

The University of North Texas

Municipal Best Practices for the Hispanic Community Survey - Addendum

March 2006

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Executive Summary

The purpose of this addendum was to carry out the recommendations made in the Report: “Municipal Best Practices for the Hispanic Community Survey” commissioned by the International Hispanic Network (IHN) and dated September 2005. On page 39 of this report the recommendation was made that “a number of the Best Practices included here be selected for posting on the website of the International Hispanic Network.” The justification for this was that according to the respondents of the survey, 75% would find the information from the survey interesting and 64% believe that there should be an online website location to access best practices, specialized assistance, and other pertinent ideas for serving the Hispanic community.”

The original survey identified 42 cities that indicated they had a best practice for the Hispanic community. Of these 42, 22 responded with updated information and a contact person for the best practice. Additionally, they signed the authorization form giving IHN permission to place the best practice on their website. Eleven (11) cities did not respond for various reasons. The two most common were that the contact person felt they needed to get authorization from the city council or board, and the next most common reason was that the city simply did not respond to phone calls, faxes, and emails. Nevertheless, 3 of these twelve cities gave assurances that they would respond but they needed more time. Once their information is received by the University of North Texas it will be forwarded to IHN. Finally, 8 cities were judged not to have a best practice. In most cases the program that was submitted in 2005 was no longer in existence. One city chose not to participate and have its program on the IHN website and one sent an additional best practice program.

This report also includes a list of criteria for selecting best practices. The criteria can be used in the future for selecting other best practices for inclusion on the IHN web site. The *Best Practices Criteria* are:

- Successful over a period of time
- Innovative or ground-breaking
- Measurable results
- Consequential
- Replicable
- Impact on the Hispanic Community

This criterion can also be used for selecting an annual award recipient to receive the IHN Best Practice Award to be presented at the IHN annual conference.

The 22 best practices that are highlighted in this report are included at the end. They are placed in no particular order. However, on pages 19 and 20, the best practices are placed in order based on the best practice criteria established. IHN can use this information as it deems appropriate. This list may be used by IHN to select an award recipient. It should be noted that there are many other cities whose information can be captured and placed on the IHN website. It is suggested that a blank IHN WEB FORM be distributed at the IHN annual conference requesting cities to nominate a program that helps Hispanics in their community.

SECTION I. BEST PRACTICE SUMMARIES AND CONTACT INFORMATION

The following cities responded to the request to review and make changes to their best practice and signed the authorization form. They are included here in alphabetical order by city name. For complete details on these best practices please see pages 21-46.

Name or Title of the program: Hispanic Orientation and Education Program
City: Alexandria, Virginia
Description of the program:

The primary component of the Hispanic Orientation and Education Program (HOEP) is English-as-a-Second-Language instruction and promoting gradual and non-threatening acculturation assistance to Hispanics. Workshops/orientation is also offered in the following areas: citizenship, community resources, employment, health, domestic violence, taxes, and other current topics.

Ricardo G. Drumond
2525 Mount Vernon Avenue
Alexandria, VA 22301
Phone: (703)838-0962
Fax: (703)836-2104
Email: ricardo.drumond@alexandriava.gov

Name or Title of the program: Academic No Interest Loan
City: Bell Gardens, California
Description of the program:

The city offers to college bound students a no interest loan to pay for tuition and fees. Students are required to fill out an application and be city residents. Approximately \$5,000 worth of student loans are offered every year. Students need to pay back the loan and give the city 10 hours of community service for each \$1000 received.

Angie Contreras
6662 Loveland Street
Bell Gardens, California 90201
Phone: (562) 806-7564
Fax: (562) 806-7661

Name or Title of the program: Chandler's Hispanic Heritage Months Events
City: Chandler, Arizona
Description of the program:

Produce a series of events to commemorate National Hispanic Heritage Month such as: Poster Contest, Mariachi Festival, Folclórico dance workshops, Hispanic Heritage Photo Exhibit, Garibaldi Night, Hispanic Book Fair, Educational Forum, College Night, etc.
Address on next page.

Leah Powell
Mail Stop 605
P.O. Box 4008
Chandler, Arizona 85244
Phone: (480) 782-2217
Fax: (480) 782-2209
Email: leah.powell@chandleraz.gov

Name or Title of the program: Operation Apoyo Hispano
City: Clearwater, Florida
Description of the program:

Hispanic outreach partnership to improve the relations with the Hispanic community; it is a community policing outreach of the police department.

Deputy Chief Dewey Williams
645 Pierce Street
Clearwater, Florida 33756
Phone: 727-562-4339
Fax: 727-563-4339

dwilliams@clearwaterpolice.org Or see www.clearwaterpolice.org/hispanic

Name or Title of the program: Summer Reading Program
City: Douglas Arizona
Description of the program:

Library Staff focuses on all students whose reading skills are below average. Staff works with 20-30 children for 30 days and about 150-175 students each summer. The Summer Reading Program focuses on students in grades 1-5. Even children from Agua Prieta, Sonora Mexico are invited to attend.

Glenda Bavier
Douglas Public Library
560 10th Street
Douglas, Arizona 85607
Phone: (520) 364-3851
Fax: (520) 805-5503
Email: glenda.bavier@douglasaz.gov

Name or Title of the program: Workforce Housing Initiative

City: Dalton, Georgia

Description of the program:

We created a position in cooperation with La Raza and the University of Georgia to educate Spanish speaking citizens about the home-buying process and better quality housing. We are working to have a qualified buyer in the pipeline when workforce housing becomes available.

Gaile Jennings

1407 Burleyson Drive

Dalton, Georgia 30720

Phone: (706) 281-4804

Fax: (706) 876-1440

Email: gjennings@whitfieldcountyga.com

Name or Title of the program: Hispanic Outreach Program

City: Elgin, Illinois

Description of the program:

A program was designed to ensure the Hispanic community was engaged in and a real partner with the city administration in securing services and addressing policies. The program seeks to ensure Hispanics have a voice on city matters that affect them.

Mr. Gilbert Feliciano

150 Dexter Court

Elgin, Illinois 60120

Phone: (847) 931-6019

Fax: (847) 931-5610

Email: Feliciano_g@cityofelgin.org

Name or Title of the program: City Manager Out Reach

City: Lake Geneva, Wisconsin

Description of the program:

I, as city administrator, meet with many of the Hispanic population that attend English classes at a local church and our Latin Center. I tell them where to go for various services and give them a list of the departments and their phone numbers and the people they will be talking to. I print that in English and Spanish, I also direct them to my office if they need help in any way.

Dennis E. Jordan

626 Geneva Street

Lake Geneva, Wisconsin 53147

Phone: (262) 248-3673

Fax: (262) 248-4715

Email: Ijordan@cityoflakegeneva.com

Name or Title of the program: Police Minority Relations Committee
City: Lebanon, Pennsylvania
Description of the program:

The committee holds pre-scheduled monthly meetings. The meetings are opened to the public. Agendas and minutes are provided. Speakers are often present with related topics of understanding, communication, community resources that are available, etc.

Trish Ward
City of Lebanon
Room 217
400 South 8th Street
Lebanon, Pennsylvania 17042
Phone: (717) 228-4496
Fax: (717) 228-4450
Email: tward@lebanonpa.org

Name or Title of the program: Ethnic Celebration Event
City: Mesquite, Nevada
Description of the program:

Annual food, music, and game type event celebrating different cultures. The majority of the events highlight the Hispanic culture.

Gina Mendez
City of Mesquite
10 East Mesquite Blvd.
Mesquite, Nevada 89027
Phone: (702) 346-5295
Fax: (702) 346-2795

Name or Title of the program: La Casa De Don Pedro, Inc.
City: Newark, New Jersey
Description of the program:

Non-profit community based organization geared to provide for the well being of low and moderate-income families by helping them in financial poverty and fostering self-sufficiency. La Casa offers more than 22 programs including counseling, child-care, education, job training, job placement, energy conservation, and community development.

Edward Hernandez
23 Broadway
Newark, New Jersey 07104
Phone: (973) 483-2703
Fax: (973) 483-5284

Name or Title of the program: Diversity Language Skill Program

City: Reno, Nevada

Description of the program:

Provide instruction in practical Spanish language skills to any interested city employee by tapping the multi-lingual Spanish Skills of city employees who have been certified at one of three levels of proficiency in the Spanish language by Truckee Meadows Community College.

Laura J. Dickey, S.P.H.R., M.B.A.

Diversity and Training Manager

City of Reno

P.O. Box 1900

Reno, Nevada, 89505

Phone: (775) 334-3123

Fax: (775) 321-8324

Email: dickeyl@ci.reno.nv.us

Name or Title of the program: Farm Worker Appreciate Day

City: Rupert, Idaho

Description of the program:

Communication with Farm workers is good. Our workers do a good job, but are lacking in experience and education which limits their ability to be in managerial positions. We participate with them in their celebrations and they participate in all our celebrations.

Mayor Audrey R. Neiwerth

P.O. Box 426

Rupert, Idaho 83350

Phone: (208) 436-9600

Fax: (208) 436-9920

Email: Audrey.neiwerth@rupert.id.us

Name or Title of the program: Good Neighbors Partnership Resource Guide

City: Salt Lake City, Utah

Description of the program:

The Good Neighbors Partnership formed with a group of residents, local leaders and city officials who wanted to help people form strong relations with their neighbors, building greater unity in our community. The partnership produced a guide to give residents of the city useful information relevant to everyday life. The guide was printed in English and Spanish.

Mark C. Alvarez

451 South State Street

Room 306 Salt Lake City, Utah 84111

Phone (801) 535-7734 Fax: (801) 535-6331

Email: mark.alvarez@slcgov.com

Name or Title of the program: City Councils Meetings in Spanish

City: Santa Barbara, California

Description of the program:

Our City Council meetings are simultaneously translated into Spanish. People can listen to what we are saying in real time in English or Spanish. Both are rebroadcast on a City TV Channel. We have earphones at the City Council meetings so someone whose first language is Spanish can plug them in and hear the translation of what is being said.

Marcelo A. Lopez

P.O. Box 1990

Santa Barbara, California

Phone: (805) 564-5304

Fax: (805) 897-1993

Email: mlopez@santabarbaraca.gov

Name or Title of the program: Community Center

City: Santa Clarita, California

Description of the program:

The Newhall Community Center provides Hispanic youth and families with a wide range of activities including tutoring, boxing, Ballet Folklórico, E.S.L., art, sport and adult classes - just to name a few. The Hispanic community participated in the development and design of the new center which will open late 2005 or early 2006.

Hope Horner

22421 Market Street

Santa Clarita, California 91321

Phone: 661-255-4006

Fax: (661) 255-4970

Email: Communitycenter@santaclarita.com

Name or Title of the program: Latino Advisory Council/ Community Liaison

City: Seattle, Washington

Description of the program:

The Council meets with the Police for the purpose of bridging the communication gap between the police department and the Latino community. The advisory council discusses concerns, issues, recommendations, needs, perspectives, and insights from the Latino communities.

Officer Adrian Z. Diaz, Seattle Police Department

Community Outreach Program 610 5th Av. P.O. Box 34986

Seattle, WA 98124-4986

Phone: 206-992-0662 (WK)

Email: Adrian.diaz@seattle.gov

Name or Title of the program: El Centro Latino
City: Shelbyville, Tennessee
Description of the program:

The Latino Center of Shelbyville and Bedford County, Tennessee is a 501C3 program to help out Latinos. It is organized for charitable, religious, educational, and scientific purposes.

Luci Taylor
614 Lafayette Street
Shelbyville, Tennessee 37160
Phone: (931) 684-2557

Name or Title of the program: Tempe Tardeada
City: Tempe, Arizona
Description of the program:

The Tempe Tardeada is the City of Tempe's Hispanic Heritage Festival. This event has completed seven very successful years. A *Tardeada* is a social dance that is traditionally held on Sunday afternoons. We attempt to reenact the early days of our Hispanic settlers by inviting the community to share in traditional music, dance, and food.

Ginny Belousek
31 East Fifth Street
Tempe, Arizona 85281
Phone: (480) 350-2907
Fax: (480) 350-2907
Email: ginny_belousek@tempe.gov

Name or Title of the program: Casa Amparo/Brewster Center
City: Tucson, Arizona
Description of the program:

This is an emergency shelter for Hispanic women and their children escaping domestic violence. This emergency facility provides a bilingual crisis line and safe shelter to victims of domestic violence 24 hours per day, 365 days per year. Casa Amparo provides culturally sensitive shelter services including safety planning, domestic violence education, legal advocacy, child advocacy, support groups, immigration assistance, and information and referrals

Julie K. Johnston, Program Director
2425 North Haskell Drive
Building Number 4
Tucson, Arizona 85716
Phone: (520) 320-7556 x109
Fax: (520) 323-0122
Email: Julie@thebrewstercenter.org

Name or Title of the program: Sin Violencia ¡Ganaremos!/Brewster Center

City: Tucson, Arizona

Description of the program:

Sin Violencia ¡Ganaremos! program is a walk-in center for survivors of domestic violence and their children. The program provides comprehensive bilingual/bicultural services to victims of domestic violence including crisis intervention, legal advocacy, domestic violence education, immigration assistance, child advocacy, and safety planning.

Julie K. Johnston, Program Director

2425 North Haskell Drive

Building Number 4 Tucson, Arizona 85716

Phone: (520) 320-7556 x109

Fax: (520) 323-0122

Email: Julie@thebrewstercenter.org

Name or Title of the program: Leadership Training Academy

City: Weslaco, Texas

Description of the program:

The City of Weslaco has a predominately a Hispanic workforce. In an effort to better equip the workforce for advancement, the city is participating in a leadership training program. Employees who are identified by their directors, as employees with management or supervisory potential are nominated to participate in a ten week leadership training program.

Efren Fernandez

255 South Kansas Avenue

Weslaco, Texas 78596

Phone: (956)696-1550

Email: efernandez@weslacotx.gov

Name or Title of the program: Community Relations Officer

City: Woodburn, Oregon

Description of the program:

The city created a position to translate and act as an ombudsman for the Hispanic community. He is available to interpret at public meetings and in city hall, translates official documents and informational materials, provides resource referral, develops public information for a variety of media, and edits a quarterly newsletter. He also offers limited staff support for events organized by businesses in the downtown core, and for the larger Hispanic community.

Javier Perfecto

270 Montgomery Street

Woodburn, Oregon 97071

Phone: (503) 982-5243 Fax: (503) 982-5243

Email: Javier.mperfecto@ci.woodburn.or.us

SECTION II. FUTURE BEST PRACTICE CONSIDERATIONS

The following cities did not respond to the request for information. In some cases the individuals in charge wanted to get approval from their board or council and thus could not respond because of the time limits of the report. In other cases the individuals simply did not respond to the phone calls, faxes, and emails. In any case, these cities are good candidates for future inclusion into the IHN web site section on best practices.

Brighton, Colorado – Smart Small Business Resource Center

Teri Sanchez (303) 655-2155 FAX (303) 655-2153

Public/private advocate established to provide an environment for business owners who seek reliable information in developing their business. Teri's last communication was that she would forward the request to her director Shawne Ahlenius. No response was received.

Grand Island, Nebraska – Multicultural Coalition

Odalis Perez (308) 385-5242

Provides a comprehensive service for new immigrants, reduces duplication of services, better utilizes the time of clients and service providers, eliminates barriers to services, and stretches limited financial resources of service providers. Odalis Perez confirmed that she would send the information. It was even emailed to her. However, to date no response was received.

Guadalupe, Arizona – Cesar Chaves Holiday

Gaile Acosta (480) 505-5366 FAX (480) 505-5368

The Town of Guadalupe was the first municipality to adopt and declare a Cesar Chaves Day and proclaim it holiday. Did not respond. No information received.

Merced, California – Police Community Aid Hispanic

A. Prado (209) 385-6834 FAX (209) 385-8849

Assist the Hispanic community in understanding local law enforcements and the judicial system. In conversations with this city they requested additional information about the project. The information was given via personal phone conversation and the IHN web site. To this date no information has been received.

Perry, Iowa – Hispanics United For Perry

Lourdez Gonzalez (515) 490-2298 FAX (515) 465-4387

The City of Perry has numerous activities including festivals, scholarships, a police department outreach program, and other projects. Lourdez Gonzalez indicated she would like to participate however, she will be in Mexico for the next two weeks and she wants to check with her Board first.

San Antonio, Texas – VITA

John Scarfo FAX (210) 207-4254

Retain and reestablish income for low income families in the community through the Earned Income Tax Credit program. Did not respond. No information received.

San Jose, California – Leadership and Supervision Academy

Virginia Beck Training Division (408) 535-8150 FAX (408) 292-6447

The academy focuses on leadership and management training and theories and their application to the San Jose environment. Although they said they would respond, no information was received.

Seattle, Washington – Fiesta Día de Muertos Celebration

Mitsu FAX (206) 615-0389

Fiesta Día de Muertos offers a warm, bold and electric cultural experience. Its goal is to create an event that honors the ancestry of all Seattle residents. Did not respond. No information received.

Stergis, Michigan – Hispanic Soccer League

Mike Listion FAX (269) 659-8111

The city has 26 adult Spanish male soccer teams. City Administration uses this group as one of our most effective means to disseminate information. Did not respond. No information received.

Taft, Texas – Pride of Taft

Dolores Topper (361)-528-3515 FAX (361) 528-3512

Assists disadvantage neighborhoods to clean empty lots or over-grown yards to beautify their neighborhoods. Also to helps elderly and disabled by hauling debris and brush away. Despite attempts to contact, no response was received.

Tucson, Arizona – Court Interpreters

Christina (520) 791-4216 FAX (520) 791-4735

The city of Tucson provides a variety of services for Spanish speaking individuals which include interpreters in the courtroom, translation of documents submitted to the Court and when necessary the translation of documents sent out by the Court. The information was requested a number of times but no authorization or updated information has been received.

SECTION III. NON BEST PRACTICES

The following cities were not considered best practices for various reasons. Either the city program was no longer in existence or the program did not meet the criteria for best practices.

La Mesa, Texas – Head Start Program

The Head Start program is an excellent program that has been in existence for many years. However, for this reason it has moved from best practice status to common practice. No indication was given that the city conducted any innovative practice or cooperated in any special way with the school district to warrant a best practice status.

Laredo, Texas – Toll Automation & Weight in Motion System

The Laredo bridge system has completely automated all commercial traffic on the U.S. Mexican border. Although commendable in its efforts it does not conform to the definition of best practices in this report. Specifically, it would be difficult to replicate bridges in cities with growing Hispanic communities if the natural geographic terrain does not require bridges. In other words, the Laredo bridge system is unique to border cities with rivers.

North Glenn, Colorado – Neighborhood Partnership Initiative

Curt Childress (303) 450-8803

This program consisted of securing low interest loans to seniors and providing other innovative housing ideas. In a telephone conversation with Mr. Childress he indicated that the program does not currently help Hispanics but that it would look into helping this group in the future.

North Miami, Florida – Spanish Town Meeting

Gary Brown FAX (305) 957-3602

The city holds Town Hall Meetings for each ethnic neighborhood annually. The city also holds 2 city-wide town hall meetings each year. One is conducted in Spanish, the other in Creole. The city did not respond to the attempts made to get more information about their efforts. Nevertheless, it was felt that the city's efforts fell short of a best practice because of the lack of frequency in its contact with the Hispanic community.

Ossining New York – Day Worker Program

Miguel Hernandez (914) 941-3554 FAX (914) 941-5940

Provides a shelter for day worker pick-up, opens community center early to provide bathroom facilities, offers English classes, provide a coordinator to interface with groups. Numerous attempts were made to contact the coordinator, or anyone who knew anything about this program. All attempts were unsuccessful. It was as if the city was embarrassed or did not

want anyone to know they had such a program. These actions on the part of city staff automatically remove this program for consideration as a best practice.

Pontiac, Michigan – Latin Affairs

City Clerk (248) 758-3200

The Latin Affairs office of the city of Pontiac was closed. They currently do not have a program. They did, however, mention that the Catholic Church does have a Hispanic outreach program but is it not part of the city. The phone number for the Catholic outreach program is (248) 338-4250.

Salinas, California – Cultivating Peace in Salinas

George Rifa FAX (831) 758-7368

The city of Salinas submitted a report entitled *Cultivating Peace in Salinas: A framework for Violence Prevention*. The program, intended on reducing youth violence and enhancing the community well being is no longer affiliated with the city. I spoke with George Rifa, assistant city manager to see if the city wanted to submit another program. He said he did not have the time.

Seattle, Washington – Neighborhood Matching Fund/Race Relations and Social Justice

Peter McGraw FAX (206) 615-0950

The Fund provides monies to build community and enhance city services within Seattle’s diverse populations. This program was only a pilot program and it is uncertain if it will continue. Therefore, the program does not fall under the criteria for best practice.

CHOSE NOT TO PARTICIPATE

The following city chose not to participate in the program.

Norcross Georgia – City Out Reach

Susan Brooks – FAX (770) 242-0824

This program consisted of having utility bills and business cards printed in Spanish along with having some police and court personnel that spoke Spanish. They chose not to participate. They said “I apologize for non-response. My council is reluctant to be included as they feel they don’t have enough information about your project.” They were given the same information that other cities were given: copy of their response to the survey, cover letter with explanation, authorization form, IHN website address, my contact information to clarify issues.



SECTION IV. BEST PRACTICE CRITERIA

As early as 1942 the International City County Management Association was interested in the best administrative practices in council manger cities.¹ This interest has led most recently to a number of cities improving upon their service delivery. In general a best practice is identified as a process or program that has been designed to improve performance. When compared to an alternative it is clearly the choice of action to be taken that normally increases productivity.

A number of scholars have studies best practices from specific vantage points. For instance, best practices in the health care profession, finance and accounting, public housing, e-governance, etc. To date there is little to no research on best practices in the Hispanic Community. A best practice usually emerges when a gap exists between regular service delivery and a particular group or area of concern. In the case of the Hispanic community this gap has existed and widened over the years.

Recently a number of local governments have attempted to fill this gap by providing innovative and essential services to the Hispanic community. These services have been the main topic of this report and many of them not only fulfill the service delivery need but rise to the level of best practice.

There exist a number of lists of best practice criteria that have been formulated over the years. For instance, in 1995 the National Center for Public Productivity identified 7 criteria for best practices. They include:

- A program's direct impact on problem addressed
- A program's impact on delivery of services
- A program's effectiveness, costs, and benefits
- Client satisfaction
- A program's ability to be adopted elsewhere
- Innovative nature of the program
- Overall program rating

Another group² identified similar criteria:

- Successful over time
- Quantifiable results
- Innovative
- Recognized positive outcomes
- Repeatable
- Has local importance
- Not Linked to Unique Demographics

¹ *Management Methods in City Government: A Survey of the Best Administrative practices in Council-Manager Cities* by Orin F. Holting, ICMA 1949.

² See Patricia Keehley, Steven Medlin, Sue MacBride, and Laura Longmire in *Benchmarking for Best Practices in the Public Sector: Achieving Performance in Federal, State, and Local Agencies* Jossey-Bass 1997.

The criteria used to determine the best practices in this report were the following:

Best Practices Criteria

- Successful over a period of time
- Innovative or ground-breaking
- Measurable results
- Consequential
- Replicable
- Impact on the Hispanic Community

Successful over a period of time. It is essential that the best practice have a track record of being around between two to five years. This establishes a clear trend that the program is working and has institutional support.

Innovative or Ground-Breaking. The program should be recognized by peers as something that adds another tool for the manager to use in service delivery. In some cases the practice will be new in others it will modify an existing practice which completely revolutionizes the delivery of service.

Measurable Results. Common practice would suggest that a successful program can show measurable results. These could be quantitative or qualitative. In other words number could be used as well as success stories of lives changes and or services delivered.

Consequential. The best practice must be meaningful and have a degree of significance for both the city and the citizen/customer. The emphasis here is on the importance of the program and how far-reaching its effects can be.

Replicable. The program should be repeatable with minor modifications for different jurisdictions. In this manner more individuals may benefit from the best practice.

Impact on the Hispanic Community. For our purposes the best practice must have a significant impact on the Hispanic community. As noted earlier, there are a number of best practices that can be found, but very few that have true benefits for Hispanics. Therefore the program must in some way be associated with serving Hispanics.

It is recognized that a number of other criteria could be used and that this list is similar to other best practices lists in the literature. Nevertheless, the criteria used here are appropriate for the study being conducted.



SECTION V. BEST PRACTICE WEB PAGES

The following web pages are ready to be placed on the IHN website. The list below is simply a guide to follow. Many of the 22 best practices on this list could be nominated for an award and it is recommended that a certificate be sent to the city, care of the best practice contact person, indicating that their program was placed on the IHN web site. Many of the cities that were contacted felt that it was a privilege to be selected.

1. Name or Title of the program: Hispanic Orientation and Education Program

City: Alexandria, Virginia

2. Name or Title of the program: Community Relations Officer

City: Woodburn, Oregon

3. Name or Title of the program: Community Center

City: Santa Clarita, California

4. Name or Title of the program: City Councils Meetings in Spanish

City: Santa Barbara, California

5. Name or Title of the program: Latino Advisory Council/ Community Liaison

City: Seattle, Washington

6. Name or Title of the program: Police Minority Relations Committee

City: Lebanon, Pennsylvania

7. Name or Title of the program: La Casa De Don Pedro, Inc.

City: Newark, New Jersey

8. Name or Title of the program: Chandler's Hispanic Heritage Months Events

City: Chandler, Arizona

9. Name or Title of the program: Academic No Interest Loan

City: Bell Gardens, California

10. Name or Title of the program: Operation Apoyo Hispano

City: Clearwater, Florida

11. Name or Title of the program: Casa Amparo/Brewster Center

City: Tucson, Arizona

12. Name or Title of the program: Sin Violencia ;Ganaremos!/Brewster Center*

City: Tucson, Arizona

13. Name or Title of the program: Diversity Language Skill Program
City: Reno, Nevada

14. Name or Title of the program: Tempe Tardeada
City: Tempe, Arizona

15. Name or Title of the program: Summer Reading Program
City: Douglas Arizona

16. Name or Title of the program: Hispanic Outreach Program
City: Elgin, Illinois

17. Name or Title of the program: Leadership Training Academy
City: Weslaco, Texas

18. Name or Title of the program: Farm Worker Appreciate Day
City: Rupert, Idaho

19. Name or Title of the program: Ethnic Celebration Event
City: Mesquite, Nevada

20. Name or Title of the program: Workforce Housing Initiative
City: Dalton, Georgia

21. Name or Title of the program: Good Neighbors Partnership Resource Guide
City: Salt Lake City, Utah

22. Name or Title of the program: El Centro Latino
City: Shelbyville, Tennessee

23. Name or Title of the program: City Manager Out Reach
City: Lake Geneva, Wisconsin

* Please that that this city program was added later. Not one of the original programs submitted.



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Hispanic Orientation and Education Program

City: Alexandria, Virginia

Description of the program:

The primary component of the Hispanic Orientation and Education Program (HOEP) is English-as-a-Second-Language instruction and promoting gradual and non-threatening acculturation assistance to Hispanics. Workshops/orientation is also offered in the following areas: citizenship, community resources, employment, health, domestic violence, taxes, and other current topics.

Goals of the program:

To facilitate the movement of Alexandria Hispanic residents into the American mainstream through sensitive acculturation and self-sufficiency.

Elements that have made the program successful:

Volunteer Development - The participation of volunteers has been extremely important for the implementation of the ESL/Orientation component. Every year an average of 25-35 volunteers are successfully trained to understand and recognize the cultural, social and economical differences of our students/customers. The participation of our volunteers in the HOEP has a dual purpose, one is to serve as an ESL teacher/role models and the other is for them to acquire first hand knowledge and understanding of the Hispanic community.

English as a Second Language (ESL) - The HOEP has become a significant and recognized provider of Basic English instruction for Hispanics in Alexandria.

Workshops/ Orientations - Organized subjects of common interest, these meetings generally feature a guest speaker and a follow-up discussion. Strong emphasis is given to crime prevention, court issues, HIV-AIDS, health, city services information, basic financial information, the law of the land and other important issues. This year alone over 400 have attended the workshops/orientations.

Citizenship Programs - Members of the Hispanic Community who adjusted their status to that of legal permanent resident and have been in that status for a period of 5 years or more are eligible to apply for United States citizenship. The classes are designed to educate those attending, in American history; civics; federal, state and local politics. Our volunteer teachers also emphasize the important that students participate more actively in their local civic associations.

Information and Referral - This segment of the programs links Hispanics as well as private agencies with other services, thus operating as a clearinghouse. Daily inquiries and responses range from social services, legal services, housing, DMV, INS, ESL, employment, court related issues and mental health, etc.

Results:

Each year, over 400 participants receive basic ESL instruction and more than 10% of participants move on to intermediate and advanced level ESL classes offered by the city's Alexandria Public Schools and/or Northern Virginia Community College.

In the past 10 years HOEP has strived to build bridges between ethnic groups and has successfully formed coalitions with grass roots organizations and established credibility within the Hispanic as well as the professional community in order to maximize services, minimize racial conflict, and to foment dialog between the Hispanic and the larger community.

Funding:

The Hispanic Orientation and Education Program specialist oversees and implements all aspects of the program. His position is funded by the City of Alexandria. Grants and contributions.

Replication advice/lessons learned:

One lesson learned was that by incorporating free English-as-a-Second-Language instruction to the program we have been able to introduce and connect Hispanic Alexandrians to services and resources provided by the City of Alexandria and non-profit organizations.

For more information about the Hispanic Orientation Education Program please contact:

Ricardo G. Drumond
2525 Mount Vernon Avenue
Alexandria, VA 22301
Phone: (703)838-0962
Fax: (703)836-2104
Email: ricardo.drumond@alexandriava.gov



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Academic No Interest Loan

City: Bell Gardens, California

Description of the program:

The city offers to college bound students a no interest loan to pay for tuition and fees. Students are required to fill out an application and be city residents. Approximately \$5,000 worth of student loans are offered every year. Students need to pay back the loan and give the city 10 hours of community service for each \$1000 received.

Goals of the program:

To offer college bound students in the community a chance to receive a higher education.

Elements that have made the program successful:

Cooperation from the city

Results:

More residents are being educated, which is a key to bring more success to the community as a whole.

Funding:

City general fund.

Replication advice/lessons learned:

For more information about the Academic No Interest Loan please contact:

Angie Contreras
6662 Loveland Street
Bell Gardens, California 90201
Phone: (562) 806-7564
Fax: (562) 806-7661



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Chandler’s Hispanic Heritage Months Events

City: Chandler, Arizona

Description of the program:

Produce a series of events to commemorate National Hispanic Heritage Month.

- | | |
|----------------------------|------------------------------------|
| Poster Contest | Mariachi Festival |
| Folclórico dance workshops | Hispanic Heritage Photo Exhibit |
| Garibaldi Night | Hispanic Book Fair |
| Educational Forum | College Night at community college |

Goals of the program:

To create awareness in the community of the many contributions Hispanics make in our city.

Elements that have made the program successful:

The elements that have made our celebration of National Hispanic heritage Month successful in Chandler are the many partnerships that are established to pull this month off in our City. Our planning committee consists of City staff members, students and faculty from our local community college as well as members of the Hispanic community and members of the Chandler Coalition for Civil and Human Rights. In addition, we partner with numerous local businesses and the media to help offset the costs of producing all of our events and making them FREE to the public.

Results: We’ve enjoyed tremendous success by attracting thousands of people throughout the month to our various events. In addition, we received tremendous positive coverage in both the English and Spanish media.

Funding: Some city general funds but the majority of our funding comes from our corporate sponsors.

Replication advice/lessons learned: The key to a successful month is the involvement of our community at large in the planning of these events. We’ve created a unique series of events that attracts people of all ages and cultures.

For more information about Chandler’s Hispanic Heritage Month Events please contact:

Leah Powell
Mail Stop 605
P.O. Box 4008
Chandler, Arizona 85244
Phone: (480) 782-2217
Fax: (480) 782-2209
Email: leah.powell@chandleraz.gov



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Operation Apoyo Hispano

City: Clearwater, Florida

Description of the program:

Hispanic outreach partnership to improve the relations with the Hispanic community; it is a community policing outreach of the police department.

Goals of the program:

Improve public safety and quality of life in the Hispanic community.

Elements that have made the program successful:

Partnership with the city of Clearwater and the YWCA of Tampa Bay

Results:

Enhanced trust, cooperation, and a quality of life in the Hispanic community.

Funding:

\$100,000 annually - Grant funded

Replication advice/lessons learned:

For more information about Operation Apoyo Hispano please contact:

Deputy Chief Dewey Williams
645 Pierce Street
Clearwater, Florida 33756
Phone: 727-562-4339
Fax: 727-563-4339

dwilliams@clearwaterpolice.org

Or see

www.clearwaterpolice.org/hispanic



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Summer Reading Program

City: Douglas Arizona

Description of the program:

Library Staff focuses on all students whose reading skills are below average. Staff works with 20-30 children for 30 days and about 150-175 students each summer. The Summer Reading Program focuses on students in grades 1-5. Even children from Agua Prieta, Sonora Mexico are invited to attend. Because children count the pages they read and are not required to read at a certain level, this is a time when children, who are having difficulty, can just read for fun. This is the best thing they can do to improve their reading skills. About 85% of the participants in our reading program are Hispanic. Although we do not yet have reading tutors, we have math tutors during the school year. This math tutor effort is a partnership with Cochise College and the work study student's program.

Goals of the program:

Increase reading skills.

Elements that have made the program successful:

Tutors and teen volunteers and dedicated students.

Results:

City Staff have assisted local elementary schools with increasing student reading skills. Although we do not have the statistics to support this assertion, we feel certain this is the case.

Funding:

City general fund and friends of the Douglas Public Library.

Replication advice/lessons learned:

Start early with kids- 1st, 2nd, and 3rd grade
For more information about the Summer Reading Program please contact:

Glenda Bavier
Douglas Public Library
560 10th Street
Douglas, Arizona 85607
Phone: (520) 364-3851
Fax: (520) 805-5503
Email: glenda.bavier@douglasaz.gov



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Workforce Housing Initiative

City: Dalton, Georgia

Description of the program:

We created a position in cooperation with La Raza and the University of Georgia to educate Spanish speaking citizens about the home-buying process and better quality housing. We are working to have a qualified buyer in the pipeline when workforce housing becomes available.

Goals of the program:

Education, improve living standards, move people to ownership and single-family homes.

Elements that have made the program successful:

Funds and support from La Raza, guidance from UGA and dedicated staff.

Results:

We are becoming a known and trusted part of the Latin community (after only 7 months). We use improving living conditions for many families and giving hope for a better life.

Funding:

La Raza, UGA, City/Co. government

Replication advice/lessons learned:

For more information about the Workforce Housing Initiative please contact:

Gaile Jennings
1407 Burleyson Drive
Dalton, Georgia 30720
Phone: (706) 281-4804
Fax: (706) 876-1440
Email: gjennings@whitfieldcountyga.com



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Hispanic Outreach Program

City: Elgin, Illinois

Description of the program:

The city of Elgin realized the critical need for a Hispanic outreach program because of the explosive growth in the Hispanic community and accompanying cultural and language barriers. A program was designed to ensure the Hispanic community was engaged in and a real partner with the city administration in securing services and addressing policies. The program seeks to ensure Hispanics have a voice on city matters that affect them. The city has Hispanic outreach workers for the city in general and also for the police department. These workers conduct the outreach programs.

Goals of the program:

- 1) Be a member of all Hispanic organizations in the city and be an ACTIVE members of the most important ones.
- 2) Stay in close contact with recognized Hispanic leaders via office meetings, coffees, lunches, dinners, etc.
- 3) Be actively involved in and help plan all Hispanic events in the city. Specifically, the city can help with Sponsorships, permits, development plans, etc.
- 4) Constant and honest evaluation of both self and those the city serves. Must be teachable and willing to adjust.

Elements that have made the program successful:

- 1) Face-to-face contact has always been the most successful. Being Personable is the key.
- 2) Positive public exposure – The Hispanic community has to connect the name with the face.
- 3) Refuse to fall victim to ethno-centricity (i.e. Irrespective of the outreach worker's ethnicity, the Hispanic community the worker serves, must be convinced the worker is working for the best interest of ALL Hispanics in the community.
- 4) Do what you say and say what you mean – you must have credibility, respect and be extremely communicative.

Results:

The Hispanic community has been talking about the city's efforts and it is viewed as the city that can help. The city has received written thank you letters, awards, and other honors. City staff is being asked to serve on community boards. Because of the success, the city also started a Laotian outreach program worker because of the high number of Laotians that have settled in Elgin.

Funding:

The city of Elgin funds the program 100 percent.

Replication advice/lessons learned:

- 1) Workers must be outgoing and personable.
- 2) Workers must be bilingual.
- 3) Workers must be allowed to design and implement the program. They must be trusted to implement best practices without hierarchal interference.
- 4) Do not use the worker for written translation. This is an art form – very time consuming. The worker is in the business of relationship building not document translation.
- 5) Be careful of being overly dependent on the worker insomuch that if they leave, the program fails.
- 6) To the extent possible have events in the Hispanic community; don't expect them to come to you.
- 7) KNOW the Hispanic community you are working with. Understand differences between generations, language acquisition, etc. This is critical in determining outreach methodology.

For more information about the Hispanic Outreach Program please contact:

Mr. Gilbert Feliciano
150 Dexter Court
Elgin, Illinois 60120
Phone: (847) 931-6019
Fax: (847) 931-5610
Email: Feliciano_g@cityofelgin.org



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: City Manager Out Reach

City: Lake Geneva, Wisconsin

Description of the program:

I, as city administrator, meet with many of the Hispanic population that attend English classes at a local church and our Latin Center. I tell them where to go for various services and give them a list of the departments and their phone numbers and the people they will be talking to. I print that in English and Spanish, I also direct them to my office if they need help in any way.

Goals of the program:

Help them acclimate to the community and ensure they know who to go to for help or service.

Elements that have made the program successful:

Partnership with churches and the Latin Center.

Results:

Received well by the local Hispanic population. They have called and asked for information.

Funding:

City provides space and utilities.

Replication advice/lessons learned:

No information provided

For more information about the City Manager Outreach please contact:

Dennis E. Jordan
626 Geneva Street
Lake Geneva, Wisconsin 53147
Phone: (262) 248-3673
Fax: (262) 248-4715
Email: ljordan@cityoflakegeneva.com



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Police Minority Relations Committee

City: Lebanon, Pennsylvania

Description of the program:

The committee holds pre-scheduled monthly meetings. The meetings are opened to the public. Agendas and minutes are provided. Speakers are often present with related topics of understanding, communication, community resources that are available, and other requested topics. The Mayor's office is responsible for realizing information to the press.

Goals of the program:

Promote communication, education, understanding, and respect for one another.

Elements that have made the program successful:

“New Residents Guide” published in Spanish and English. The 16 page reference guide has city names, numbers, dates, elementary information on zoning, trash and other city practices and policies.

Spanish Informational Festival. Public and private resource groups available for questions, printed materials and general conversation and discussion. It is held in the Spring at the park in the middle of the city.

Fall basketball tournament form middle age school children with the winners playing the Police team.

Local community college involved with the committee for future language classes with some specific goals for civil service exams and other workforce training.

Results: Always need more participation and publicity.

Funding: The city general fund

Replication advice/lessons learned:

For more information about the Police Minority Relations Committee please contact:

Trish Ward
City of Lebanon
Room 217
400 South 8th Street
Lebanon, Pennsylvania 17042
Phone: (717) 228-4496
Fax: (717) 228-4450
Email: tward@lebanonpa.org



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Ethnic Celebration Event

City: Mesquite, Nevada

Description of the program:

Annual food, music, and game type event celebrating different cultures. The majority of the events highlight the Hispanic culture.

Goals of the program:

Foster respect and understanding.

Elements that have made the program successful:

Inter-cultural exchange.

Results:

Enjoyable time for those that attend the event.

Funding:

City

Replication advice/lessons learned:

For more information about the Ethnic Celebration Event please contact:

Gina Mendez
City of Mesquite
10 East Mesquite Blvd.
Mesquite, Nevada 89027
Phone: (702) 346-5295
Fax: (702) 346-2795



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: La Casa De Don Pedro, Inc.

City: Newark, New Jersey

Description of the program:

Non-profit community based organization geared to provide for the well being of low and moderate-income families by helping them in financial poverty and fostering self-sufficiency. La Casa offers more than 22 programs including counseling, child-care, education, job training, job placement, energy conservation, and community development.

Goals of the program:

Assist minorities by providing empowering tools for low and moderate-income families to break the cycle of poverty.

Elements that have made the program successful:

La Casa de Don Pedro provides: Early Childhood Education, Home Energy Assistance Program, Women Resources Program, Youth and Family Counseling, and Cultural Enrichment Programs.

Results:

Serves over 25,000 families annually. Serves a diverse population.

Funding:

Supported by city, county, private, and federal funding.

Replication advice/lessons learned:

Indeed the human struggle continues as we try to assist human kind. We do so much with so little yet we find the passion to do even more.

For more information about La Casa De Don Pedro please contact:

Edward Hernandez
23 Broadway
Newark, New Jersey 07104
Phone: (973) 483-2703
Fax: (973) 483-5284



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Diversity Language Skill Program

City: Reno, Nevada

Description of the program:

Provide instruction in practical Spanish language skills to any interested city employee by tapping the multi-lingual Spanish Skills of city employees who have been certified at one of three levels of proficiency in the Spanish language by Truckee Meadows Community College. These employees serve as co-facilitators to assist in Spanish language instruction under the guidance of International Professional Development Services (IPDS), a local business whose primary emphasis is Spanish language skills training and development. City employees are able to hone their Spanish language skills, regardless of their level of proficiency, as employees' skills are matched with one of three groups: beginning, intermediate, and advanced. Only those employees who have been certified as having an advanced proficiency in Spanish are able to do translation work for written materials.

Goals of the program:

Equip employees at all levels with language skills to serve a diverse community.

Elements that have made the program successful:

Participating employees committed to expanding the city's ability to meet the needs of the Spanish-speaking residents. They view this ability as one of the many components that make up excellence in customer service. Employees willing to learn, certified employees willing to give of their time to promote that learning, and commitment and support from the city's management team to provide an opportunity for their staff to participate in these bi-weekly workshops.

Results:

Eighteen employees have been certified by the local community college, with four current employees certified at the advanced level. Of this number, eight employees have served as co-facilitators of the program since its inception in 2003. A total of fort-eight classes have been offered with an average of 12-15 employees in attendance over the same period.

Funding:

The funding for conversational Spanish classes and the certification fees are provided from the city's training and development budget.

Replication advice/lessons learned:

Develop a process by which to certify employees in the use of their Spanish language skills, both oral and written. Obtain support for the program from the executive level.

For more information about the Diversity Skill Language Program please contact:

Laura J. Dickey, S.P.H.R., M.B.A.
Diversity and Training Manager
City of Reno
P.O. Box 1900
Reno, Nevada, 89505
Phone: (775) 334-3123
Fax: (775) 321-8324
Email: dickeyl@ci.reno.nv.us



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Farm Worker Appreciate Day

City: Rupert, Idaho

Description of the program:

Communication with Farm workers is good. Our workers do a good job, but are lacking in experience and education which limits their ability to be in managerial positions. We participate with them in their celebrations and they participate in all our celebrations.

Goals of the program:

Create awareness of importance and necessity of each person in our community.

Elements that have made the program successful:

Working together with Hispanic groups, churches, and the migrant council has improved relationships.

Results:

The Farm Workers' Appreciate Day lets them know the important role they play in our community.

Funding:

Donations from local businesses.

Replication advice/lessons learned:

All are important in a community and each person contributes to the health and strength of a community.

For more information about the Farm Work Appreciate Day please contact:

Mayor Audrey R. Neiwerth
P.O. Box 426
Rupert, Idaho 83350
Phone: (208) 436-9600
Fax: (208) 436-9920
Email: Audrey.neiwerth@rupert.id.us



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Good Neighbors Partnership Resource Guide

City: Salt Lake City, Utah

Description of the program:

The Good Neighbors Partnership formed with a group of residents, local leaders and city officials who wanted to help people form strong relations with their neighbors, building greater unity in our community. The partnership produced a guide to give residents of the city useful information relevant to everyday life. The guide was printed in English and Spanish.

Goals of the program:

To foster better communication among neighbors and more knowledge of important resources and rules.

Elements that have made the program successful:

The guide was distributed through the office of Community Affairs, Public Utilities, and the Realtors.

Results:

The guide was well received by people and organizations in the city. Five thousand guides were printed and distributed. Demand was high.

Funding:

Printing was sponsored by the Salt Lake Board of Realtors.

Replication advice/lessons learned:

For more information about the Good Neighbor Partnership Resource Guide please contact:

Mark C. Alvarez
451 South State Street
Room 306
Salt Lake City, Utah 84111
Phone (801) 535-7734
Fax: (801) 535-6331
Email: mark.alvarez@slcgov.com



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: City Councils Meetings in Spanish

City: Santa Barbara, California

Description of the program:

Our City Council meetings are simultaneously translated into Spanish. People can listen to what we are saying in real time in English or Spanish. Both are rebroadcast on a City TV Channel. We have earphones at the City Council meetings so someone whose first language is Spanish can plug them in and hear the translation of what is being said.

Goals of the program:

The goal is to allow those whose first language is Spanish the same access to government and to city council meetings as English-speaking residents.

Elements that have made the program successful:

Translation is done automatically, sensitively, and affording everyone access with dignity.

Results:

General satisfaction from the Spanish speaking community. Also satisfaction from the English residents who wish to celebrate our history and our roots. The first 50 years of our city hood, business was conducted in Spanish.

Funding:

The cost of the translators, about \$30,000 is in our budget. The cost of the wiring and earphones were built into a Council Chambers renovation budget.

Replication advice/lessons learned:

For more information about the City Councils Meetings in Spanish please contact:

Marcelo A. Lopez
P.O. Box 1990
Santa Barbara, California
Phone: (805) 564-5304
Fax: (805) 897-1993
Email: mlopez@santabarbaraca.gov



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Community Center

City: Santa Clarita, California

Description of the program:

The Newhall Community Center provides Hispanic youth and families with a wide range of activities including tutoring, boxing, Ballet Folklórico, E.S.L., art, sport and adult classes - just to name a few.

The Hispanic community participated in the development and design of the new center which will open late 2005 or early 2006.

Goals of the program:

To serve, support and respond to the needs of the Hispanic community. Provide recreational and educational opportunities for low-income, high-risk youth.

Elements that have made the program successful:

Responsive to community need, strong city support and funding, excellent leadership, community bonds are strong with the center staff.

Results:

Attendance has more than doubled since 1998, programs have increased over 60%, crime and gang involvement in surrounding neighborhood has diminished. Families feel more empowered to get involved with the city, youth have improved their grades, obtained jobs and become role models to other youth.

Funding:

City general fund, donors and sponsors (10%)

Replication advice/lessons learned:

No information provided

For more information about the Community Center please contact:

Hope Horner
22421 Market Street
Santa Clarita, California 91321
Phone: 661-255-4006
Fax: (661) 255-4970
Email: Communitycenter@santaclarita.com



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Latino Advisory Council/ Community Liaison

City: Seattle, Washington

Description of the program:

The Council meets with the Police for the purpose of bridging the communication gap between the police department and the Latino community. The advisory council discusses concerns, issues, recommendations, needs, perspectives, and insights from the Latino communities. Provide input and feedback directly to the department. The Latino liaison officer is a full-time position, with a staff person, and a Deputy Chief.

Goals of the program:

Help build relationships between the Seattle Police Department and the communities.

Elements that have made the program successful:

Four components are essential to make this program successful: Awareness, Partnerships, Community Involvement and Training.

City Service awareness: This program was instrumental in showing the need for Latino community social service programs especially programs that focused on gang prevention, intervention and recovery services. The Mayor's office awarded over \$330,000 for services in a highly Latino populated community.

Partnerships: We worked on making the South Park boxing gym a Police activities league. We were able to provide the boxing gym with over 20,000 worth of boxing equipment along with youth interaction with police officers.

Partnerships: We have had several youth/police activities in order to reduce violence. We have had Soccer and Basketball events with the local community centers. We partnered with ALLSTATE to put on a Life Choices and Law Workshop. This event had approx. 130 kids in attendance with almost 75 percent Latino youth.

Partnerships: International Exchange, We have set an agreement with the Peruvian National Police on creating training for officers. This has created a better understanding of cultural issues and provided training in specialized units such as Anti-Terrorism, Anti-Drug and Education units. We have become the host for graduation training with the Peruvian National Police. The training will be provided to fifty Colonels that will graduate and eventually become Generals with the Peruvian National Police.

Partnerships: Seattle Police Department has a Liaison assigned to the Consulates of Washington State. There are 37 consulates in the state of Washington. The liaison assists with any possible issues of crime or arrival of dignitary into the Seattle area. We work closely with the Mexican and Peruvian Consulate since there is a high population of immigrant communities.

Community Involvement: We had the National Night Out Against Crime event in South Park. This event took place in a community of approximately 3500 residents with the majority being of Latino descent. We had 350 in attendance, 10% of the community participating in the Night Out Against Crime event. Many programs we are getting a higher response from the community.

Training: A sample video that looks at the Latino Community and issues of concern involving experiences and perceptions between Latinos and law enforcement.

Results:

A reduction in Latino youth related crime. Prior to this we had 5 shootings within 2 years all Latino gun violence. Since the program began ten months ago, we have had no Latino related shootings.

A training video was created.

More social service programs in the high populated Latino Community.

Funding:

City general fund and grants.

Replication advice/lessons learned:

For more information about the Latino Advisory Council/Community Liaison please contact:

Officer Adrian Z. Diaz
Community Outreach Program
Seattle Police Department
610 5th Av.
P.O. Box 34986
Seattle, WA 98124-4986
Phone: 206-992-0662 (WK)
Email: Adrian.diaz@seattle.gov



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: El Centro Latino

City: Shelbyville, Tennessee

Description of the program:

The Latino Center of Shelbyville and Bedford County, Tennessee is a 501C3 program to help out Latinos. It is a nonprofit organization. It is organized for charitable, religious, educational, and scientific purposes, including for such purposes, the making of distributions to organizations which qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or corresponding sections of any federal tax code.

Goals of the program:

Provide a community center where social, educational, cultural, recreational, and other community service organizations, services, or groups can provide services to the Hispanic and Latino population of Shelbyville and Bedford County, Tennessee.

Elements that have made the program successful:

Organizational Structure

Results:

The organization is struggling to get the program going well. It's filled with good intentions, but lacks the strength in its board to move forward as much as it could.

Funding:

The board has received about \$3,000.

Replication advice/lessons learned:

For more information about El Centro Latino please contact:

Luci Taylor
614 Lafayette Street
Shelbyville, Tennessee 37160
Phone: (931) 684-2557



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Tempe Tardeada

City: Tempe, Arizona

Description of the program:

The Tempe Tardeada is the City of Tempe's Hispanic Heritage Festival. This event has completed seven very successful years, and each year the attendance surpasses the previous event. A *Tardeada* is a social dance that is traditionally held on Sunday afternoons. We attempt to reenact the early days of our Hispanic settlers by inviting the community to share in traditional music, dance, and food. A key focus of this celebration is the educational aspect. The Tempe Historical Museum partners with the planning committee to share the history and contributions of Tempe's early Hispanic settlers.

Goals of the program:

To identify and recognize the Hispanic roots of Tempe and educate the community with a celebration of the Hispanic culture.

Elements that have made the program successful:

The Tempe Diversity Office partners with the Tardeada Advisory Board to plan this event. The Tardeada Advisory Board is a group of individuals who represent our Hispanic culture. The integration of the community in the planning of this event is an integral part of our success. The Advisory Board brings to the table their life experiences and cultural knowledge, as well their passion for sharing their heritage.

Results:

The Advisory Board, and the Hispanic population as whole, are able to share their heritage and educate our community. This is very important for the descendants of our early Hispanic settlers, because for many years their contributions were not shared with the community or recorded for history. The community not only gets educated and informed, but they also get to share in the celebration of the festival, which includes eight continuous hours of cultural dance, music, arts and crafts, and food.

Funding: The City of Tempe contributes seed money of \$20,000 annually. In addition, sponsorship dollars and in-kind services are secured from local businesses.

Replication advice/lessons learned: Use Advisory Board.

For more information about Tempe Tardeada please contact:

Ginny Belousek
31 East Fifth Street
Tempe, Arizona 85281
Phone: (480) 350-2907
Fax: (480) 350-2907
Email: ginny_belousek@tempe.gov



Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Casa Amparo/Brewster Center

City: Tucson, Arizona

Description of the program:

This is an emergency shelter for Hispanic women and their children escaping domestic violence. This emergency facility provides a bilingual crisis line and safe shelter to victims of domestic violence 24 hours per day, 365 days per year. Casa Amparo provides culturally sensitive shelter services including safety planning, domestic violence education, legal advocacy, child advocacy, support groups, immigration assistance, and information and referrals. Survivors and their children can stay in shelter for up to 120 days. All staff is Bi-lingual (Spanish/English). The Brewster Center also offers transitional and permanent housing options with bilingual support services at our Wings of Freedom housing complex.

Goals of the program:

Provide a safe nurturing environment for Hispanic women and their children experiencing domestic violence. Assist them with safety planning, legal issues, immigration issues, navigating the criminal justice system, finding housing, child care and employment while providing them a safe environment which honors their culture.

Elements that have made the program successful:

In 1996, Brewster Center opened Casa Amparo, a 10-bed shelter operated entirely by bicultural Latina and bilingual staff members and provides all services primarily in Spanish. Casa Amparo was the first shelter in Arizona to focus on bilingual Spanish/English and culturally competent services for the Hispanic/Latino/a population. It remains the only shelter of its kind in Southern Arizona. Casa Amparo has been successful because of its focus on providing culturally relevant programs and services, its bilingual/bicultural staff and the ability of the staff to assist with immigration issues. Casa Amparo offers a much longer length of stay (up to 120 days) than the traditional domestic violence shelter and does not turn survivors away for mental health, substance abuse or any other reason. We operate under a “no turn away” policy.

Results:

Survivors are better able to access safety, plan for their future and become self-sufficient because of the welcoming support and the continuum of services provided that are available in their primary language and provided in a culturally competent manner. We operate at over 100% capacity and have a high satisfaction rate with services.

Funding:

Casa Amparo/Brewster Center has multiple funding sources, among them: Arizona Department of Economic Security, legislative appropriated shelter dollars, local grant funding and private foundations.

Replication advice/lessons learned:

Providing culturally and linguistically competent services allows survivors to focus on what is most important – their safety and their future. This, along with longer lengths of stay and a continuum of services specific to the needs of domestic violence survivors, provides sensitive and efficient services. This means more success and lives saved.

For more information about the Casa Amparo/Brewster Center please contact:

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Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Sin Violencia ¡Ganaremos!/Brewster Center

City: Tucson, Arizona

Description of the program:

Sin Violencia ¡Ganaremos! program is situated on the Southside of Tucson in the heart of Tucson’s Hispanic/Latino community. It is a walk-in center for survivors of domestic violence and their children. In addition, this program has expanded services specifically into the rural regions and small towns surrounding Green Valley including Amado, Arivaca, Sahuarita, and Continental. Sin Violencia ¡Ganaremos! staff provide services which address the complex issues and multiple barriers that victims of domestic violence face. All staff at the Sin Violencia ¡Ganaremos! office speak fluent Spanish and focus on the provision of culturally relevant services. The program provides comprehensive bilingual/bicultural services to victims of domestic violence including crisis intervention, legal advocacy, domestic violence education, immigration assistance, child advocacy, and safety planning.

Goals of the program:

Provide safer options, advocacy and support to Hispanic Latino/a survivors of domestic violence and their children through culturally specific bilingual services. To assist survivors with safety planning, crisis intervention, legal advocacy, court accompaniment, immigration assistance, domestic violence education, transitional and permanent housing and child advocacy.

Elements that have made the program successful:

Sin Violencia ¡Ganaremos! program is unique nationally, and is the only domestic violence program of its kind in Southern Arizona. We specialize in bilingual advocacy service to those who would not otherwise have equal access to justice: Latinas, undocumented and legal immigrants, Native Americans, those living in rural areas, and those living in poverty. Our services provide victims with resources, support and a safe space so they can seek independence and safety outside of the shelter system.

Results:

Survivors are better able to access safety, plan for their future and become self-sufficient because of the welcoming support and the continuum of services provided that are available in their primary language and provided in a culturally competent manner.

Funding:

Sin Violencia ¡Ganaremos!/Brewster Center has multiple funding sources, among them: U.S. Department of Justice, Arizona Department of Public Safety, local grant funding and private foundations.

Replication advice/lessons learned:

Providing culturally and linguistically competent services allows survivors to focus on what is most important – their safety and their future. This, along with legal advocacy, immigration assistance and a continuum of services specific to the needs of domestic violence survivors, provides sensitive and efficient services. This means more success and lives saved.

For more information about the Casa Amparo/Brewster Center please contact:

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Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Leadership Training Academy

City: Weslaco, Texas

Description of the program:

The City of Weslaco has a predominately a Hispanic workforce. In an effort to better equip the workforce for advancement, the city is participating in a leadership training program. Employees who are identified by their directors, as employees with management or supervisory potential are nominated to participate in a ten week leadership training program. The leadership program of the city of Weslaco partners with South Texas College and with Work Force Solutions to provide a learning opportunity for its employees. This 30-hour course introduces students to the basics of leadership skills over a 10-week period. This class is taught at the Weslaco campus of South Texas College. The course includes specific topics such as how to be an effective supervisor, common laws and issues in the work place, effective project management, conflict resolution, effective communication in the workplace, budgeting, and goal setting.

Employees that complete the leadership training program receive a pay increase along with recognition from the city. A phase two of the program for experienced supervisors and a phase three for managers are part of the leadership program. These phases will be implemented at a later date as the program continues to grow.

Goals of the program:

The goal of the program is to develop local in-house employees for supervisory positions for the city of Weslaco.

Elements that have made the program successful:

Support from the city manager and department directors, employees with a desire to be better prepared for new responsibilities, and the city's partnership with South Texas College and Work Force Solutions.

Results: Three employees that participated in the first leadership training program have been promoted.

Funding: Local city funds pay for the salary increases while Work Force Solutions grants pay for the seminars.

Replication advice/lessons learned: Insure that the program has the full support of the city manager and department directors.

For more information about the Leadership Training Academy please contact:

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Municipal Best Practices for the Hispanic Community ©

Name or Title of the program: Community Relations Officer

City: Woodburn, Oregon

Description of the program:

The city created a position to translate and act as an ombudsman for the Hispanic community. He is available to interpret at public meetings and in city hall, translates official documents and informational materials, provides resource referral, develops public information for a variety of media, and edits a quarterly newsletter. He also offers limited staff support for events organized by businesses in the downtown core, and for the larger Hispanic community.

Goals of the program:

1) Increase the Hispanic community's access to city services and its involvement in civic activities. 2) Improve communication with the Spanish speaking community. 3) Foster cross-cultural understanding.

Elements that have made the program successful:

1) The employee. He is a native of Mexico and has experience working for the Mexican government. He has a clear vision of what he wants to accomplish, and credibility with the people he works with. He has built bridges with the first generation community, businesses, and the media and the Mexican Consulate. 2) City council administration. The city strongly supports the position and program goals, and has given the employee broad discretion in selecting projects and conducting his duties. 3) The first generation business community. These new entrepreneurs want to be part of the bigger picture, and are contributing time and resources.

Results:

1) Immensely improved relationships with the Hispanic community. 2) Partnerships with Hispanic businesses in the downtown core. This led to a credible, well-supported, business watch program that is generating positive crime reduction results. 3) A better informed Hispanic population, due to written and educational materials on everything from driving to personal safety, to animal licensing. 4) Excellent communications with the Mexican consulate.

Funding:

City general fund. This is a management position working directly for city administration. Advertising (mainly Hispanic Businesses) offsets approximately ½ the cost of the newsletter.

Replication advice/lessons learned:

1) The concept is simple and easily replicated. 2) The employee must be culturally competent, credible, have excellent judgment, high educational standards, and excellent people skills. 3) Media connections locally and with Mexico matter.

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