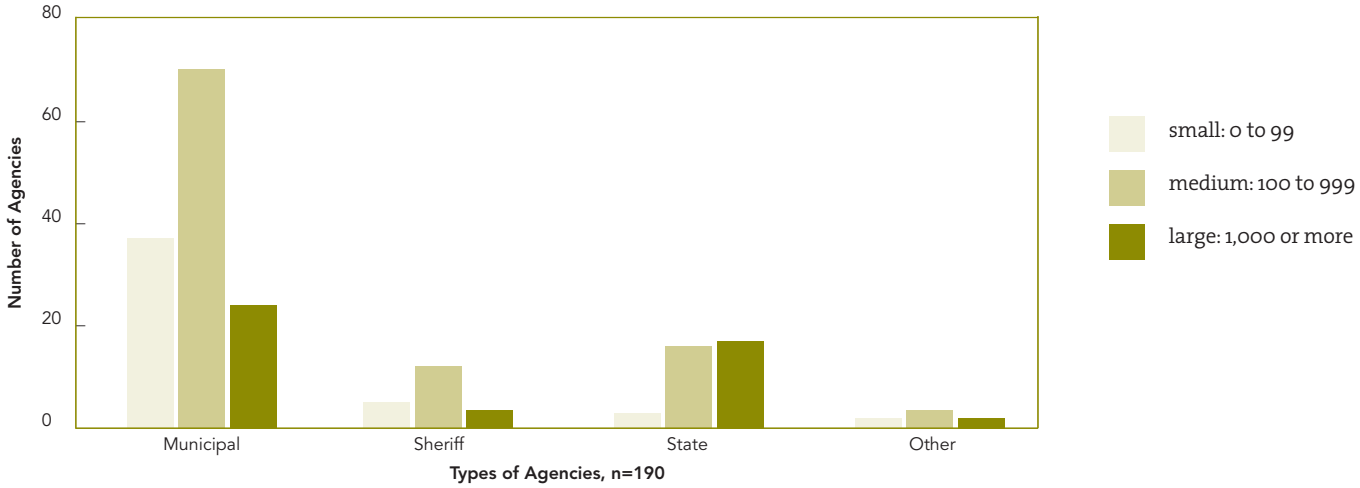


Figure 2: Frequency of Contact with LEP Individuals

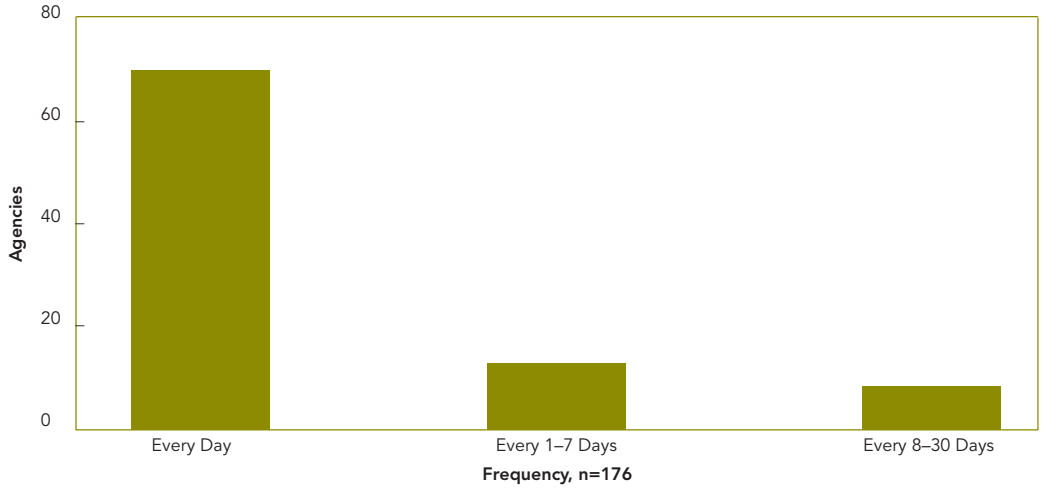


Figure 3: How Are Agencies Bridging the Language Divide?

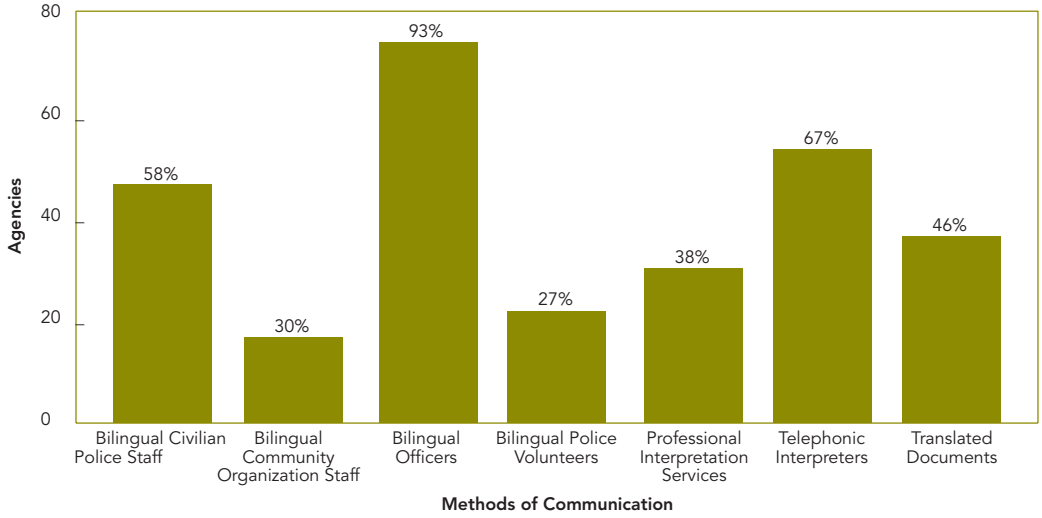


Figure 4: Agencies Offering Bilingual Pay Incentives

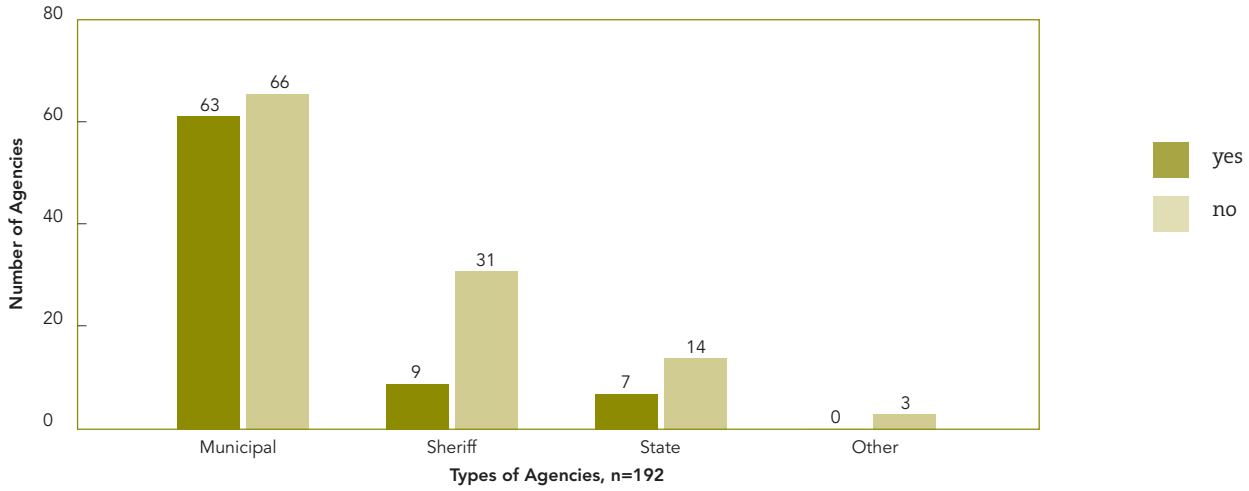


Figure 5: Agencies with LEP Policy

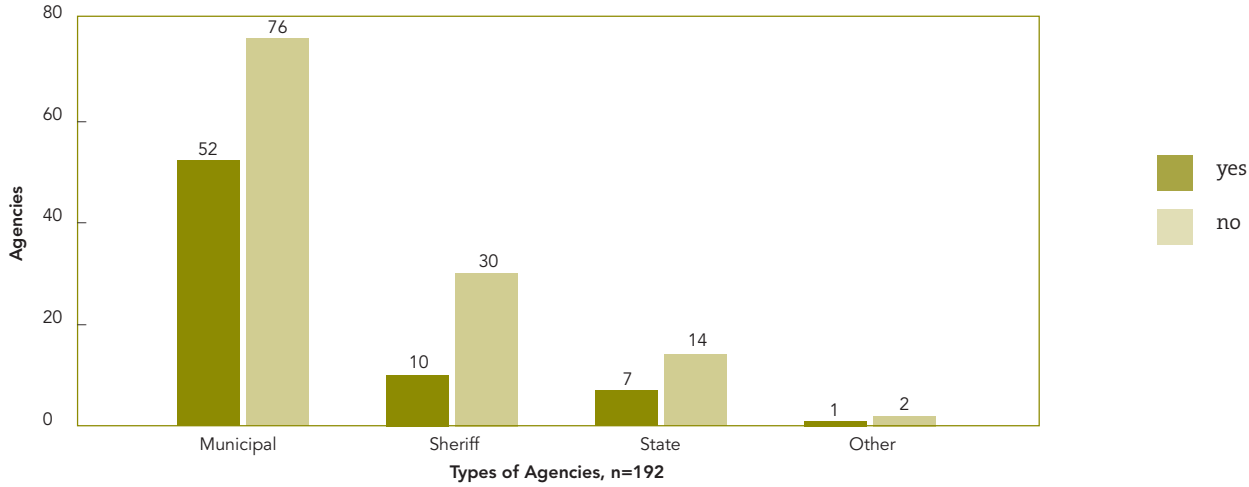
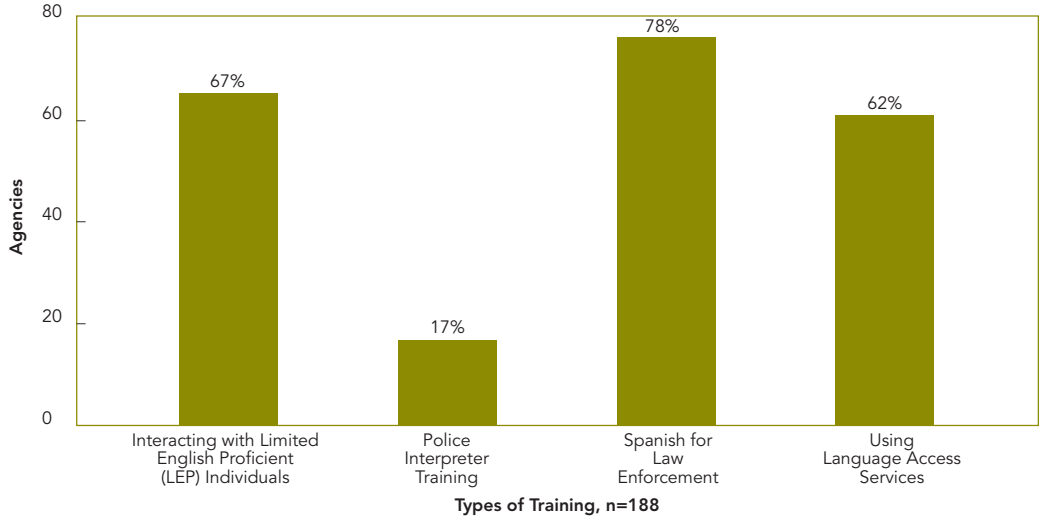


Figure 6: Agencies Offering Formal Training on Language Access



AGENCIES ASSESSED

COPS Region	State	Agency	City/Town	Type of Agency	Size (All Personnel)	# of Sworn Officers	Contact Name	Title	E-mail	Agency Web Site
1	CT	Connecticut State Police	Middletown	State Law Enforcement	*	1250	Eric Cooke	*	csp.academy.recruitcoordinator@po.state.ct.us	www.ct.gov/dps
1	CT	Hartford Police Department	Hartford	Municipal Law Enforcement	596	404	Christene Mertes	Officer, Quality Assurance Division	mertc00@hartford.gov	www.hartford.gov/police
1	CT	Norwich Police Department	Norwich	Municipal Law Enforcement	106	85	James Deveny	Sergeant First Class, Training Division Supervisor	jdeveny@cityofnorwich.org	www.norwichpolice.org
1	DC	Metropolitan Police Department	Washington	Municipal Law Enforcement	4707	3938	Enrique Rivera	Director, Office of Language Access Programs	enrique.rivera@dc.gov	www.mpdc.dc.gov
1	MA	City of Everett Police Department	Everett	Municipal Law Enforcement	*	99	Steven A. Mezzie	Chief of Police	steven.mezzie@ci.everett.ma.us	www.everettpolicema.com
1	MA	Lowell Police Department	Lowell	Municipal Law Enforcement	352	232	Kenneth Lavallee	Superintendent of Police	klavallee@lowellma.gov	www.lowellpolice.com
1	MA	Milford Police Department	Milford	Municipal Law Enforcement	70	45	Thomas O'Loughlin	Chief of Police	milfordchief@aol.com	www.milfordpolice.org
1	MA	Quincy Police Department	Quincy	Municipal Law Enforcement	231	201	Christine Hurton	Police Officer	churton@ci.quincy.ma.us	www.ci.quincy.ma.us
1	MA	Waltham Police Department	Waltham	Municipal Law Enforcement	157	150	Joseph Guigno Jr.	Sergeant	jguino@police.waltham.ma.us	www.city.waltham.ma.us
1	MD	Howard County Police Department	Ellicott City	Municipal Law Enforcement	576	408	Michele Denton	Sergeant	mdenton@howardcountymd.gov	www.hcpd.org
1	MD	Maryland State Police	Pikesville	State Law Enforcement	2300	*	Heber E. Watts Jr.	Captain	hwatts@mdsp.org	www.mdsp.org
1	MD	Montgomery County Police	Rockville	Municipal Law Enforcement	*	4100	James A Fenner Jr.	Captain	James.Fenner@montgomerycounty.gov	www.montgomerycountymd.gov
1	MD	Takoma Park Police Department	Takoma Park	Municipal Law Enforcement	*	41	Angelina Cannatella	Communications Supervisor	angelinac@takomagov.org	www.tacomaparkmd.gov
1	ME	Maine State Police	Augusta	State Law Enforcement	500	340	Dale Lancaster	Major, Director of Operations	*	www.maine.gov/dps/msp
1	NC	Cary Police Department	Cary	Municipal Law Enforcement	198	165	Kevin D. Tingen	Sergeant	kevin.tingen@townofcary.org	www.townofcary.org
1	NC	Charlotte-Mecklenburg Police Department	Charlotte	Municipal Law Enforcement	2655	1579	Bryan Miller	Sergeant	bmiller@cmpd.org	www.cmpd.org
1	NC	North Carolina State Highway Patrol	Raleigh	State Law Enforcement	*	1800	Jorge Brewer	Master Trooper/Liaison Hispanic Affairs/ Mainstream Media	jebrewer@ncshp.org	www.ncshp.org
1	NH	New Hampshire State Police	Concord	State Law Enforcement	600	383	Michael Hambrook	Major	mhambrook@safety.state.nh.us	www.nh.gov/safety/divisions/nhsp
1	NJ	Camden Police Department	Camden	Municipal Law Enforcement	*	407	Joseph F. Richardson	Deputy Chief	*	www.ci.camden.nj.us
1	NJ	Elmwood Park Police Department	Elmwood Park	Municipal Law Enforcement	65	44	Don Ingrasselino	Chief of Police	*	www.elmwoodparknj.us
1	NJ	Guttenberg Police Department	Guttenberg	Municipal Law Enforcement	61	26	Michael Caliguiro	Director of Public Safety	justiceen@aol.com	*
1	NJ	Hudson County Sheriff	Jersey City	Sheriff's Office	*	205	James A. Sharrock	Undersheriff	jsharrock@hcnj.us	www.hudsonsheriff.com
1	NJ	New Jersey State Police, Division of State Patrol	West Trenton	State Law Enforcement	4500	2900	Wendy Galloway	Major, Community Affairs Officer	lpp3700@gw.njsp.org	www.njsp.org
1	NY	Monroe County Sheriff's Office	Rochester	Sheriff's Office	1095	983	Samuel A. Farina	Commander Staff Services	sfarina@monroecounty.gov	www.monroecountysheriff.info
1	NY	Nassau County Police Department	Mineola	Municipal Law Enforcement	4100	2700	Kenneth W. Lack	Deputy Commanding Officer Community Affairs	Klack@pdcn.org	www.police.co.nassau.ny.us
1	NY	New York State Police	Albany	State Law Enforcement	5000	4500	Robert Patnaude	Captain	rpatnaud@troopers.state.ny.us	www.troopers.state.ny.us
1	NY	New York City Police Department (NYPD)	New York	Municipal Law Enforcement	53893	36147	Keith O'Donnell	Police Officer	*	www.nyc.gov/nypd
1	NY	Schenectady Police Department	Niskayuna	Municipal Law Enforcement	245	158	Andrea Kordzek	Policy & Research Associate	akordzek@schenectadypd.com	www.schenectadypd.com
1	NY	Suffolk County Police Department	Yaphank	Municipal Law Enforcement	3845	2644	William English	Principal Management Analyst	william.english@suffolkcountyny.gov	www.suffolkpd.org
1	NY	Town of Wallkill Police Department	Middletown	Municipal Law Enforcement	60	45	Robert C. Hertman	Chief of Police	ChiefofPolice@TownofWallkill.com	www.townofwallkill.com
1	NY	Wayne County Sheriff's Office	Lyons	Sheriff's Office	150	50	Alan Graham	Sergeant	agraham@co.wayne.ny.us	www.waynecosheriff.org
1	NY	Yonkers Police Department	Yonkers	Municipal Law Enforcement	*	671	Dawn Gomerez	Police Officer	dawn.gomerez@yonkersny.gov	www.yonkerspd.com
1	PA	Pennsylvania State Police	Hershey	State Law Enforcement	6000	4428	Richard J. Kovalik	Lieutenant	rkovalik@state.pa.us	www.psp.state.pa.us
1	PA	Pittsburgh Bureau of Police	Pittsburgh	Municipal Law Enforcement	*	851	Regina McDonald	Assistant Chief	regina.mcdonald@city.pittsburgh.pa.us	www.city.pittsburgh.pa.us
1	RI	Newport Police Department	Newport	Municipal Law Enforcement	125	87	Bill Pendergast	Computer Systems Manager	wpendergast@cityofnewport.com	www.cityofnewport.com/ departments/police/home.ctm
1	RI	Rhode Island State Police	North Scituate	State Law Enforcement	*	*	Major Steven G. O'Donnell	Deputy Superintendent/Chief of Field Operations	sodonnell@risp.ri.gov	www.risp.ri.gov
1	VA	Alexandria Police Department	Alexandria	Municipal Law Enforcement	476	323	Cleveland Spruill	Deputy Chief	cleveland.spruill@alexandriava.gov	www.alexandriava.gov/police

* not available

AGENCIES ASSESSED

COPS Region	State	Agency	City/Town	Type of Agency	Size (All Personnel)	# of Sworn Officers	Contact Name	Title	E-mail	Agency Web Site
1	VA	Fairfax County Police Department	Fairfax	Municipal Law Enforcement	2037	1405	Michael Wall	Lieutenant, Chief's Office	Michael.Wall@fairfaxcounty.gov	www.fairfaxcounty.gov/police
1	VA	Lynchburg Police Department	Lynchburg	Municipal Law Enforcement	*	*	Danny L. Couch	Police Officer III	danny.couch@lynchburgva.gov	www.lynchburgpolice.org
1	VA	Newport News Police Department	Newport News	Municipal Law Enforcement	587	423	Dawn S. Barber	Assistant Chief of Administration/Support Operations	barberdd@nngov.com	www.nngov.com/police
1	VA	Norfolk Police Department	Norfolk	Municipal Law Enforcement	768	768	J. Valdez	Hispanic Resource Officer	juvenal.valdez@norfolk.gov	www.norfolk.gov
1	VA	Norfolk Sheriff's Office	Norfolk	Sheriff's Office	625	450	Vernita Butler	Staff Development Director	vernita.butler@norfolk.gov	www.norfolksheriffsoffice.com
1	VA	Virginia Beach Police Department	Virginia Beach	Municipal Law Enforcement	1227	814	Robert L. Christman Jr.	Sergeant	rchristm@vbgov.com	www.vbgov.com/dept/police
1	VA	Winchester Police Department	Winchester	Municipal Law Enforcement	95	78	Dolores Arce-Kaptain	Police Officer	darce@ci.winchester.va.us	www.winchesterpolice.org/
1	VT	Burlington Police Department	Burlington	Municipal Law Enforcement	132	100	Walter Decker	Deputy Chief	wdecker@bpdvt.org	www.bpdvt.org
1	VT	Vermont State Police	Pittsford	State Law Enforcement	500	325	Ray Keefe	Captain, Patrol Division	rkeefe@dps.state.vt.us	www.vtsp.org
1	WV	West Virginia State Police	Charlestown	State Law Enforcement	1000	700	G. E. McCabe	Lieutenant	gmccabe@wvsp.state.wv.us	www.wvstatepolice.com
2	AL	Alabama Dept of Public Safety	Montgomery	State Law Enforcement	1427	735	Martha Earnhardt	Director of Public Information	martha.earnhardt@dps.alabama.gov	www.dps.alabama.gov
2	AL	Hoover Police Department	Hoover	Municipal Law Enforcement	215	152	Jehad al-Dakka	Police Officer	aldakkaj@ci.hoover.al.us	www.hooverpd.com
2	FL	Cape Coral Police Department	Cape Coral	Municipal Law Enforcement	428	281	Julio Schrodel	Corporal	Jschrode@capecoral.net	www.capecoral.net
2	FL	City of Fort Lauderdale Police Department	Fort Lauderdale	Municipal Law Enforcement	705	461	Junia Jeantilus	Community Relations Specialist	JuniaJ@fortlauderdale.gov	www.flpd.org
2	FL	Clay County Sheriff's Office	Middleburg	Sheriff's Office	584	322	Lee Harris	Captain	LHarris@claysheriff.com	www.claysheriff.com
2	FL	Clearwater Police Department	Clearwater	Municipal Law Enforcement	448	258	Dewey Williams	Deputy Chief of Police	Dewey.Williams@MyClearwater.com	www.clearwaterpolice.org
2	FL	Florida Highway Patrol	Tallahassee	State Law Enforcement	*	1700	Ronald W. Castleberry	Lieutenant	roncastelberry@flhsmv.gov	www.flhsmv.gov
2	FL	Miami Beach Police Department	Miami Beach	Municipal Law Enforcement	*	386	Michael Gruen	Manager	michaelgruen@miamibeachfl.gov	www.miamibeachfl.gov
2	FL	Miami Police Department	Miami	Municipal Law Enforcement	1437	1033	Liz Babun-Matos	Special Assistant to Chief of Police	maria.babun-matos@miami-police.org	www.miamipolice.com
2	FL	North Miami Beach Police Department	North Miami Beach	Municipal Law Enforcement	175	115	Herbert Tony Sanchez	Sergeant	tsanchez@nmbpd.org	www.nmbpd.org
2	FL	Pinellas County Sheriff's Office	Largo	Sheriff's Office	3331	950 / 978	Lorena Bosser	Corporal	lbosser@pcsonet.com	www.pcsoweb.com
2	FL	Polk County Sheriff's Office	Bartow	Sheriff's Office	1614	614	Monica Spires	Employment Auditor	MSpires@polksheriff.org	www.polksheriff.org/
2	FL	Sarasota Police Department	Sarasota	Municipal Law Enforcement	342	190	Lucius L. Bonner Jr.	Captain	Lucius.Bonner@sarasotagov.com	www. sarasotagov.com
2	GA	Albany Police Department	Albany	Municipal Law Enforcement	236	195	Michael Robertson	Captain	albanypd@dough.ga.us	www.albany.ga.us
2	GA	Cherokee County Sheriff's Office	Canton	Sheriff's Office	389	319	Irene Campbell	Corporal Jail Accreditation Manager	inruiz@cherokeega.com	www.cherokeega-sheriff.org
2	GA	Cobb County Police Department	Marietta	County Police Department	660	599	George B. Hatfield Jr.	Chief of Police	george.hatfield@cobbcounty.org	www.cobbpolice.com
2	GA	Gainesville Police Department	Gainesville	Municipal Law Enforcement	134	103	Frank Hooper	Chief of Police	fhooper@gainesville.org	www.gainesvillepd.org
2	GA	Georgia State Patrol	Atlanta	State Law Enforcement	1030	1020	Nigel Lange	Project Management Analyst	nlange@gsp.net	www.georgiastatepatrol.com
2	IN	Elkhart Police Department	Elkhart	Municipal Law Enforcement	144	114	Michael J. Posthuma	Lieutenant	Mike.Posthuma@coel.org	www.elkhartindiana.org
2	IN	Indiana State Police	Indianapolis	State Law Enforcement	1934	1292	Mike Lepper	Lieutenant	mlepper@isp.in.gov	www.isp.in.gov
2	KY	Florence Police Department	Florence	Municipal Law Enforcement	65	61	John McDermond	Administrative Commander	john.mcdermond@florence-ky.gov	www.florence-ky.gov
2	KY	Kentucky State Police	Frankfort	State Law Enforcement	1817	1031	Angela Parker	Internal Policy Analyst	angela.parker@ky.gov	www.kentuckystatepolice.org
2	KY	Lexington Division of Police	Lexington	Municipal Law Enforcement	741	588	Ronnie Bastin	Chief of Police	rbastin@lfucg.com	www.lexingtonpolice.lfucg.com
2	KY	Louisville Metro Police Department	Louisville	Municipal Law Enforcement	1652	1203	Carol Wiseman	Criminal Justice Specialist	carol.wiseman@louisvilleky.gov	www.louisvilleky.gov/metropolice
2	OH	Cincinnati Police Department	Cincinnati	Municipal Law Enforcement	1333	1098	Michael Rees	Police Officer/Research Analyst	Michael.Rees@cincinnati-oh.gov	www.cincinnati-oh.gov/cpd/
2	OH	Clark County Sheriff's Office	Springfield	Sheriff's Office	172	135	David A. Rapp	Chief Deputy	chief@clarkcountyohio.gov	www.clarkcountysheriff.com
2	OH	Parma Police Department	Parma	Municipal Law Enforcement	150	90	Wayne Schmigel	Executive Officer	wayne.schmigel@parmajustice.net	www.cityofparmapolice.com
2	OH	Summit County Sheriff's Office	Akron	Sheriff's Office	666	460	Drew Alexander	Sheriff	dalexander@sheriff.summit.oh.net	www.summit co.summit.oh.us
2	SC	Lexington County Sheriff's Department	Lexington	Sheriff's Office	461	349	David Nieves	School Resource Officer	niev226@aol.com	www.lexingtonsheriff.com/
2	TN	Chattanooga Police Department	Chattanooga	Municipal Law Enforcement	630	446	Wilma J. Brooks	Sergeant, Assistant Accreditations Manager	brooks_w@mail.chattanooga.gov	www.chattanooga.gov
2	TN	Memphis Police Department	Memphis	Municipal Law Enforcement	2902	2033	Robbin Campbell	Sergeant	Robbin.Campbell@memphistn.gov	www.memphispolice.org

* not available

AGENCIES ASSESSED

COPS Region	State	Agency	City/Town	Type of Agency	Size (All Personnel)	# of Sworn Officers	Contact Name	Title	E-mail	Agency Web Site
2	TN	Metropolitan Nashville Police Department	Nashville	Municipal Law Enforcement	1300	1225	Rafael Fernandez	Officer	rafael.fernandez@nashville.gov	www.police.nashville.org
2	TN	Tennessee Highway Patrol	Nashville	State Law Enforcement	1811	869	Josh Brown	Trooper	planning.safety@state.tn.us	www.state.tn.us/safety
3	AZ	Arizona Department of Public Safety	Phoenix	State Law Enforcement	*	2000	Andres Vasquez	Lieutenant, Central District Commander	avasquez@azdps.gov	www.azdps.gov
3	AZ	Benson Police Department	Benson	Municipal Law Enforcement	26	16	Paul Moncada	Commander	cmdrpmoncada@cityofbenson.com	www.cityofbenson.com
3	AZ	Chandler Police Department	Chandler	Municipal Law Enforcement	516	344	Tiffany Anderson	Planning and Research Analyst	tiffany.anderson@chandleraz.gov	www.chandlerpd.com
3	AZ	Gilbert Police Department	Gilbert	Municipal Law Enforcement	*	228	Ken Fixel	Commander	kcfixel@msn.com	www.ci.gilbert.az.us/police
3	AZ	City of Peoria Police Department	Peoria	Municipal Law Enforcement	265	192	Richard Scrivens Jr.	Lieutenant, Office of the Chief of Police	richard.scrivens@peoriaaz.gov	www.peoriaaz.gov
3	AZ	Scottsdale Police Department	Scottsdale	Municipal Law Enforcement	721	434	Helen Gandara-Zavala	Administrative Services Bureau Director	hgandara-zavala@scottsdaleaz.gov	www.scottsdalepd.com
3	CA	Alameda County Sheriff's Office	Oakland	Sheriff's Office	1671	1001	William Eskridge	Commander, Management Services Division	weskridge@acgov.org	www.alamedacountysheriff.org
3	CA	Anaheim Police Department	Anaheim	Municipal Law Enforcement	400	270	Michael A. Aquino	Lieutenant, Community Services	maquino@anaheim.net	www.anaheim.net
3	CA	California Highway Patrol	West Sacramento	State Law Enforcement	10000	5500	Marco Ruiz	Sergeant	mruiz@chp.ca.gov	www.chp.ca.gov
3	CA	Fairfield Police Department	Fairfield	Municipal Law Enforcement	275	126	Mark Schraer	Police Sergeant	mschraer@ci.fairfield.ca.us	www.ci.fairfield.ca.us/police.htm
3	CA	Fremont Police Department	Fremont	Municipal Law Enforcement	309	196	Kevin Moran	Sergeant	kmoran@ci.fremont.ca.us	www.fremont.police.org
3	CA	Fresno Police Department	Fresno	Municipal Law Enforcement	1406	843	David Newton	Lieutenant	david.newton@fresno.gov	www.fresno.gov
3	CA	Imperial Police Department	Imperial	Municipal Law Enforcement	21	19	Miguel Colon Jr.	Chief of Police	mcolon@cityofimperial.org	www.imperial-ca.gov
3	CA	La Mesa Police Department	La Mesa	Municipal Law Enforcement	99	68	Alan Lanning	Chief of Police	alanning@ci.la-mesa.ca.us	www.cityoflamesa.com
3	CA	Los Angeles County Sheriff	Monterey Park	Sheriff's Office	15979	9934	Gerald K. Cooper	Lieutenant	gkcooper@lasd.org	www.lasd.org
3	CA	Los Angeles Police Department (LAPD)	Los Angeles	Municipal Law Enforcement	14875	10466	James H. Cansler	Police Commander	*	www.LAPDonline.org
3	CA	Oceanside Police Department	Oceanside	Municipal Law Enforcement	368	212	Reginald Grigsby	Police Captain	rgrigsby@ci.oceanside.ca.us	www.oceansidepolice.com
3	CA	Pasadena Police Department	Pasadena	Municipal Law Enforcement	402	260	John E. Perez	Commander	jeperez@cityofpasadena.net	www.ci.pasadena.ca.us
3	CA	Redondo Beach Police Department	Redondo Beach	Municipal Law Enforcement	252	102	James M. Acquarelli	Police Lieutenant	jim.acquarelli@redondo.org	www. redondo.org/police
3	CA	Richmond Police Department	Richmond	Municipal Law Enforcement	230	160	Chris Magnus	Chief of Police	cmagnus@richmondpd.net	www.richmondpd.net
3	CA	Salinas Police Department	Salinas	Municipal Law Enforcement	252	187	Daniel M. Ortega	Chief of Police	danielo@ci.salinas.ca.us	www.salinaspd.com
3	CA	San Diego County Sheriff's Department	San Diego	Sheriff's Office	4039	2427	Robert Ahern	Assistant Sheriff	rob.ahern@sdsheriff.org	www.sdsheriff.net
3	CA	San Francisco Police Department	San Francisco	Municipal Law Enforcement	2700	2374	Mario Gonzales/Julie Lynch	Captain/Sergeant	*	www.sfgov.org/police
3	CA	San Jose Police Department	San Jose	Municipal Law Enforcement	1800	1400	Eric Sills	Captain	eric.sills@sanjoseca.gov	www.sjpd.org
3	CA	Santa Ana Police Department	Santa Ana	Municipal Law Enforcement	777	403	Anthony Bertagna	Adjunct to the Chief of Police	abertagna@santa-ana.org	www.santa-ana.org
3	CA	South San Francisco Police	South San Francisco	Municipal Law Enforcement	115	79	Michael Massoni	Captain	mike.massoni@ssf.net	www.ssf.net/depts/police
3	CA	Stanislaus County Sheriff's Department	Modesto	Sheriff's Office	861	484	Marcus Wirowek	Human Resources Manager	MWirowek@StanislausSheriff.com	www.StanislausSheriff.com
3	CA	Tulelake Police Department	Tulelake	Municipal Law Enforcement	3	3	Tony M. Ross	Chief of Police	tulelake@cot.net	*
3	CA	Vacaville Police Department	Vacaville	Municipal Law Enforcement	182	114	Nelson Wakimoto	Sergeant	nwakimoto@cityofvacaville.com	www.ci.vacaville.ca.us
3	CO	Aurora Police Department	Aurora	Municipal Law Enforcement	900	640	Paul O'Keefe	Training Section Commander	pokeefe@auroragov.org	www.auroragov.org
3	CO	Colorado Springs Police Department	Colorado Springs	Municipal Law Enforcement	994	680	Jeff Maxson	Community Relations Officer	maxsonje@ci.colospgs.co.us	www.springsgov.com
3	CO	Colorado State Patrol	Lakewood	State Law Enforcement	1004	726	Mark V. Trostel	Colonel	mark.trostel@cdps.state.co.us	www.csp.state.co.us
3	CO	Englewood Safety Services	Englewood	Municipal Law Enforcement	175	132	Marjorie Payne	Code Enforcement Officer	mpayne@englewoodgov.org	www.englewoodgov.org
3	CO	Longmont Police Department	Longmont	Municipal Law Enforcement	*	140	Jesse Buchholte	Detective - Spanish Coordinator	jesse.buchholte@ci.longmont.co.us	www.ci.longmont.co.us
3	CO	University of Colorado Denver Police Department	Aurora	State Law Enforcement	60	28	Mike Fischer	Training Sergeant	mike.fischer@uchsc.edu	www.uchsc.edu/police
3	CO	Westminster Police Department	Westminster	Municipal Law Enforcement	272	181	Dan Spinder	Training Coordinator	dspinder@ci.westminster.co.us	www. ci.westminster.co.us
3	HI	Hawaii Department of Public Safety	Honolulu	State, Sheriff's, Corrections	2300	300	Lori Takao	Civil Rights Compliance Officer	lori.a.takao@hawaii.gov	www.state.hi.us/psd

* not available

AGENCIES ASSESSED

COPS Region	State	Agency	City/Town	Type of Agency	Size (All Personnel)	# of Sworn Officers	Contact Name	Title	E-mail	Agency Web Site
3	HI	Honolulu Police Department	Honolulu	Municipal Law Enforcement	2711	2134	Bryan Wauke	Assistant Chief	bwauke@honolulu.gov	www.honolulupd.org
3	LA	Louisiana State Police	Baton Rouge	State Law Enforcement	1707	1100	Dennis Stewart	Lieutenant	denis.stewart@pdps.la.gov	www.lsp.org
3	LA	New Orleans Police Department	New Orleans	Municipal Law Enforcement	1698	1425	Raymond C. Burkart, Jr.	Deputy Chief	rcburkart@cityofno.com	www.nopd.com
3	NM	Colfax County Sheriff's Department	Raton	Sheriff's Office	12	10	Steve Marquez	Undersheriff	smarquezc8@hotmail.com	www.co.colfax.nm.us
3	NM	Las Cruces Police Department	Las Cruces	Municipal Law Enforcement	265	177	Harry Romero	Chief	Hromero@las-cruces.org	www.las-cruces.org
3	NM	Lordsburg Police Department	Lordsburg	Municipal Law Enforcement	14	14	John Mc Donald	Chief of Police	mcdonald1@aznex.net	*
3	NM	New Mexico State Police	Santa Fe	State Law Enforcement	*	605	Robert Holguin	Major	robert.holguin2@state.nm.us	www.nmsp.com
3	NM	Department of Public Safety Training & Recruiting Division	Santa Fe	State P.O.S.T./Training Academy	21	0	Gilbert Najar	Deputy Director	gilbert.najar@state.nm.us	www.dps.nm.org/training
3	NV	Las Vegas Metropolitan Police Department	Las Vegas	Municipal Law Enforcement	4929	3200	Todd Fasulo	Lieutenant	T4061F@LVMPD.com	www.LVMPD.com
3	NV	Nevada Department of Public Safety	Carson City	State Law Enforcement	1500	900	Scott Swain	Lieutenant - Executive Officer	sswain@dps.state.nv.us	www.dps.nv.gov
3	NV	Sparks Police Department	Sparks	Municipal Law Enforcement	168	116	Brian Allen	Commander	ballen@cityofsparks.us	*
3	OK	Oklahoma City Police Department	Oklahoma City	Municipal Law Enforcement	1269	1019	Chris Woodruff	Captain	chris.woodruff@okc.gov	www.okc.gov/police
3	OK	Oklahoma Highway Patrol	Oklahoma City	State Law Enforcement	1320	790	John A. Harris	Major, Highway Patrol	jharris@dps.state.ok.us	www.oklahomadps.state.ok
3	TX	Arlington Police Department	Arlington	Municipal Law Enforcement	759	540	James Smith, Jr.	Lieutenant	James.Smith@arlingtontx.org	www.arlingtonpd.org
3	TX	Brownsville Police Department	Brownsville	Municipal Law Enforcement	320	236	Joe A. Barrios	Sergeant	j.barrios4485@cob.us	www.cob.us/police
3	TX	City of Lewisville Police Department	Lewisville	Municipal Law Enforcement	211	139	Githa Sivaswamy	Administrative Analyst	gsivaswamy@cityoflewisville.com	www.cityoflewisville.com
3	TX	El Paso Police Department	El Paso	Municipal Law Enforcement	1757	1349	P. Pacillas	Patrolman	pacillasp@elpasotexas.gov	www.eppd.org
3	TX	Garland Police Department	Garland	Municipal Law Enforcement	466	328	Steve Dye	Assistant Chief of Police	dyes@ci.garland.tx.us	www.ci.garland.tx.us
3	TX	Grand Prairie Police Department	Grand Prairie	Municipal Law Enforcement	350	223	Robert Severance	Sergeant	rseverance@gptx.org	www.grandprairiepolice.org
3	TX	Houston Police Department	Houston	Municipal Law Enforcement	6484	4953	Harold L. Hurtt	Chief of Police	harold.hurtt@cityofhouston.net	www.houstontx.gov/police
3	TX	Johnson County Sheriff's Office	Cleburne	Sheriff's Office	240	100	Mike Gilbert	Captain	*	www.jctxsheriff.org
3	TX	Katy Police Department	Katy	Municipal Law Enforcement	63	43	Tim Tyler	Captain	kpd@katypd.com	www.katypd.com
3	TX	Laguna Vista Police Department	Laguna Vista	Municipal Law Enforcement	7	7	Robert McGinnis	Chief of Police	rmcginnis@cityoflagunavista.com	*
3	TX	Pasadena Police Department	Pasadena	Municipal Law Enforcement	341	261	M.P. Jackson	Assistant Chief of Police	mpjackson@ci.pasadena.tx.us	www.ci.pasadena.tx.us
3	TX	Port Isabel Police Department	Port Isabel	Municipal Law Enforcement	24	19	Joel Ochoa	Chief of Police	JOchoa7670@aol.com	*
3	TX	Roma Police Department	Roma	Municipal Law Enforcement	33	25	Jose H. Garcia	Chief	jgarcia@cityofroma.net	*
3	TX	San Antonio Police Department	San Antonio	Municipal Law Enforcement	2700	2200	Carla Zainie	Senior Management Analyst	carla.zainie@sanantonio.gov	www.sanantonio.gov/sapd
3	TX	Texas Department of Public Safety, Highway Patrol Division	Austin	State Law Enforcement	7900	3480	Luis Gonzalez	Major, Highway Patrol	luis.gonzalez@txdps.state.tx.us	www.txdps.state.tx.us
3	TX	Town of South Padre Island Police	South Padre Island	Municipal Law Enforcement	36	25	Robert Rodriguez	Police Chief	rrodriguez@townspi.com	www.spipd.net
3	TX	Waco Police Department	Waco	Municipal Law Enforcement	375	245	Brent Stroman	Chief of Police	*	*
3	UT	Ogden City Police	Ogden	Municipal Law Enforcement	206	142	Wayne Tarwater	Assistant Chief	waynetarwater@ci.odgen.ut.us	www.ogdencity.com
3	UT	Utah Highway Patrol	Salt Lake City	State Law Enforcement	506	425	Greg Willmore	Lieutenant	gwillmor@utah.gov	www.highwaypatrol.utah.gov
4	AK	Alaska State Troopers Department of Public Safety	Anchorage	State Law Enforcement	*	230	Kathy Peterson	Captain	kat.peterson@alaska.gov	www.dps.state.ak.us
4	IA	Iowa State Patrol	Des Moines	State Law Enforcement	100	400	Darrel Cox	Major, Operations Officer	dcox@dps.state.ia.us	www.iowastatepatrol.org
4	IA	Storm Lake Police Department	Storm Lake	Municipal Law Enforcement	26	18	Mark Prosser	Public Safety Director	prosser@stormlake.org	www.stormlake.org
4	IA	Des Moines Police Department	Des Moines	Municipal Law Enforcement	496	380	James M. O'Donnell	Major	jmodonnell@dmgov.org	www.dmgov.org
4	ID	Boise Police Department	Boise	Municipal Law Enforcement	361	286	Shelli Sonnenberg	Officer	ssonnenberg@cityofboise.org	www.cityofboise.org
4	ID	Idaho State Police/ Peace Officers Standards & Training	Meridian	State Law Enforcement	27	7	Jeff Black	Executive Director	jeff.black@post.idaho.gov	www.idaho-post.org
4	ID	Pocatello Police Department	Pocatello	Municipal Law Enforcement	130	91	Terry Felsman	Lieutenant	tfelsman@pocatello.us	www.pocatello.us/policedept

* not available

AGENCIES ASSESSED

COPS Region	State	Agency	City/Town	Type of Agency	Size (All Personnel)	# of Sworn Officers	Contact Name	Title	E-mail	Agency Web Site
4	IL	Bartonville Police Department	Bartonville	Municipal Law Enforcement	34	15	Brian B. Fengel	Chief of Police	bfengel@bartonvillepd.com	www.bartonvillepd.com
4	IL	Berwyn Police Department	Berwyn	Municipal Law Enforcement	166	105	William R. Kushner	Chief of Police	wkushner@ci.berwyn.il.us	www.berwyn-il.gov
4	IL	Chicago Police Department	Chicago	Municipal Law Enforcement	15661	13570	Michael Kapustianyk	Sergeant	police@cityofchicago.org	www.cityofchicago.org/police
4	IL	Des Plaines Police Department	Des Plaines	Municipal Law Enforcement	135	105	Jim Prandini	Chief	jprandini@desplaines.org	www.desplaines.org
4	IL	East Dundee Police Department	East Dundee	Municipal Law Enforcement	*	14	B. Michael Blahnik	Lieutenant	mblahnik@eastdundee.net	www.eastdundee.net
4	IL	Galena Police Department	Galena	Municipal Law Enforcement	13	10	Jerry Westemeier	Chief	galenapd@galenalink.com	www.cityofgaleena.org
4	IL	Illinois State Police	Springfield	State Law Enforcement	3525	2103	Mark Robertson	Bureau Chief	Mark_Robertson@isp.state.il.us	www.isp.state.il.us
4	IL	Mount Prospect Police Department	Mt. Prospect	Municipal Law Enforcement	24	86	Michael Semkur	Deputy Chief	*	www.mountprospect.org
4	IL	Naperville Police Department	Naperville	Municipal Law Enforcement	350	198	Gregg Waitkus	Commander	waitkusg@naperville.il.us	www.naperville.il.us
4	IL	Palatine Police Department	Palatine	Municipal Law Enforcement	139	112	Kurt Schroeder	Commander	kschroeder@palatine.il.us	www.palatine.il.us
4	IL	Peoria County Sheriff's Office	Peoria	Sheriff's Office	200	60	Joseph Needham	Chief Deputy	jneedham@co.peoria.il.us	www.peoriacounty.org/sheriff
4	KS	Girard Police Department	Girard	Municipal Law Enforcement	7	6	Jeff McDonald	Chief of Police	lawdog@ckt.net	*
4	KS	Kansas City Police Department	Kansas City	Municipal Law Enforcement	549	357	Jackie Waters	Officer	jwaters@kckpd.org	www.kckpd.org
4	KS	Kansas Highway Patrol	Topeka	State Law Enforcement	900	500	Mark Bruce	Captain	mbruce@khp.ks.gov	www.kansashighwaypatrol.org
4	KS	Salina Police Department	Salina	Municipal Law Enforcement	113	83	Michael M. Marshall	Deputy Chief	mike.marshall@salina.org	www.pd.salina.org
4	MN	Blaine Police Department	Blaine	Municipal Law Enforcement	78	61	Kerry Fenner	Captain	kfenner@ci.blaine.mn.us	www.ci.blaine.mn.us
4	MN	Brooklyn Park Police Department	Brooklyn Park	Municipal Law Enforcement	*	96	Jeff Ankerfelt	Captain	jeff.ankerfelt@brooklynpark.org	www.brooklynpark.org
4	MN	Minneapolis Police Department	Minneapolis	Municipal Law Enforcement	1200	856	Mary Lou Fiala	Training Development Supervisor	marylou.fiala@ci.minneapolis.mn.us	www.ci.minneapolis.mn.us
4	MN	St. Paul Police Department	St. Paul	Municipal Law Enforcement	798	602	Amy Brown	Research Manager	amy.brown@ci.stpaul.mn.us	www.ci.stpaul.mn.us
4	MO	Kansas City Police Department	Kansas City	Municipal Law Enforcement	2114	1421	Dana Dearing	Police Officer/Project Officer	ddearing@kcpd.org	www.kcpd.org
4	MO	Missouri State Highway Patrol	Jefferson City	State Law Enforcement	2250	1100	James F. Keathley	Colonel	mshppied@mshp.dps.mo.gov	www.mshp.dps.missouri.gov
4	MT	Montana Highway Patrol	Helena	State Law Enforcement	*	*	Amy Sprouse	Supply Sergeant	*	www.doj.mt.gov
4	ND	North Dakota Highway Patrol	Bismarck	State Law Enforcement	190	140	Mike Gerhart	Safety and Education Officer	mtgerhart@nd.gov	www.nd.gov/ndhp
4	NE	Nebraska State Patrol	Lincoln	State Law Enforcement	*	*	Lucinda Dowrling	Research Supervisor	*	www.nsp.state.ne.us
4	NE	Phelps County Sheriff's	Holdrege	Sheriff's Office	17	0	Penny Gregg	Jail Administrator	penny@phelpso.org	www.phelpso.org
4	OR	Beaverton Police Department	Beaverton	Municipal Law Enforcement	197	129	Stan Newland	Captain	snewland@ci.beaverton.or.us	www.beavertonpolice.org
4	OR	Cannon Beach Police Department	Cannon Beach	Municipal Law Enforcement	11	8	Gene Halliburton	Chief of Police	halliburton@ci.cannon-beach.or.us	www.ci.cannon-beach.or.us
4	OR	Central Point Police Department	Central Point	Municipal Law Enforcement	59	18	James F. Gilman	Police Officer	jamesg@cp-pd.com	www.cp-pd.com
4	OR	Gresham Police Department	Gresham	Municipal Law Enforcement	166	126	Bridget Saludares	Police Management Analyst	bridget.saludares@ci.gresham.or.us	www.greshamoregon.gov
4	OR	Medford Police Department	Medford	Municipal Law Enforcement	160	103	Randy Schoen	Chief	randys@ci.medford.or.us	www.ci.medford.or.us
4	OR	Oregon State Police	Salem	State Law Enforcement	1200	600	Gerald A. Gregg	Captain, Patrol Division	gerry.gregg@state.or.us	www.oregon.gov/osp
4	OR	Toledo Police Department	Toledo	Municipal Law Enforcement	*	10	Mark Fandrey	Chief of Police	302@cityoftoledo.org	www.cityoftoledo.org
4	WA	Pend Oreille County Sheriff's Office	Newport	Sheriff's Office	45	15	Dar Lin Sanchez	Deputy Chief of Communications	dsanchez@pendoreille.org	www.pendoreilleco.org
4	WA	Seattle Police Department	Seattle	Municipal Law Enforcement	1837	1274	Cathy Wenderoth	Strategic Advisor	cathy.wenderoth@seattle.gov	www.cityofseattle.gov/police
4	WA	Washington State Patrol	Kennewick	State Law Enforcement	2556	1000	Jay Cabezuela	Lieutenant	jay.cabezuela@wsp.wa.gov	www.wsp.wa.gov
4	WI	Waukesha Police Department	Waukesha	Sheriff's Office	338	154	James F. Bzdawka	Senior Law Enforcement Analyst	jbzdawka@waukeshacounty.cov	www.ci.waukesha.wi.us
4	WY	Wyoming Highway Patrol	Cheyenne	State Law Enforcement	110	207	Troy Mclees	Lieutenant	troy.mclees@dot.state.wy.us	www.dot.state.wy.us

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WEB SITES

Federal Interagency Working Group on Limited English Proficiency
http://www.lep.gov/

Memorandum of Agreement between DOJ and the Town of Mattawa, Washington
http://www.lep.gov/resources/2008_Conference_Materials/mattawaMOA.pdf

Migration Policy Institute, Language Portal: A Translation and Interpretation Digital Library
http://www.migrationinformation.org/integration/language_portal/

National Health Law Program's Online Library of Language Access Resources
http://www.healthlaw.org/library/folder.56882-Language_Access_Resources

One Example of a Plan for a Law Enforcement Agency
http://www.ojp.usdoj.gov/about/ocr/pdfs/lep_sample.pdf

Resolution for the Provision of Interpreter Services, Town of Mattawa, Washington
http://www.lep.gov/resources/2008_Conference_Materials/MattawaResolution.pdf

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233 Broadway, 12th Floor
New York, NY 10279

Tel: 212.334.1300
Fax: 212.941.9407
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