

# Catalog of Best Practices for Community Engagement

National Engagement Task Force

Co-Chair Mel Johnson, DOJ-EOUSA Co-Chair David Gersten, DHS-CRCL

18 April 2013

Table of Contents

---

**Introduction & Background .....2**

**DHS: Community Engagement as a Means to Counter Violent Extremism: Best Practices.....2**

    Background .....2

    Specific Best Practices and Examples .....2

**Excutive Summary of Best Practices for U.S. Attorney Engagement.....2**

**USAO: Community Engagement Coordinators in U.S. Attorneys’ Offices.....2**

    United States Attorney Offices .....2

    Duties of CECs.....2

    Benefits of CEC Work .....2

    Role of Attorneys .....2

**USAO: Interfaith Outreach Initiative of the Western District of Pennsylvania .....2**

**FBI: Community Outreach Programs/Best Practices.....2**

    Best Practices .....2

**HHS: Community Engagement Models: an HHS/ORR Perspective.....2**

    ORR Background.....2

    Community Engagement through the Ethnic Community Self Help Program.....2

    Highlights of ORR’s Community Engagement .....2

    Conclusion .....2

**NCTC: Community Examples of CVE Outreach Activities: A Toolkit.....2**

    Background .....2

    Using the Toolkit .....2

**NCTC: US Government Efforts to Ensure Accurate CVE Training .....2**

    Background .....2

    Overarching Themes .....2

## *Introduction & Background*

---

On behalf of the National Engagement Task Force (NETF), we are happy to provide you with the first edition of this *Catalog of Best Practices for Community Engagement*. The NETF includes representatives of federal agencies involved in the federal government's efforts to counter violent extremism. Part of that effort is the White House's *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States*, often known as the SIP.

The SIP reflects the government's commitment to engagement with communities as an important part of law enforcement, including the effort to counter violent extremism. In our efforts to counter violent extremism, we will rely on existing partnerships that communities have forged with Federal, State, and local government agencies. In many instances, our partnerships and related activities were not created for national security purposes but nonetheless have an indirect impact on countering violent extremism (CVE).

Through engagement, we assure communities, by our words and deeds, we are aware of their concerns and committed to protecting their rights while improving trust and rapport. Members of communities thus become comfortable working with law enforcement and other government agencies to solve mutually recognized problems.

This catalog contains contributions from a number of participating federal agencies based on their experience and observations. They range from suggestions for training to general discussions of principles for engagement to descriptions of specific engagement programs. Some are more thorough while others simply describe what outreach programs certain agencies offer so you can use them as resources for your own engagement efforts.

These materials are not directives or official pronouncements of practices that you must follow. They are suggestions for engagement that we hope will be helpful. If you are just beginning to engage with communities in your jurisdiction, we hope these materials will help you get off to a good start. If you are involved in ongoing engagement, we hope that these materials will give you some ways to carry on successfully.

As implied by the SIP, our dissemination of best practices for engagement will be an ongoing process and we plan to periodically distribute catalogs like this one. You can help us with that in two ways. One is feedback on what we have provided to you. Any comments you can provide to us on what was helpful or not so helpful in these materials will help guide us in the future. Next, we certainly recognize that members of our task force do not know all there is to know about engagement. We would welcome any submissions you might make on best practices of your own for engagement that we might be able to include in future disseminations.

If you have feedback or suggested submissions, send them to: [feedback-NETF@hq.dhs.gov](mailto:feedback-NETF@hq.dhs.gov).

David Gersten  
Department of Homeland Security  
Office for Civil Rights and Civil Liberties

Mel Johnson  
Department of Justice  
Executive Office for US Attorneys

# Department of Homeland Security

*DHS: Community Engagement as a Means to Counter Violent Extremism: Best Practices*

## Background

The causes of violent extremism are many and complex. There is currently only a partial understanding of the factors that determine which individuals will adopt ideologically motivated violence to further political or other goals. In its CVE efforts, DHS has created a spectrum of programs to better understand and address this issue. To counter violent extremism, DHS works with a broad range of internal and external partners, under the leadership of the Secretary and other senior Department officials. Central to the DHS strategy to counter violent extremism are public outreach and community engagement initiatives. These efforts are directed at addressing grievances, protecting civil rights, building trust with law enforcement agencies, and promoting integration and community resilience. Active engagement undermines key recruiting narratives used by violent extremist groups such as al-Qaida, al-Shabaab, and related affiliates.

Public engagement with diverse American communities whose civil rights may be affected by Department activities is a priority for DHS. DHS has engaged communities through multiple offices and components: Office for Civil Rights and Civil Liberties (CRCL), Federal Emergency Management Agency (FEMA), Homeland Security Advisory Council (HSAC), National Protection and Programs Directorate (NPPD), US Citizenship and Immigration Service (USCIS), Transportation and Security Administration (TSA), Customs and Border Protection (CBP), and Immigration and Customs Enforcement (ICE), among others.

### Office for Civil Rights & Civil Liberties

Safeguarding civil rights and civil liberties is critical to DHS' work to protect the nation from the many threats we face. The Office for Civil Rights and Civil Liberties (CRCL) supports the Department's mission to secure the nation while preserving individual liberty, fairness and equality under the law.

CRCL responds to community concerns and provides information on Department programs, activities and issues. It does much of this work by leading or playing a significant role in regular roundtable meetings of community leaders and federal, state and local government officials in fourteen cities across the country.

In addition to consistent roundtable efforts, CRCL consults with communities on an as-needed basis. CRCL's Incident Communication Coordination Team (ICCT) facilitates rapid federal government official engagement with a variety of communities in the aftermath of a terrorist act or homeland security incident. CRCL also represents the Department in key intergovernmental groups facilitating civil rights work between the United States Government and various international partners. Lastly, CRCL works to improve the cultural competency and awareness of Department personnel, for instance by developing resources explaining

## Examples of community concerns raised at CRCL events:

- *Ethnic, Religious profiling* – airport screening checkpoints, border enforcement.
- *Advanced Imaging Technology* – airport screening; invasion of privacy vs. lesser expectation of privacy, modesty concerns.
- *Watchlist* – absence of clear redress for misidentification with the watchlist.
- *Immigration Enforcement and Detention* – questioning, customer service, searches and religious questioning at U.S. ports of entry, detention conditions related to religious freedom, use of local law enforcement.
- *Training* – proliferation of law enforcement training that provides inaccurate and culturally offensive information.
- *Immigration Service* – delays in adjudication of immigration service due to FBI background checks, allegations of blackmailing community members with delays/denials.
- *Informants* – concerns over use of informants at mosques and use of alleged fake plots to arrest individuals.

## Specific Best Practices and Examples

---

DHS's longstanding engagement efforts, especially through CRCL's engagement efforts begun in 2005, constitute some of the USG's finest examples of sustained, substantive and comprehensive engagement with diverse domestic communities. As a result of these and other efforts, DHS has developed sophisticated mechanisms for engagement including many best practices to ensure productive communication and dialogue both with the community and within the federal government. CVE best practices can be divided into six areas that inform each stage of community engagement:

- 1 **Purpose** – What is the purpose of this engagement effort? How does it meet the mission of the USG overall and my specific agency?

**Do No Harm:** In any homeland security/ law enforcement environment, the first rule should always be, "do no harm." Protect civil rights and civil liberties. Engagement efforts should not be used to gather intelligence; further criminal investigations; or as a platform to engage in racial, ethnic, or religious profiling. Law enforcement must work to strengthen partnerships and networks among local community stakeholders. This can only be accomplished through honest, transparent relationships.

**Address rather than avoid tough subjects with participants:** Addressing, or simply acknowledging, community concerns develops trust with the affected community.

**Recognize the importance of sharing homeland security information with affected communities:** Two-way security information is the best mechanism to ensure a communities' infrastructure is resilient and protected. Be a strategic and valued partner in security awareness, prevention, planning, operations, and response.

- 2 **Partnership** – Who will be my key partners, both governmental and nongovernmental?

**Go Local:** The community engagement model is predicated on the ability to engage at a grassroots/ organic level. Create

community partnerships; co-create initiatives at a local level to develop and amplify CVE narratives that resonate with the local community.

**Engage early:** “Make friends when you don’t need them.” Communities are wary of engagement initiatives begun in the aftermath of a homeland security incident.

**Identify Key Nodes:** Understand key nodes of a community may not always be found in an organizational form. Critical stakeholders may not have an established organization yet may provide to be invaluable partners. Attention should be paid to both key organizations and unaffiliated individuals.

**Involve the Interagency:** DHS endeavors to include the interagency in all of its roundtables and other meetings.

- Example: U.S. Attorneys participate meaningfully on a quarterly basis at many of CRCL roundtable cities. In November 2012, the U.S. Attorney for the Southern District of Texas gave a presentation to community leaders on recognizing and assisting his office in taking action on hate crimes in Houston.
- Example: During recent incidents – Bulgaria bombing, Sikh Temple shooting, and Joplin, Missouri Mosque burning – the DHS Counter Terrorism Coordinator has worked in coordination with the Homeland Security Advisory Council (HSAC) and the Federal Bureau of Investigation (FBI), to pull together not only the impacted communities, but also the DHS Secretary’s Faith-based Security and Communications Advisory Committee, to provide accurate and timely information, protective measures communities can use, and resources available across the Interagency.
- Example: DHS Office for Strategic Engagement-Los Angeles participates in a monthly interagency meeting chaired by the LA Sheriff’s Department bringing together federal, state, and local law enforcement and government officials whose work is related to CVE.

### 3 **Preparation** – What advance preparations do I need to undertake?

**Characteristics of the ideal CRCL partner – community participants should have most of these traits but absence of one or more is not a disqualifier.**

- *Respected* – Is a civic community leader either official or unofficial? (Does not need to be an elected or religious leader).
- *Connected* – Is engaged personally or professionally with a wide range of community members, receives issues from the community and can bring other key community members and their issues to the dialogue.
- *Representative* – Reflects the diversity of the group with whom you are engaging.
- *Knowledgeable* – Has an accurate sense of the current community needs and concerns.
- *Effective* – Can speak effectively with both the community and appropriate government officials.
- *Trusted* – Has the implied trust of community leaders and government through experience
- *Available* – Is not so busy that s/he is unavailable to attend engagement sessions
- *Humble* – Is not out for personal gain or notoriety.

**Focus on Policy *and* Operations:** Though the USG distinguishes between operational and policy issues, the general public does not. Therefore DHS benefits from having both policy advisors and policymakers from Washington D.C. at its engagement events, alongside local field office leadership. In this way, both operational and policy issues can be addressed at one meeting (e.g. statements such as “This is not our issue, but one for Washington,” or “I’m not sure how this policy plays out in the field,” can be avoided). Moreover, this allows policymakers the unique ability to observe on the ground interactions and problems in several cities simultaneously and results in informed policy making.

- Example: CRCL engagement roundtables are managed by DC-based policy advisors who personally attend each quarterly session. In addition, DHS field office leadership from all relevant component offices such as CBP, TSA, ICE, USCIS and FEMA are in attendance to assist with operational or field office concerns.
- Example: The Secretary of Homeland Security created the Faith Based Security and Information Sharing Advisory Committee (FBAC) subcommittee, under the HSAC, so that she could receive findings and recommendations to improve upon two-way security communications with pertinent communities. For instance, certain communities are integrated into the National Terrorism Advisory System, in order to ensure communities remain engaged and informed about potential terrorist threats and acts.

**Be There Physically:** Human interaction is an invaluable engagement asset. Unlike a teleconference, a regular physical presence at an engagement location allows the official to develop solid professional relationships with the community. This in turn ensures a sophisticated understanding of the facts on the ground and also ensures that the right stakeholders are at each meeting.

- Example: CRCL’s roundtables are extremely diverse in terms of the communities and audiences represented (both from a demographic and interest-based perspective) partially because CRCL staff take an active interest in encouraging smaller, less-empowered and relatively unsophisticated communities to attend roundtable meetings.
  - Sustained funding for staff dedicated to outreach and engagement is a necessity to maintain this interaction and build upon those relationships; this is particularly required for disenfranchised and less-empowered communities with limited civic society resources and knowledgebase.
- Example: The DHS Federal Emergency Management Agency (FEMA) Center for Faith-based & Neighborhood Partnerships’ role is to maximize the appropriate participation of faith-based and community organizations (FBCOs) in Departmental policies, programs and practices. Following the Joplin, MO church burning, Chicago mosque vandalizing, and the Sikh Temple Oak Creek shooting incident, the Center’s Director traveled to these locations to meet with the impacted communities.



**The CRCL roundtable survey includes both closed-ended and open-ended questions such as:**

- *Closed-ended:* The Roundtable addressed important topics/issues in my community.
- *Closed-ended:* I had the opportunity to participate and share my opinions.
- *Closed-ended:* My questions were effectively answered.
- *Closed-ended:* I plan to attend another roundtable in the future.
- *Closed-ended:* The staff was helpful and accessible.
- *Open-ended:* What did you find most valuable about today's Roundtable?
- *Open-ended:* What could we do better in future Roundtables?
- *Open-ended:* Do you have any suggestions for future topics/issues?

- The DHS FEMA Center has on-the-ground presence in Los Angeles, California working in support of the City of Los Angeles, USC Center for Religion and Civic Culture, Los Angeles Emergency Preparedness Foundation and FEMA Region IX on the engagement of diverse faith groups and populations in the emergency management. This engagement includes support of faith-based capacity-building, preparedness, response, discussions on advance recovery planning and promoting participation in a rotational seat at the emergency management business operations center.

- Example: DHS partnered with the City of Los Angeles and Mayor Antonio Villaraigosa in November of 2011 to establish the DHS Office for Strategic Engagement. The office, which is physically housed in the Mayor's Office, reports directly to DHS leadership and focuses on strategic engagement. The director works to strengthen the department's relationships at the local level with state and local law enforcement, government officials, community groups, academic institutions, and the private sector.

**Let the Community Set the Agenda:** When the community determines what issues need to be addressed, it is more inclined to meaningfully participate in engagement efforts. Moreover, allowing the community to set the agenda allows for issues to be heard that may otherwise never make it into the policymaking process.

- Example: Though CRCL encourages and facilitates interagency participation at all roundtable meetings, it is the community that decides which agencies and what topics they would like to hear about. Thus, in some cases, certain agencies do not attend because the community stakeholders do not request their attendance.

- Example: Due to an escalation in threats against Israeli and Jewish facilities around the world, Office of Infrastructure Protection (IP) Protective Security Advisors (PSAs), DHS Intelligence Officers, the Federal Bureau of Investigation, and State/local law enforcement conducted outreach to more than fifty (50) pre-identified sites and facilities associated with the American Jewish Community and Israeli diplomatic community. This outreach effort highlighted potential threats and introduced stakeholders to appropriate protective measures, including applicable DHS products, services, and training. PSAs also discussed the "If You See Something, Say Something™" campaign and the National Suspicious Activity Reporting Initiative (NSI) to promote community awareness and enhance the security of both facilities and individuals.

- 4 **Measuring Success** – What are the expected outcomes or products of the engagement, both for the agency and our community partners?

**Address Grievances & Vulnerabilities:** To ensure consistent participation, the engagement must be mutually beneficial. This includes: information sharing, solving local civic problems, and addressing and preventing criminal and administrative violations.

- Example: Following the Sikh Temple shooting incident in Oak Creek, WI, IP provided the Council for American-Islamic Relations, the Sikh World Council, and American Hindu community leadership with information related to the DHS Active Shooter Program and a catalog of available training and resources. IP field personnel continue to work with the regional faith-based community in Los Angeles, CA, to coordinate a one day workshop and associated Webinar to provide stakeholders with information concerning this resource.

**Actively Seek Feedback:** Consistent and thoughtful feedback on the engagement process is critical if ongoing engagement is to remain relevant.

### **Other methods of engagement may include tools such as the Incident Community Coordination Team:**

CRCL created the ICCT as a mechanism for senior U.S. Government officials to communicate with key leaders from the American Arab, Muslim, Sikh, Middle Eastern, Somali, and South Asian communities immediately after an incident of national significance, such as a terrorist attack or plot. The ICCT nationwide call is the only tool of its kind available for rapid-incident communication between the Federal government and these communities in the aftermath of any potential terrorist act or homeland security incident. The ICCT is initiated only in certain circumstances and is chaired by the DHS Officer for Civil Rights and Civil Liberties.

The ICCT is a mechanism to:

- Provide timely information from the U.S. Government to community leaders in the aftermath of an attack.
- Provide timely information from community leaders to the U.S. Government including: reports on allegations of hate crimes that must be investigated; reactions or concerns to policies or enforcement actions taken by the government; information about other concerns of these communities in the aftermath of an attack; and, possibly, information about how the government might be effective in investigating the terrorist act(s).
- Develop, to the extent possible, a common understanding about the messages that government and community leaders will be sending to these communities, the country and the world.

- Example: CRCL roundtable participants complete a comprehensive, multi-part, anonymous survey at the end of each roundtable. Completed four times a year in over fourteen cities per year, these surveys allow CRCL to tailor its processes accordingly.

**5 Process** – Are there particular processes I should be aware of as I conduct the engagement session?

**Be Consistent:** Engagement is useless without follow-up. When the community understands that DHS representatives from DC will be present on an ongoing and regular basis, it is able to ensure that its grievances will be heard. In this manner, communities use the roundtable process as a conduit for concerns rather than resorting to other methods for redress.

- Example: CRCL roundtables are held on a quarterly basis and most have been ongoing for several years.

**Diversify Your Audience:** Though stakeholder communities across the U.S. may be diverse, they often experience the same panoply of problems. It is efficient, inclusive, and effective to invite diverse and previously absent community partners to the table. Immigrant or minority youth are often passed over by USG engagement efforts and it is important to broaden the focus of engagement efforts to include these large, often disparately affected groups as well. Likewise, diversity of opinion is essential to avoid an echo chamber of similar sounding claims and proposals.

- Example: Civil rights leaders and government representatives from Germany who observed a recent DHS CRCL Chicago roundtable favorably noted the holistic approach of the roundtable (e.g. that Muslim representatives, civil rights lawyers, public advocacy representatives, law enforcement officials and immigration officials were all in attendance).
- Example: CRCL staff has organized several roundtables with Somali youth and also with Somali women's groups in Minneapolis. These roundtables were attended by senior USG leadership and elected U.S. congressional representatives.

**6 Ingenuity:** How can you keep the engagement from becoming stale? Are there novel methods of interaction that ensure a better collaboration and a wider audience?

**Choose alternate locations:** To build trust and increase participation, alternate engagement event locations between different government facilities and community host sites. Conduct occasional tours of places where government activities occur such as detention centers, fusion centers, and immigration offices where naturalization ceremonies may occur.

**Employ multiple means of communication:** Use social media to deliver information and solicit feedback.

**Support additional infrastructure to share security information:** For example, DHS created a secure portal to share information with vetted individuals on the Homeland Security Information Network (HSIN).

**Centralize convening for consistency but decentralize solutions:** Encourage local government partners to solve problems on the ground and cull from good outcomes to inform policy and encourage duplication elsewhere.

**Diversifying engagement opportunities:** Ensure engagement opportunities are not always focused on one issue or one way communication.

- Example: DHS Office for Strategic Engagement-LA engagement activities have included
  - Workshop on grants available to faith-based organizations
  - Presentations on securing places of worship
  - Careers in government workshop
  - DHS 101 presentation to middle school kids
  - Meeting with Imam on how to reach out to alienated youth

For more information, please contact [communityengagement@hq.dhs.gov](mailto:communityengagement@hq.dhs.gov).

# *Department of Justice, U.S. Attorneys' Offices*

---

## *Executive Summary of Best Practices for U.S. Attorney Engagement*

*By US Attorney Amanda Marshall, District of Oregon and US Attorney Carter Stewart,  
Southern District of Ohio*

*"Departments and agencies have been conducting engagement activities based on their unique mandates. To better synchronize this work, U.S. Attorneys, who historically have engaged with communities in their districts, have begun leading Federal engagement efforts. This includes our efforts to engage with communities to (1) discuss issues such as civil rights, counterterrorism security measures, international events, foreign policy, and other community concerns; (2) raise awareness about the threat of violent extremism; and (3) facilitate partnerships to prevent radicalization to violence. The types of communities involved in engagement differ depending on the locations. United States Attorneys, in consultation with local and Federal partners, are best positioned to make local determinations about which communities they should engage. Appointed by the President and confirmed by the Senate, U.S. Attorneys are the senior law enforcement and executive branch officials in their districts, and are therefore well-placed to help shape and drive community engagement in the field."*

- White House Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States, December 2011

## Introduction

---

This memorandum is written as part of our participation on the National Task Force on Countering Violent Extremism. The Task Force was formed in response to the December 2011 "Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States" (SIP). While the SIP is meant to be applied to all violent extremism, it prioritizes preventing violent extremism and terrorism that is inspired by al-Qaeda and its affiliates and adherents, which have been identified as the primary security threats to our country. However, it is important to acknowledge that violent extremism can be found in many communities across the United States. Indeed, many districts face significant threats from white supremacists, anarchists and other domestic anti-government groups. It is also important to recognize that while outreach and engagement is an appropriate and effective way to empower communities to hold strong against those who would attempt to radicalize their young people to violence, the same may not be true for every violent extremist group. As stated in the first paragraph of the SIP:

*"Law enforcement and government officials for decades have understood the critical importance of building relationships, based on trust, with the*

*communities they serve. Partnerships are vital to address a range of challenges and must have as their foundation a genuine commitment on the part of law enforcement and government to address community needs and concerns, including protecting rights and public safety. In our efforts to counter violent extremism, we will rely on existing partnerships that communities have forged with Federal, State, and local government agencies. This reliance, however, must not change the nature or purpose of existing relationships. In many instances, our partnerships and related activities were not created for national security purposes but nonetheless have an indirect impact on countering violent extremism."*

Indeed the Department of Justice and U.S. Attorneys' Offices have prioritized engagement in many communities for reasons beyond countering violent extremism. Protection of civil rights and crime prevention are areas where community outreach is a key to achieving success. This paper is an attempt to pull together insights and experiences from U.S. Attorneys, government agencies, and others into a broad array of "best practices" specific to U.S. Attorney Offices (USAOs). When talking about Community Engagement of any kind, one thing is clear: a one size fits all approach does not work. We know that our districts vary in size, backgrounds, demographics, history, and types of communities. We need to be flexible and to match our approach to the unique demographics and challenges of our individual districts.

## Getting Started

---

Everyone involved in engagement needs some level of cultural competency related to the specific ethnic and cultural groups represented in the district. It is important to understand cultural cues so as not to embarrass or offend community members. For example, when meeting with Muslim groups, keep in mind prayer schedules, dietary restrictions, and preferences for greeting (e.g. shaking hands or not). When visiting a place of worship one or more of the following expectations may apply: Removing shoes, dressing modestly, wearing a head covering, or observing segregated areas for men and women.

At the outset, it is critical to learn as much as you can about the communities in your district before you engage and tailor your engagement accordingly. Department of Justice's (DOJ's) Community Relations Service (CRS) is a good resource, they are eager to participate and have experience with outreach to community groups. CRS can also assist USAOs by conducting cultural competency trainings, moderating panels, and helping identify community partners.

The Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS) and other governmental agencies may also be helpful. In most districts, FBI and DHS have been active with outreach, and in all cases they have made some contacts in the community. Many local law enforcement agencies are deeply engaged with various communities at the street level and are, therefore, a very good source of information, contacts and resources.

While coordination with the FBI and local law enforcement is important and their presence at some events is useful, it is important to develop an outreach strategy that is not solely reliant on the FBI or other law enforcement agencies. It can help to partner with “neutral” community leaders to take the “law enforcement” calculus out of the picture. Consider civil rights organizations, academics, student groups, and leaders in the interfaith community.

As the lead federal law enforcement and executive branch official in each district, U.S. Attorneys are in a unique position to understand the issues facing all of our communities, ways to facilitate outreach, as well as the range of threats that exist at any given time. Because of that, it is crucial for other federal components who engage in outreach coordinate their efforts through U.S. Attorneys’ Offices.

It can be effective to start engagement with small groups, if your demographics make that logistically practical. Coffee house meetings can be less formal, and thus, facilitate more candid discussions. Regular meetings and contacts are important to maintain relationships, but try to make contacts with a mix of individuals and groups. Recognize that within a larger community there may be several different communities, all with different leaders. Do not rely on one group as your “gate keeper.” Avoid appointing any particular community member as “chair” of any group or recurring meeting as that may create tension and distrust by elevating one leader over others. Pay attention to the equities underlying the process - do not leave key constituencies out. In larger events, be over inclusive. Generally, we recommend a “come one, come all” approach to outreach in order to encourage expansion of the partner relationships and to ensure maximum community participation.

Community Engagement can be done as a seamless part of broader civil rights outreach. The benefits of this approach include: (1) avoiding the potential of singling out any one group and raising questions about why outreach is only being targeted at them (even if that perception is not accurate); (2) helping to build bridges between groups, who might feel isolated, and the other groups in the district even beyond their relationship with the government; (3) promoting sustainability because it brings other individuals into the process who can assist in the outreach effort; and (4) allowing us to set up a structure that is nimble enough to respond to other law enforcement and outreach efforts as they might arise in the future without “reinventing the wheel.” One example of this type of outreach is to facilitate an interfaith dialogue. Of course, we must keep in mind that in some instances, targeted outreach is more effective.

## Balancing Outreach and Law Enforcement

---

Engagement by government agencies with communities which are vulnerable to targeted recruitment by extremists can have at least two purposes. One is to assure communities that the government is sensitive to its concerns and committed to protecting its legal rights. The other is to foster trust and rapport so that community members will collaborate with the government in fulfilling our law enforcement responsibilities. There is an obvious

tension and potential for conflict between those purposes because engaging agencies are, in effect, saying, “We’re here to help you, but we want you to help us investigate and prosecute cases, which may include cases against members of your community.”

This potential for conflict need not make it impossible for engagement to be effective. The two purposes of engagement are not necessarily incompatible. If communities are assured that the government will protect their rights, it is likely that those communities will come to trust government institutions and will cooperate with government actions. Community members have repeatedly demonstrated a willingness to accept honest and diplomatic expressions of the understanding that the government tries to reach with all citizens.

While countering radicalization is an important goal, and hopefully will be a product of engagement, it is important not to single out any one community for special attention only because of national security concerns. The dialogue should include a focus on issues of concern to those communities, such as civil rights, mortgage fraud, gang activity, child exploitation, and other matters. While investigative information may be a product of engagement, our primary goal is to serve our communities. It is important to educate the public about the broad array of issues that our offices handle.

Developing communication channels with community leaders is an important aspect of crisis response planning. For example, in the aftermath of terrorist attacks, hate crimes, or high-profile arrests, it is helpful to contact leaders from impacted communities using talking points and press releases from The Office of Public Affairs (OPA) and the relevant District or Component in an effort to counter misinformation and suspicion that would undermine the outreach effort, particularly among a particular ethnic or religious group.

## Identifying Issues of Interest

---

The nature of issues of concern to the community will vary from district to district depending on the community, but here are some examples:

- Issues relating to Transportation Security Administration (TSA) screening at airports
- Hate crimes and bullying
- Civil Rights including Fair Housing and Freedom of Religion
- No Fly List
- Sending money to charities overseas
- Issues related to immigration procedures
- Problems at border crossings
- Other questions and concerns with Federal agencies and their practices

Many districts have worked with CRS, Department of Education, schools, and others to focus on anti-bullying efforts. Several districts have had great success bringing other agencies, including DHS, TSA, National Counter Terrorism Center (NCTC), and FBI, to



community events. In most instances, it has worked well to begin outreach efforts in smaller meetings between community leaders and USAO personnel in order to develop an understanding of the issues of concern to those communities. Once we know what the issues are, we can draw in other agencies responsive to those concerns. Starting small gives us an opportunity to field questions from community members and develop experience to effectively respond to those issues.

Ask the communities directly to identify what they need from you. Listen to their answers with an understanding that effective engagement begins with good listening. Find resources to discuss concerns identified by the groups you are working with. Issues of concern will vary greatly from community to community. For example, recent immigrant groups may be experiencing conflict with local police, child protective services, or schools. We can help bring the right people from state and local government to the table in order to provide answers and facilitate discussion.

### Making Outreach Efforts Self-Sustaining

---

Determine specific individuals within the office who will oversee outreach efforts. These assignments can take a variety of forms including: a dedicated Community Engagement Coordinator; a team of people who work on engagement; or, adding the responsibility of Community Engagement and Outreach to an existing position or positions. What is more important than the job titles of the participants in your community engagement effort is that the person/people selected are a good fit for the task and are committed to its success.

The U.S. Attorney should not be the primary person responsible for coordinating outreach events. The success of engagement depends on building *sustained* relationships and trust. That said, U.S. Attorney participation and leadership is extremely important. It sends a clear message of support that engagement is considered important at the highest level, engagement efforts need to include other staff in order to institutionalize the effort and sustain it as national and local administrations change.

Once you have determined who your Community Engagement contact(s) will be, make sure to get the word out by listing the contact(s) on your website, sending out information, electronically or otherwise, introducing the person/people who will be coordinating your districts efforts and explaining your office's commitment to community based outreach. Institutionalize the outreach process by scheduling regular in-house meetings to review past outreach efforts and plan future ones.

Contacts with community leaders should be maintained through a mix of calls, e-mails, meetings, and attendance at special events. Create an email list to disseminate announcements and information on a regular basis.

Organize an annual event and invite representatives from the relevant federal, state and local agencies, lawyers, community members, and others to address areas of mutual concern, such as hate crimes, civil rights, bullying, gangs, or other public safety issues.

## Tips/Ideas

---

- Add a link on your website to a “Community Engagement” page that includes information about the people in your district, both from the USAO and other agencies, who are resources for community engagement. Post upcoming events on a calendar. Highlight press releases, articles and other information that may be of interest to the community.
- Invite students from diverse communities into your courthouse for a public service career day.
- Conduct a “civics training” event for students and community members from immigrant populations. Teach about the Constitution and the Bill of Rights, as well as other aspects of U.S. government. Encourage the participants to go back to their communities and educate others.
- Participate in religious and cultural events.
- Write an editorial, do a radio interview, or similar press event geared towards ethnic media to discuss the value of community education, cultural understanding and unity. Talking points from OPA can be helpful, particularly about the DOJ outreach effort itself. Partner with a community leader to make it a joint endeavor. Most communities are interested in publicly highlighting their own engagement with law enforcement.
- When dignitaries come to town, invite community leaders to attend their appearances or, if possible, to meet with them.
- Invitations to the FBI’s Citizens Academy can be effective outreach/relationship building tools.
- While large, regular meetings, i.e. monthly/quarterly, have a place, they can also be sometimes counter-productive.
- Uncomfortable topics can come up at public gatherings, such as complaints about particular agents, attorneys or details of specific cases. It is important to have a game plan as to how to handle such situations.
- Schedule events after work, during lunch, or on weekends to make it easier for community members to attend.

- Be aware that people may need to take breaks and have an area to pray at designated prayer times.
- Do not always hold meetings and events at your office. Take advantage of attending events planned by your communities and held on their turf.
- In addition to planning events yourself, consider participation in events that are thematically relevant to your distinct communities. Be sure to ask community members what they think is important, who they think we should hear from and how we can help them get their message out.
- Host an event where community leaders come together to design the program around what they think we (in law enforcement/justice/government) should know about communities in your district. Invite federal and local law enforcement agencies, prosecutors and others to attend.
- Include food whenever possible and appropriate. Nothing brings people together like sharing a meal. Be aware of religious dietary restrictions.

## Resources

---

- The Community Engagement Online Resource Center (CE-ORC) is a U.S. Government website that provides the capability for domestic and international 'community engagement practitioners' as well as policymakers to collaborate and access a variety of resources. This website and its services seek to provide easy access to documents, videos, presentations, and best practices related to community engagement and countering violent extremism. Additionally, blog and chat feature provides a collaboration environment that will foster dialogue, encourage questions, and allow all users to provide quick answers to those questions. Only authorized government representatives may use the blog and chat capabilities to post relevant information that is viewable by all registered users. A 'community engagement practitioner' as used within the website is defined as any federal government official who engages directly with members of the public on a day-to-day basis.

The CE-ORC is a closed/limited access website. The website requires access to be granted to access and use the information and services within the website. The CE-ORC is intended to be a space for safe and secure collaboration and discussion. This website is owned, managed, and supported by the NCTC. All content is reviewed and approved by federal partners, including DHS, DOJ, and the NCTC. Contact Webmaster, Lee Wilkinson to request access to the Community Engagement Online Resource Center:

[lee.wilkinson@communityengage.net](mailto:lee.wilkinson@communityengage.net)

- National Strategy on Empowering Local Partners to Prevent Violent Extremism in the United States:  
[http://www.whitehouse.gov/sites/default/files/empowering\\_local\\_partners.pdf](http://www.whitehouse.gov/sites/default/files/empowering_local_partners.pdf)

## *Department of Justice, US Attorneys' Offices*

---

*USAO: Community Engagement Coordinators in U.S. Attorneys' Offices*

### United States Attorney Offices

---

A number of US Attorneys' Offices have begun to assign office personnel to organize and facilitate community engagement or outreach efforts. This brief article will try to summarize the use of this technique for consideration of other USAOs as a possible way to improve their engagement efforts. The information in this summary comes largely from Gwen Mason (W.D. Va.), Martha Wyatt (D. Ma.), Sean Tepfer (W.D. Wa.), and Sean Vassar (E.D. Ca.), all of whom work in this capacity and were gracious enough to share their thoughts and experiences. While the title applied to this position may vary, this summary will refer to Community Engagement Coordinators (CECs) for ease of reference.

The duties of a position like this are fulfilled in various ways, depending on the needs and resources of the district involved. Some districts have full-time CECs and some even have more than one, with each assigned to outreach with different groups. Other districts add outreach duties to other personnel such as Law Enforcement Coordinators (LECs) or Victim Witness Coordinators (VWCs). At least one uses a team of several individuals to cover engagement as well as public affairs, victim-witness support, and law enforcement coordination. Of course, budgetary constraints and the difficulty of piling more responsibilities on already busy personnel will affect how these engagement responsibilities can best be covered.

Some districts have taken steps to have CEC duties covered by contractors with appropriate backgrounds. That approach may help to cover this responsibility in a way that saves money and avoids a permanent commitment to any individual employee. However, for any CEC to be effective, that person will have to spend considerable time making meaningful connections to individuals and organizations in the community so any contractor's stay in this position should probably be lengthened by contracts longer than one year or by contract extensions. Sometimes non-governmental organizations (NGOs) will volunteer people from their organizations to fill this position but that may not be wise as a conflict or at least its appearance could be created. Questions may arise as to whether that person is speaking for the government or the NGO in dealing with community organizations, especially when the positions of the government and NGO diverge.

Regardless of how any office approaches this problem it can be suggested that outreach for any USAO is more a philosophy than a particular position. Traditionally, USAOs litigated cases and spent little time and effort on outreach to the community. However, in recent years, there has been a growing appreciation within the Department of Justice of the value of community engagement as a way to develop rapport and understanding with

communities that can lead to community cooperation, crime prevention, and more effective discharge of our duty to protect the citizens of our communities.

## Duties of CECs

---

Just as the titles, funding, and ways to fulfill this responsibility vary, so do the exact duties. However, there is consensus that anyone filling this role will have plenty to do and that this could easily be a full-time assignment in most districts. All agree that effort and consistency in outreach efforts are key to establishing trust with community groups and leaders which will make outreach successful. Any USAO's ability to fill this job may be affected by budgetary constraints and personnel limitations but here is a list of the kinds of things that a CEC can do to enhance any USAO's engagement efforts:

- 1) The CEC must be able to identify and establish contact with relevant community groups and leaders, that are concerned with the issues and whose trust in our department can have the potential to form a partnership that will help us accomplish mutual goals.
- 2) The CEC will be called upon to schedule and organize whatever programs, meetings, and other outreach activities are deemed necessary to our outreach efforts. This is a time-consuming job best done by someone who does not have too many other duties which would stand in the way.
- 3) The CEC will communicate with the leaders of community organizations on behalf of the US Attorney and USAO. Quick communication methods can be used to disseminate accurate information about important developments and perhaps defuse volatile situations.
- 4) The CEC can play a major role in educating community groups about the procedures and limitations of the legal system and the role of the USAO, as well as rights and responsibilities under that system. This can be done through events, pamphlets, and press releases.
- 5) The CEC can assist crime prevention efforts of community groups, perhaps in a way that fosters public-private partnerships on issues of mutual concern.
- 6) The CEC can develop expertise that can be used to assist community organizations in obtaining resources, through grants or other means, to help them accomplish their goals. While CECs should not put themselves in the position of advocates for certain organizations competing for grants against others, CECs can make guidance regarding grants a key component of gaining the trust of these organizations.
- 7) Through contacts with other public agencies, the CEC can help to draw upon their resources when appropriate to obtain their assistance in cooperating with

community groups. Cooperation and communication with other governmental organizations is crucial to the work of any CEC. Without it, mixed messages, outright contradictions, and needless duplication of effort can easily arise.

## Benefits of CEC Work

---

The benefits of using someone as CEC are considerable.

The CEC's efforts can be expected to open lines of communication with community groups and leaders that can help any USAO to do its job effectively with so many communities: school groups concerned with bullying, LGBT groups, Native-American tribes, Arab and other Muslim groups, and a variety of other racial, ethnic, and religious communities that want to look to USAOs for assistance. Lack of community trust and cooperation harms any effort to investigate and prosecute successfully. An effective CEC can help to gain that trust and cooperation.

Of course, it is easier to maintain that trust and cooperation once it is established than it is to gain it in the first place or recover it once lost. The CEC's actions can be instrumental in both obtaining and maintaining a relationship that can overcome the alienation between many communities and law enforcement.

The CEC can serve as an easily accessible point of contact for the USAO, one that is familiar with the needs and concerns of each community and one that is easier to reach because communication with these groups is a main component of the CEC's work.

US Attorneys are normally a major part of any USAO's engagement efforts and that is natural, considering the symbolic position of the US Attorney as chief federal law enforcement officer in any district. However, if the engagement is too personally associated with the US Attorney, that effort may have to start from scratch if the US Attorney changes. The prominent involvement of a CEC helps to sustain the engagement effort through administrations so it can remain a long-term initiative of the USAO.

Some engagement efforts are carried out by a variety of agencies, federal, state, and local. If not coordinated, that can lead to duplication of effort and a community perception of lack of sincerity when agencies reach out to communities just repeating what has been said and then do not follow through. A CEC can help to coordinate outreach efforts in a way that will avoid pointless duplication and promote consistent follow through because there is one person overseeing what is said and what is done.

Similarly, some outreach is done by "visiting" agencies or officials that come to town and publicly reach out to the community but then leave. The presence of a CEC leaves a continuing presence and consistency of federal communication and effort.

USAOs who have no one spending much time on outreach may delegate that responsibility onto support personnel such as LECs or VWCs or onto AUSAs. All of those people have other duties that are their primary responsibilities. To the extent that they are involved in engagement, those other primary duties suffer. The presence of a CEC helps to free them for their other duties, although they can still participate in outreach activities as appropriate.

## Role of Attorneys

---

Attorneys are usually regarded as the key players in any USAO. The primary job of the office is litigation and that is conducted by the attorneys. Other personnel are referred to as Support Staff, supporting the efforts of the attorneys. However, in the context of community outreach, questions can be raised about whether attorneys are suited to be primary actors since they may not be suited by experience or training to organize engagement activities. The involvement of a CEC puts that person in a position to be primarily responsible for maintaining the relationships important to engagement and organizing engagement opportunities, freeing the attorneys from those responsibilities but allowing them to contribute in ways they are trained for and experienced in, talking to community groups about legal procedures and issues. In the experience of existing CECs, interested attorneys can be very helpful to successful engagement in that role.



## *Department of Justice, US Attorney's Office*

---

### *USAO: Interfaith Outreach Initiative of the Western District of Pennsylvania*

David Hickton, the United States Attorney for the Western District of Pennsylvania, and Tamara Collier of that office (USAO) have described the interfaith outreach initiative that they have worked on to address the problem of youth crime in Pittsburgh.

Their motivating belief was that it was crucial to engage the faith-based community in Pittsburgh to try to address youth crime. Faith-based organizations, of various religions, have deep connections throughout their respective communities and are deeply involved in all social problems affecting their people. Although those engaged in criminal activity may not be very religious themselves, members of their families often are. That is especially true in times of stress. Those more devout family members may well have more ability to influence the criminal behavior of their relatives than public officials or other leaders. So, if faith-based outreach to those family members can help them to find ways past the problems that lead to youth crime, they may be able to help their relatives break criminal cycles.

Pittsburgh had two other prominent faith-based organizations already but they did not seem suited to the purposes the USAO had in mind. One was not interfaith since its leadership was limited to one religion. The other was clearly political, advocating for positions on issues and seeking to extract promises from public officials in exchange for being able to participate in the group's activities.

So, a decision was made to form a new group. Clergy are participating from a wide variety of religions including the Catholic bishop, Jewish rabbis, Muslim imams, Hindu leaders, and ministers of several Protestant denominations. There have been meetings with this whole group along with joint observances of holidays of religions of various members. US Attorney Hickton has followed up by visiting individual congregations. This effort has been positively received and seems to have increased support in these communities for federal crime fighting efforts.

The group is not one that is set up to take specific actions. Instead, it is a group for discussion and exchange of information and ideas. They discuss issues relevant to these communities with attendees guiding the discussion through their questions and statements. The USAO is not trying to explicitly influence these religious communities. Likewise, it hopes to avoid the appearance that they exert any undue influence over the policies of the USAO. Also, there is no intention to replace or compete with the other faith-based organizations in Pittsburgh mentioned above. The USAO just wants to exchange information about the programs and concerns of these faith communities and find common ground between them.

An important focus for this group is to find ways for young people who might be drawn into anti-social behavior to take responsibility for their actions and recognize the significance of those actions, perhaps based in responsibility to some higher power or ideal. An impediment to accomplishing that is that many young people in trouble see themselves and their communities as having no future. In fact, many of these young people do not see themselves as living long so they see no point in living the kind of life which might benefit themselves and society over the long term. They see their lives as an old jalopy going down the street. Because it is old and in bad shape, they are not concerned with whether it gets damaged or dented in crashes. This interfaith group is trying to find ways to get these young people to see their lives as new cars they want to protect so they can be driven a long way to a happy destination.

An inspiration for this approach was the "Urban League Sunday" program run for years in Pittsburgh and other cities by the National Urban League.

There has been no criticism of the composition of this group. The USAO started by inviting certain religious leaders but the group does not seek to exclude anyone and others are welcome. The group communicates through a listserv which seeks to be inclusive. There has also been no controversy over association of a public office, the USAO, with religious leaders. The group seeks the exchange of ideas but does not seek to promote any particular religion or even the idea of religion itself. Any agnostic or atheist leaders who sought to attend and exchange ideas would be welcome.

# *Federal Bureau of Investigation*

---

## *FBI: Community Outreach Programs/Best Practices*

The better we know our communities, the better we can protect them

The Community Outreach Program plays an important role in the FBI's broader efforts to improve our understanding of the communities we serve and the threats they face. The primary purpose of the FBI's Community Outreach Program is simple: to enhance public trust and confidence in the FBI by fostering the FBI's relationship within various communities. The Community Outreach Program supports the FBI's mission by educating members of the public on how they can help protect themselves and their communities. Our engagement efforts are designed to build trust in communities that can assist in opening doors, facilitating the overall mission of the FBI in keeping communities and the homeland safe.

### Best Practices

---

We have found the most effective best practices and programs instituted by the FBI are as follows:

#### **Establishing a forum of diverse communities for collaborative interaction**

- Post 9/11, Multi-Cultural Advisory Committees (former known as Community Engagement Councils) were developed in a number of FBI field offices. Each field office MCAC is typically comprised of up to 15-20 ethnic, religious, and minority community individuals/leaders who are committed to assisting the FBI to understand their particular cultures. Members serve to 1) discuss cultural heritage and experiences; 2) debunk myths; 3) reduce fear; 4) discuss hate/bias and provide feedback for solutions; and 5) develop ideas for sharing information with others, i.e., school, communities, and law enforcement. Each MCAC meets quarterly.

#### **Establishing programs that incorporate community engagement**

- Citizens Academy Program – a six-to-eight week program that brings together a select group of community leaders to learn about the FBI's mission, jurisdiction, policies and general operations. All field offices conduct at least one Citizens Academy per year, while some may conduct multiple sessions. At the conclusion of the program, participants receive a letter and certificate signed by the Director of the FBI congratulating them on their successful completion of the program and

thanking them for the willingness to continue to act as a liaison for the FBI in their respective communities.

This program allows participants to gain a better understanding of the bureau versus the perception they obtain from an external viewpoint.

- **Community Relations Executive Seminar Training (CREST)** – a shorter, more focused version of the Citizens Academy conducted in partnership with a community group at an offsite location. Participants learn about the mission, goals, history and internal workings of the FBI, but the sessions are customized to meet the needs of each organization. This program serves as a means to exchange information between the FBI and the participating communities. Two/three of the following topics are to be selected by the community and discussed during the training session:
  - Counterterrorism
  - Foreign Counterintelligence
  - Cyber Crime
  - Public Corruption
  - Major Thefts/Violent Crimes
  - White Collar Crime Program
  - Civil Rights
  - Recruitment & Hiring

This program allows communities to tailor their concerns or interests to the above topics, as opposed to the FBI engaging only as a messaging platform. It also affords the FBI to have visibility in communities, thereby not being viewed purely as a law enforcement action arm, but an entity engaged in assisting and supporting the communities themselves.

### **Other outreach programs/initiatives**

- **Youth Academy** – Varying with each field office, this one-day program is conducted in partnership with a local Junior High/High school. Students learn about the mission, goals, history, internal workings of the FBI, and potential career options. This program serves as a means to exchange information between the FBI and the participating communities.
- **Junior Special Agent**– A multi -week program for elementary school children (5th-6th grade) which focuses on ‘What it means to be an FBI Agent.’ Students learn about the FBI’s mission, undergo a mock physical fitness test, and receive a Junior Special Agent badge and credentials upon graduating from this program.

- **Adopt-a-School** – A mentorship program lead by the field office COS or COC wherein Bureau employees volunteer personal time to assist students in grades 1-12 with various academic and/or personal issues.
- **Safe Online Surfing (FBI-SOS)** - A free Internet safety program designed to help students recognize potential dangers associated with using the Internet. The program delivers information October through May, during the school year, in a fun, competitive format to registered students in grades 3 through 8. Interested schools must register for participation. Students take web-based quizzes and learn important internet safety and cyber citizenship concepts.
- **Child ID App for Iphone and Android** - An electronic application, created by the FBI, which collects identifying information regarding your child, to include a current picture. The data/content is maintained on your own personal electronic/mobile device in the event your child goes missing. Given such an incident, the data/content can then be shared with the appropriate law enforcement entities, thereby allowing immediate action to be initiated.

### **External Messaging**

- In January of 2011, the Community Relations Unit launched the FBI Community Relations Facebook page. The page is designed to highlight the bureau's engagement with community partners nationwide and invoke appreciation for the FBI's efforts to connect with local communities.

## *Department of Health and Human Services*

---

### *HHIS: Community Engagement Models: an HHIS/ORR Perspective*

The Office of Refugee Resettlement (ORR), within the Administration for Children and Families of the Department of Health and Human Services, is actively working to fulfill its mandate to provide benefits and services to newly-arriving populations, in support of the U.S. Refugee Resettlement Program. The resettlement of refugees from camps and urban settings overseas, however, is only part of ORR's role. Since many ethnic communities in the United States have significant refugee components, ORR can be a helpful and important partner in engagement with those communities.

ORR provides services to more than 100,000 refugees per year. ORR uses the term "refugee" collectively to include these populations who are eligible for ORR's benefits and services. Historically, while the U.S. refugee resettlement population would be mainly from one or two areas of the world, current refugee populations hail from approximately 70 countries, speaking more than 50 different languages.

ORR is committed to helping refugees transition into the U.S. by providing benefits and services that enable them to achieve self-sufficiency, and restore their safety and dignity as they become integrated members of American society. To that end, ORR engages with refugee communities in the U.S. on a number of levels, and through varied approaches.

"We believe in a generous America, in a compassionate America, in a tolerant America, open to the dreams of an immigrant's daughter who studies in our schools and pledges to our flag."

- President Barack Obama, November 7, 2012

This statement from the President's address to the nation following his re-election captures ORR's approach to serving refugees. ORR sees every refugee as an "American-in-waiting" from the moment of arrival: acknowledging the persecution each has faced, the courage and perseverance it took to start a new life, and the inherent contributions he or she will make to the culture and economy of the U.S. In this way, ORR's approach to community engagement is rooted in equity and equality, where refugee voices are actively promoted and viewed as an integral part of resettlement. It is a strengths-based model, viewing refugees as equal partners, and the key to any and all meaningful engagement.

### ORR Background

---

The historic policy of the United States is to admit refugees of special humanitarian concern, reflecting America's core values and tradition of being a safe haven for the oppressed. Since 1975, the United States has admitted more than three million refugees

who were once persecuted in their home countries, with over 200,000 from Africa, over 600,000 from the former Soviet Union, and over 1.3 million from Asia.

The Refugee Act of 1980 conveyed Congress' intent that refugee resettlement should occur in close cooperation and consultation with state and local governments, and through public-private partnerships with nonprofit voluntary agencies. Based on this principle of community and private-sector engagement, ORR works with numerous stakeholders to resettle and support refugees. These partners, in turn, develop wider relationships with churches, temples, mosques, businesses, schools, and volunteers at the local level, thereby exponentially increasing the number of stakeholders engaged in refugee resettlement.

Additionally, every state in the U.S. (except Wyoming) has a refugee resettlement program administered by the state or a voluntary agency, with a State Refugee Coordinator who is charged with administering the program in that respective state. Over time, refugees also create their own organizations, namely ethnic community based organizations (ECBOs), which provide advocacy and support for their own communities while building linkages to the local community at large.

While ORR's direct engagement and services may be restricted to those who have been in the country for less than five years, ORR's outreach and collaboration with refugee populations extend far past their initial resettlement period, as well as post-naturalization, as refugees transition from being newly-arrived to established, and ultimately full participants in American communities from coast to coast.

### Community Engagement through the Ethnic Community Self Help Program

---

One of the most concrete ways in which ORR engages with refugee communities is through its Ethnic Community Self Help Program. The objective of the program is to support ethnic community-based organizations (ECBOs) in providing refugee populations with critical services to assist them in becoming integrated members of American society. Since ORR's inception, it has historically supported ECBOs (formerly known as Mutual Assistance Associations) for all new and emerging populations.

Currently, 34 ECBOs are directly funded under the program to provide culturally and linguistically appropriate services to refugees of diverse ethnic and national origins. (Indirectly, ORR funds countless other ECBOs through state subcontracts and similar mechanisms.) Project activities typically include organizational capacity development; outreach to mainstream communities; cultural orientation and life skills education; financial literacy training; English as a Second Language (ESL) training; youth-targeted programs; referrals to care providers, and direct refugee service provision.

ECBOs are led mostly by immigrants and refugees who understand the challenges and needs of their compatriots. With insight into refugees' strengths, these organizations serve

to empower refugees and build capacity in the refugee community. ECBOs have in this way become invaluable cultural brokers/partners in refugee resettlement.

ORR's support of refugee populations through ECBOs is not purely financial; its engagement with and enhanced support to local refugee communities has been multi-pronged. ORR is actively engaged in reaching out to newly arrived refugee populations, including the Bhutanese, Somalis, and Iraqis. The ORR Director and ORR staff frequently meet in the office and during on-site visits with representatives from both grantee and non-grantee organizations. Refugee community leaders are urged to visit ORR and attend ORR-sponsored events, where they are given a platform to voice their concerns and to propose solutions to challenges faced by refugee communities.

Over the past three years, ORR has invited and even awarded stipends to some outstanding refugee representatives to participate in and advocate for themselves at ORR National Consultations. Refugee community leaders, male and female, have been vocal and visible ambassadors at plenary sessions, panel discussions, and listening sessions, where they have made their voices heard by senior officials at various federal agencies including the Departments of Labor, State, Agriculture, and Education.

It must be stressed that ORR does not limit its engagement only to grantees; in fact, most of the refugee ethnic organization representatives who visit ORR to discuss community concerns, outreach to the mainstream population, gaps in existing services, and funding opportunities, are not funded by this agency.

Through grants, conferences, initiatives and collaboration at the federal, state and local level, ORR works to build partnerships and to provide support to communities, based on mutual trust, respect, and understanding. While ORR stresses its primary aim of promoting and helping refugees attain economic self-sufficiency, ORR equally stresses the need for refugee communities to build bridges to their neighbors through service and engagement. Some notable ORR-funded projects are listed below.

### Highlights of ORR's Community Engagement

---

From 2009-2011, ORR funded the Center for Preventing Hate's "New Migration Project", aimed at reducing anti-immigrant bias, providing capacity building training for refugee ECBOs and leaders in anti-bias strategies, and helping those individuals implement dialogue sessions in Boise, Frederick, Lewiston, and New Orleans. Another ORR grantee, the Association of Africans Living in Vermont's "Project Integration", focused on refugee empowerment through civic education and integration. Through collaboration with the Housing Resource Center, the Champlain Valley Office of Economic Opportunity and the Department of Children and Families, the grantee disseminated its key message of integration through civic and cultural education. It held workshops on topics such as parenting, health, female genital cutting, and nutrition, and promoted understanding and acceptance of refugee groups among the mainstream community.



ORR has promoted a message of embracing diversity that has been well-heeded by some of its grantees, such as the erstwhile Somali Bantu Community Association of New Hampshire, which renamed itself the Organization for Refugee and Immigrant Success in 2011, in recognition of the diverse ethnicities it now serves including Bhutanese, Somali Bantu, and Congolese refugees. Similarly the multi-ethnic Center for Refugees and Immigrants in Tennessee began as a Somali community-based organization. Another ORR grantee, Refugee Family Services, launched the Refugee Organizing in Action Collaborative (ROAC), a project that seeks to strengthen the civic engagement and direct service capacity of refugee-led community organizations. In working with a number of refugee community groups, ROAC issued a report outlining stakeholders' priorities and advocated with municipal authorities for public safety. Its website lists resources for civic engagement, crime and safety issues, employment, health and social services. Another ORR grantee was recently featured in a Nashville newspaper article that highlighted former refugees who are actively participating in U.S. politics by exercising their electoral rights.

One community that ORR has engaged with consistently is the Somali-American community. ORR has funded a pilot program encompassing character building, leadership development and civic engagement activities for Somali youth aged 12-19 years; it recently funded another youth-leadership project in the San Diego area. Additionally, ORR staff makes it a priority to attend project activities; for example, ORR's Director of the Division of Refugee Services attended a two-day orientation for the project, which was attended by the grantee agency's leadership and staff, and also a Somali-American policy advisor from the Office of Civil Rights and Civil Liberties at DHS.

## Conclusion

---

As stated above, ORR's model of community engagement is to approach refugees as "Americans-in-waiting". However, it is critical that this approach includes sensitivity to refugees' prior experiences—especially for those refugees who have fled persecution perpetrated at government or systemic levels. Understandably, mistrust of law enforcement officials is a common challenge to overcome in many communities. With this in mind, ORR not only talks to refugees, but listens, and seeks to empower them.

ORR sees community engagement as a two-way street, built upon trust and understanding. For more than 30 years, ORR has successfully employed this approach to provide the culturally and linguistically appropriate support and services refugees need to make a successful transition to their new lives in the United States. ORR will continue to adapt to the changing needs of the people it serves, in support of the mutual obligations that this humanitarian program set forth, and which ORR is proud to uphold.

With its close and beneficial connections to refugee groups, ORR can be a uniquely helpful partner to agencies seeking to engage with communities from the same countries of origin

as those refugees. The assistance provided by ORR can go a long way toward developing trust in government by refugees and their ethnic communities.

To contact ORR, please contact Eskinder Negash, Director, HHS-ORR, (202) 401-9246

# National Counterterrorism Center

---

## *NCTC: Community Examples of CVE Outreach Activities: A Toolkit*

### Background

---

The White House released its strategy to counter violent extremism in the United States in August 2011. The strategy focuses on reducing the threat of ideologically inspired violence in the Homeland.<sup>1</sup> The CVE strategy outlines a community-based approach to reduce the threat of extremism of all types, with a focus on Al Qa'ida-inspired violent extremism. In December 2011, the Whitehouse released its strategic implementation plan (SIP) for the CVE strategy.<sup>2</sup> The SIP details three key areas of Federal Government activity to implement the CVE strategy: 1) enhancing engagement with and support to local communities that may be targeted by violent extremists; 2) building government and law enforcement expertise for preventing violent extremism; and 3) countering violent extremist propaganda while promoting our ideals.<sup>3</sup>

The SIP provides “a blueprint for how we will build community resilience against violent extremism.”<sup>4</sup> It outlines four core activities to address the objectives of the August 2011 CVE strategy: 1) whole-of-government coordination of efforts; 2) leveraging existing public safety, violence prevention, and resilience programming; 3) coordinating domestic and international efforts; and 4) addressing technology and virtual space.

Community-wide planning and buy-in from stakeholders are essential to an effective, sustainable CVE strategy. Each community is unique, with its own social and cultural context, and its own history of interagency and government relationships. This makes it difficult to pick ready-made program ideas off the shelf. Community stakeholders will need to tailor the program activities detailed in this Toolkit to their particular local context. CVE program planners can use the outreach program activities listed in this Toolkit as part of their CVE strategy.

Agreement on the goals of a community CVE strategy is a starting point for deciding which programs to implement. Stakeholders need to understand the threat, as well as ways that members of their community could be vulnerable to radicalization and mobilization. Appendix A contains a document, *Radicalization Dynamics: a Primer* that provides a context for CVE planning. This publication provides a framework for understanding the drivers of radicalization and how individuals and groups move from radical thought to violent action. It can help planners connect program activities to desired end states. The framework notes that there is no one path to radicalization and not all radicalized individuals act on their ideas. It defines personal, group, community, sociopolitical, and

---

<sup>1</sup> *Empowering Local Partners to Prevent Violent Extremism in the United States*, August 2011.

<sup>2</sup> *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent extremism in the United States (SIP)*, December 2011.

<sup>3</sup> SIP, p. 2.

<sup>4</sup> SIP, p. 2.

ideological dimensions that interact during the radicalization process. Events, people, and situations can be catalysts that encourage violent action, or, conversely, can serve to inhibit action. Outreach programs offer alternative ways of satisfying needs and resolving grievances. In this way, CVE programs mitigate factors driving radicalization and can reduce the likelihood that susceptible individuals will progress to violent action.

## Using the Toolkit

---

The December 2011 SIP provides a blueprint for building community resilience against violent extremism. This Toolkit is intended primarily for on-the-ground implementers of grassroots outreach programs to Muslim communities and for managers and community decision makers responsible for designing, supporting, and administering such programs. What follows is a summary of selected outreach activities that we assessed could be replicated by other communities. The practices we identified represent examples of activities that could be adopted by other communities and do not represent the entirety of what each of the highlighted communities is currently doing. While the program activities listed appear to be “stand alone” in some cases, the communities we visited incorporate these specific program activities into broader outreach, resiliency building, and community oriented policing strategies.

### **Community Services Coordinator (Portland, Maine)**

The Community Services Coordinator (CSC) is a civilian city employee located in one of five Community Service Centers located throughout Portland. Outreach is community-wide, and seeks to include all populations. The CSCs serve as liaisons to Portland citizens and represent the Police Department to the community.

- The CSC works in the community and interacts on a daily basis with community members. The CSC is aware of community concerns and acts as liaison or ombudsperson between citizens and the City of Portland, including the Police Department, health Department, Schools and Social Services.
- The CSC works closely with police officers, middle managers, and administrators in the Police Department to address concerns raised by community members. This individual represents the Police Department on community task forces and organizations representing special needs, particular areas of the City, and attends neighborhood and committee meetings.
- The CSC educates the Police Department about non-police resources available in the community, and advises police middle managers and administrators on matters relating to community policing strategies to resolve problems and concerns raised by community members.

### **Senior Lead Officer (Portland Maine)**

The Senior Lead Officer (SLO) is a sworn police officer who serves as a patrol officer, problem solver, mentor, community leader and neighborhood liaison in a specific geographical area of the city. Each SLO is assigned to a constituency or a neighborhood sector comprised of one or more patrol beats and works closely with the Community Services Coordinator (CSC) in his/her assigned area. This position includes the monitoring of neighborhood crime trends that lead to developing and participating in crime reduction and problem-solving strategies to address quality of life issues.

- One SLO position is assigned to work with and act as a liaison to the youth of the City of Portland, and serves as the Youth Programs Coordinator. This officer, in coordination with the CSCs and community groups such as sports leagues, serves as a point of contact for youth outreach activities.
- SLO's are a highly visible and effective point of contact between the police department and the community. The SLO is responsible for establishing a problem-solving process in his/her assigned area that enables the police department to respond to community concerns. The SLO will facilitate communication between the community and the police department and help identify and direct non-departmental resources to the community to address non-criminal quality of life issues.
- The SLO functions as a mentor within the police department by providing officer training in community policing methods. The SLO works in partnership with the Community Service Coordinators to address problem-solving and crime reduction efforts, and provides overall police leadership in his/her assigned area.

### **SEALS-FIT Program (Portland, Maine)**

This is an intensive seven-week program that works with youth to develop leadership and life skills. The goals of the program is to instill a sense of accomplishment, self-discipline, self-image, and self respect in culturally diverse youth as well as a more positive image of law enforcement. The program has two major segments:

- A seven week, one session per week, values-based leadership and cross-cultural interactive seminar which explores personal values and the values of others, active listening and filters, stereo-types , nonverbal communications, intonations, points-of-view, leadership styles, stress management, collaborative problem solving, empathetic listening, non-violent communications, and mediation skills .This component is provided by The Phoenix Foundation and the Maine Leadership Institute.

- A seven week, two sessions per week, physical fitness program designed and led by former-Navy Seals and law enforcement officers. The program is designed with stretching exercises, many warm up drills, "light" core exercises, team events such as running and traditional, albeit lighter than in the military, "log PT". This portion of the program is highly interactive with SEAL instructors in conjunction with instructors from local law enforcement, with an emphasis on team building exercises and drills.

### **Community Resource Officers (Lewiston, Maine)**

Community Resource Officers (CROs) regularly attend community meetings and meet with community leaders, including Imams and pastors. They engage in structured activities such as leading parenting classes and sports leagues and in extensive informal engagement by maintaining an active presence in the community. The Community Resource Officers focus on prevention and noted that a key to their effective trust building has been the freedom to spend time with community members building rapport, linking them with resources, and solving problems. The Community Resource Officers are well known to the community through the following types of activities:

- Open door policy in which community members can drop by the office whenever there are officers present.
- Bicycle and walking patrols in the neighborhood, with frequent informal interaction with business owners and community members.
- Coordination with School Resource Officers, Teachers, community non profits, mosques and churches, and other City Departments to help community members get answers and solve personal and family issues.
- Ongoing contact that maintains a sense of caring and continuity for community members. Community Resource Officers are well known in the community and individuals regularly stop them for informal chats, information, and requests for help.

### **Parenting Classes (Lewiston, Maine)**

A Community Resource Officer conducts parenting classes, primarily for new Somali immigrants, at a local educational facility. The class is intended as a follow-on to the orientation provided by local non-profits during the resettlement process. Topics include discipline, US laws about family violence, and child abuse, how police, education, health and other systems work, and why certain rules exist. The goal is to help parents understand their rights and responsibilities in a new culture and to help them learn how to access public service systems that may be unfamiliar to them.

- By providing information about the law, and how things work in the US, the CRO can help parents with limited English to develop strategies for managing youth who have better English skills and are better acculturated. For instance, on CRO noted that he was able to help some parents by clarifying for them that obtaining a cell phone is not a right. By offering information about how child abuse laws in the US function, he was also able to help parents respond to youth who were threatening to call the police when parents tried to discipline them.
- The CRO helps parents understand the limits of police authority and teaches them how to get things done in a new culture. For instance, the CRO described the difficulty many Somali parents have in understanding why the police officer cannot force the teachers to place their children in mainstream rather than English-as-a-Second-Language classes. The police officer helps parents understand and work within the school system by clarifying that while he cannot force the teachers to act in a certain way, he can help the parent meet with the teacher and principal, and in that way empower the parent to help their child succeed in the school system.

### **Community Multi-Cultural Center (San Diego, California)**

The San Diego Police Department Multi-Cultural Community Relations Office provides community outreach to the Southeast Asian and East African populations living in the area. On staff are Police Service Officers from the ethnic communities served. These individuals provide translation and work through cultural differences so that community members feel that their concerns are being met. Staff works with community members to understand their concerns and build a community where members feel included and safe.

- A Somali Police Service Officer is stationed at the center. This individual meets regularly with parents, youth, and community leader and provides education about public safety issues and current police issues in the neighborhood. The Somali Police Service Officer provides translation, and uses his cultural familiarity to help community members understand safety issues and police procedures.
- The Somali Police Service Officer serves as an initial point of contact for victims of crime and is available to families when a member is arrested or otherwise involved with the criminal justice system. He serves as a conduit for information from the community to the police, and vice versa.
- The Somali Police Service Officer provides outreach to the community, particularly to youth, through activities such as a youth soccer league. Additionally, he is available to community members for translation and as a conduit of information about City programs and systems. He builds and promotes trust by helping families with day to day problem solving and reaching out to work on problems identified by the community.

### **Family Justice Center (San Diego, California)**

The San Diego Family Justice Center is a multi-agency center managed by the San Diego Police Department where many services are co-located to provide help to victims of family violence from diverse cultural backgrounds. Services include legal help, counseling, food, clothing, spiritual support, medical assistance, job assistance, help with court appearances, youth mentoring and sports programs. Collaborative grassroots efforts such as this are intended to include all community members and provide a basis for building resilience and promoting trust between community members, police, and community service resources.

- The Family Justice Center provides culturally sensitive one stop shopping for adult and child victims of family violence. The San Diego Police Department includes the rent and maintenance of the facility in its annual budget. Over 15 non profits and government departments are co-located in the facility and work collaboratively to provide victims with a comprehensive array of services.
- Case management and oversight is overseen by a San Diego Police Detective assigned to manage the Center. Several units of the San Diego Police are housed in the Family Resource Center, along with services that provide shelter, support for court appearances, legal advice, and those providing psychological and social support.
- This program provides an excellent example of interagency collaboration that could be applied to many CVE efforts. Co-located organizations work together to identify a family's needs and pull together the resources to meet those needs. By offering one-stop shopping, with all of the needed services in one location, many of the gaps that increase risk and promote grievances are reduced.

### **Children Services (Columbus, Ohio)**

Public County Child Welfare Services, including prevention, placement, foster care, family support, parent education, and programs to assist youth transitioning into adulthood are provided in a culturally competent manner to assure that members of the Somali community understand them and that their concerns can be addressed. Information is available in the Somali language, and trained social work staff work with families and communities to assure that services are provided in a culturally appropriate manner. This grassroots partner agency provides a bridge for Somali families that builds trust and helps the families become acculturated.

- Information about services, procedures and what parents can expect from child welfare services are printed in the Somali language, and translators are available to help families understand how the child welfare system operates.
- Non-stigmatizing services are provided to help parents with child development and discipline problems. Services included parenting classes, in home visits, mentoring for youth, youth development programs, infant bonding programs, as well as traditional child protection services such as foster placement.



- Child welfare staff works with law enforcement to provide emergency mental health services, respond to individuals suffering from PTSD and other trauma, and reduce violence in the community through work with parents and the educational system.
- By focusing on family well being and parent-child relationships, programs such as those offered by Children Services can be key to building individual and family resiliency. Such programs assist with building resilience by improving acculturation, building parenting skills, and helping families improve with coping skills and anger management.

### **Public Health (Columbus, Ohio)**

The Columbus Public Health Department identifies health priorities, addresses health emergencies, and provides respectful, culturally appropriate services to prevent diseases and improve the quality of life for all community members. Services such as dental care, inoculations, health screenings, and improved access to health care are offered in a culturally sensitive manner, building a sense of trust and safety among community members. Such efforts build community resilience by helping families care for their members in a way that is inclusive and supportive.

- The Public Health Department plays a key role in developing individual, family, and community resilience by providing services, such as health screening and immunizations that reduce the risks of illness, and responding to health and public safety crises by providing mental health and crisis management support.
- Neighborhood Health Centers provide one stop shopping and education to help assure that health concerns are addressed in a timely and appropriate way. By reducing fear and uncertainty and offering non-stigmatizing services to all community members, community resilience and a sense of trust in public systems is enhanced.
- A public health liaison position at the Fusion Center assures preparedness for health emergencies resulting from disasters or acts of terrorism, and provides a way to work with communities on trust building and resiliency.

### **Communities and Points of Contact**

- Portland Maine: Lt. Janine L. Roberts (207) 874-8927, [jrob@portlandmaine.gov](mailto:jrob@portlandmaine.gov)
- Lewiston Maine: Sgt. Robert Ulrich (207) 513-3001, [rulrich@lewistonmaine.gov](mailto:rulrich@lewistonmaine.gov)
- San Diego, California: Det. Sylvia Vella, [VellaS@pd.sandiego.gov](mailto:VellaS@pd.sandiego.gov)
- Columbus, Ohio: Patrick Friscione, US Department of Homeland Security, (614 )301-4654, [patrick.friscione@hq.dhs.gov](mailto:patrick.friscione@hq.dhs.gov)



# National Counterterrorism Center

---

## *NCTC: US Government Efforts to Ensure Accurate CVE Training*

### Background

---

- A comprehensive countering violent extremism (CVE) training should be focused on providing a given audience with information on preventing terrorist recruitment by building stronger and more resilient communities. Any of the following training topics may have, in some instances, a nexus to CVE: counterterrorism, counter-radicalization, antiterrorism, cultural awareness, community policing, and community engagement.
- Training needs to be academically and professionally rigorous and should accurately describe the threats facing our country.
- Over the past several years, a small amount of counterterrorism and CVE training organized or created by federal government agencies has included inaccurate information when referring to threat indicators and religious and cultural issues, specifically related to Islam and Muslims.
- The vast majority of USG-organized or created CVE training has been accurate, but some mistakes have been made.
- The USG has taken these problems seriously, has created guidelines and standards to ensure academically and professionally rigorous training, and has updated and created new training according to these standards to fill the demand for accurate CVE training.
- Possible Users of these materials:
  - CVE Practitioners
  - Community Engagement Offices
  - Civil Rights Offices
  - Counterterrorism Offices
  - Law Enforcement Officials
  - U.S. Attorneys' Offices
  - FBI Field Offices
  - DHS Officials
  - U.S. Embassies
- Possible Audiences
  - Community roundtables and engagement events
  - Law enforcement officials (domestic & overseas)

- Overseas community engagement
- Law enforcement conferences and events
- Countering violent extremism and counterterrorism conferences and events

## Overarching Themes

---

**Theme 1: Senior U.S. officials have taken the training issue seriously. The importance of accurate training has been recognized at the federal, state, and local levels.**

- Senior USG officials have taken seriously the concerns expressed about training programs that promote inaccurate information about culture, communities, or indicators and behaviors associated with violent extremism.
- Chairman of the Joint Chiefs General Dempsey, Director Mueller of the FBI, and Attorney General Holder have all spoken publicly about this issue. They have spoken about how inappropriate and inaccurate training is detrimental and undermines our missions and our national values.
- It is important to emphasize that these officials have stated that their primary concern is that their workforces receive training that meets the highest standards of academic and professional rigor.
- The issue is so significant that the White House has emphasized the importance of accurate training in a national strategy (“Empowering Local Partners to Prevent Violent Extremism in the United States,” August 2011) and its correlative strategic implementation plan (“Strategic Implementation Plan to Empower Local Partners to Prevent Violent Extremism in the United States,” December 2012).
- Senior state and local law enforcement officials have also recognized this as a significant issue. The Major Cities Chiefs Association passed two motions on this subject this year – one condemning poorly designed training and upholding training standards to avoid biased and inaccurate training and one endorsing a national curriculum created by DHS, LAPD, and the National Consortium of Advanced Policing. The International Association of Chiefs of Police also passed a motion to ensure that CVE related training is appropriate and accurate.<sup>i</sup>
- An Interagency Working Group on CVE Training has been operating since November 2010 to improve credible CVE training and to help federal agencies ensure quality control.

**Theme 2: Existing training has been comprehensively reviewed and new training standards have been created. A small percentage of training materials which did not meet rigorous academic and professional standards has been removed.**

- Four agencies have undertaken reviews of training (DHS, DOJ, FBI and DOD). Hundreds of thousands of documents have been reviewed.
- It is important to understand the scope of the issue. The reviews did not identify rampant problems, but the reviews did identify a few discrete courses that were not properly vetted according to professional standards.
- Training materials that did not meet standards have been removed and/or improved.
- It is also important to note that leadership, like Attorney General Holder and FBI Director Mueller, have emphasized in congressional testimony that accurate CVE training is not about being politically correct, but instead about giving correct information to law enforcement officials.
- DHS<sup>5</sup>, DOJ<sup>6</sup>, and FBI<sup>7</sup> have all issued similar guidance which is available to the public on their websites.
- The guidance is meant to ensure that training adheres to constitutional and USG values; trainers are recognized as experts and well-regarded in their professional fields; materials reflect the current understanding of both threats and opportunities; and objectives of training courses are appropriately tailored and focused.

**Theme 3: New training programs that meet the highest standards in the field have been developed.**

- One way to decrease the use of poor training is to provide credible alternatives. Federal agencies are responding to this challenge.
- New training courses that call upon the best minds in government, law enforcement, academia, and community organizations have been developed and are being delivered.
- In partnership with state and local organizations, DHS is developing CVE Training curricula specialized for (1) state and local law enforcement; (2) federal law enforcement; and (3) correctional facility officers.
- NCTC also has a program to educate front-line officers on the basics of the radicalization process and the indicators of mobilization. These training programs are coordinated with DOJ, FBI and DHS.

---

<sup>5</sup> [www.theiaacp.org/portals/0/pdfs/2012ResolutionsDraft.pdf](http://www.theiaacp.org/portals/0/pdfs/2012ResolutionsDraft.pdf)

<sup>6</sup> [www.dhs.gov/xlibrary/assets/cve-training-guidance.pdf](http://www.dhs.gov/xlibrary/assets/cve-training-guidance.pdf)

<sup>7</sup> [www.fbi.gov/about-us/training/guiding-principles](http://www.fbi.gov/about-us/training/guiding-principles)

For state and local law enforcement

- DHS developed CVE training and training resources for federal, state, local, tribal, territorial, and correctional facility officers to help distinguish the differences among indicators of violent extremist activity, indicators of potential criminal activity, and constitutionally protected activities that may be related to religious or cultural practices.\*
- DHS, Los Angeles Police Department (LAPD), and the Major City Chiefs (MCC) collaborated to produce 24 hours of continuing education academy training for state and local law enforcement, designed for front-line and executive-level state and local law enforcement.
- In 2012, the DHS/LAPD/MCC continuing education programs were piloted in San Diego and Minneapolis. DHS also held a train-the-trainer session for state and local law enforcement training officials and created an online CVE training portal to collect and distribute CVE training materials among federal partners and state and local law enforcement.
- International Association of Chiefs of Police will develop an Internet-based CVE curriculum for state police academies.

For federal officials

- DHS is also building CVE training into existing coursework at the Federal Law Enforcement Training Center.
- Federal agencies led two national workshops for federal officials and state and local law enforcement in Columbus, OH (August 2011) and Washington, DC (July 2012).
- FBI is also reviewing and updating their counterterrorism training program for agents and adding updated information about countering violent extremism.

For officers in correctional facilities

- A CVE training designed for correctional personnel was co-created by the Interagency Threat Assessment Coordination Group, the National Joint Terrorism Task Force, and the DOJ Bureau of Prisons, with input from other agencies.
- FEMA developed additional training for correctional personnel in rural areas.

## Official Statements

---

Senator Joseph Lieberman: “There is no room in America for the lies, propagated by al-Qaida, that the U.S. is at war with Islam, or the lie propagated by others that all Muslims support terrorism.”

“Proper training about violent Islamist extremism is absolutely essential for our law enforcement personnel in order to empower them to identify and understand this grave threat, and then protect the American people from it.”<sup>8</sup>

Chairman of the Joint Chiefs of Staff, General Martin Dempsey: “It was totally objectionable, against our values, and not academically sound.”<sup>9</sup>

Attorney General Eric Holder: “Those views do not reflect the views of the Justice Department. It’s regrettable... [and] can really undermine the really substantial outreach efforts we have made.”<sup>10</sup>

FBI Director Robert Mueller: “We have undertaken a review from top to bottom for counterterrorism training. I think these are isolated incidents. In the course of that review we have had outreach to academicians and others to assist us in reviewing the materials and ensuring that that offensive content is not – does not appear.”

“We have an obligation to try to identify future threats to the United States, and it should not be based on religion, it should not be based on religious characteristics, but nonetheless we have an obligation to identify those particular characteristics that might give us a warning as to a person who will undertake an attack against the United States. ... We want do it in such a way that is consistent with our values.

---

<sup>8</sup> [www.fbi.gov/about-us/training/guiding-principles](http://www.fbi.gov/about-us/training/guiding-principles)

<sup>9</sup> Spencer Ackerman, “Senators Blast FBI Terror-Training ‘Lies,’” *Wired*, September 15, 2011, [www.wired.com/dangerroom/2011/09/senators-fbi-lies/](http://www.wired.com/dangerroom/2011/09/senators-fbi-lies/).

<sup>10</sup> Eric Holder, “Oversight over the U.S. Department of Justice,” Hearing before the U.S. Senate Committee on the Judiciary, Nov 8, 2011.