

Lessons from East Tennessee

A Toolkit for Organizations Responding to Mass Worksite Immigration Raids

Tennessee Immigrant and Refugee Rights Coalition
National Immigration Law Center

MAY 2019



About the toolkit

On April 5, 2018, U.S. Immigration and Customs Enforcement (ICE) conducted a massive worksite raid in Bean Station, Tennessee, outside of Morristown, arresting nearly 100 workers at a meat processing plant. This was the first large-scale worksite immigration raid conducted in the United States in nearly a decade.

The Tennessee Immigrant and Refugee Rights Coalition (TIRRC), in partnership with local and national organizations, organized a robust response to defend the workers, support the affected families, and help the local community to process what ICE had done and understand the raid in a broader context of immigration policy.

Since the East Tennessee raid, ICE has conducted mass worksite raids in Arkansas, California, Iowa, Minnesota, Nebraska, North Carolina, Ohio, and Texas, and the Trump administration has continued to signal an increased use of this brutal tactic. In the aftermath of the East Tennessee raid, we developed a model for a robust, coordinated response to defend workers and transform the community in the wake of a massive raid and want to share our approach, resources, and tools with other organizations that may respond to worksite raids in their states.

While many toolkits are designed to help organizations *prepare in advance* for ICE actions in their community, this one is meant to serve as an emergency toolkit that advocates can reference to *respond* the moment ICE conducts a worksite raid in their community.

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Finally, we are so grateful for the leadership and partnership of the directly impacted families and communities in the Morristown area whose resilience, love for their families and communities, faith, and trust were an inspiration and the foundation of the effective response efforts.

What happened on April 5, 2018

On the morning of April 5, 2018, federal agents, with the assistance of the Tennessee Highway Patrol, stormed into Southeastern Provision, a meat processing plant in Bean Station, Tennessee, ten miles north of Morristown. While helicopters swirled overhead and the plant was surrounded by agents with automatic weapons drawn, about 100 workers were rounded up and sent off in buses that day. Dozens would be sent to faraway jails and detention centers without the opportunity to say goodbye to their children or spouses.

It was the nation's largest workplace immigration raid since 2008.

Reports of the raid began spreading throughout the community. Teachers rode the school bus home with students out of fear that their parents would not be coming home from work that day. At least 160 children had a parent arrested that morning, but the terror of the raid spread across the entire community.

Many families hid in their homes; others gathered at their churches looking for support and information. When news spread that workers were being held at the National Guard Armory, dozens of family members arrived outside, desperately seeking information and the chance to speak with their loved ones. As the families spilled out onto the streets, an elementary school next to the Armory opened its doors. Family members and first responders stayed in the school gymnasium until the early morning hours, gathering information about what had happened.

The next day, nearly 600 students in a single school district stayed home out of fear. It was as if a bomb had gone off — a humanitarian crisis was unfolding across the region.



Organizing our response to the raid

ICE raids cause deep psychological and physical trauma for workers, their families, and their communities. This type of militaristic raid tactic in particular, in which agents use unnecessary force to detain workers at their jobs unexpectedly, leads to serious mental, emotional, and physical health complications that cause suffering for years to come. More than a year after the raid in Bean Station, this trauma and tragedy continue to unfold.

But in the wake of a destructive worksite raid, a swift, comprehensive, and sustained response can mitigate and minimize the damage while turning pain into power and the raid into a moment of political transformation for the community.

The comprehensive raid response in East Tennessee was organized around the following strategic goals:

1. **Build a robust legal defense** for all workers arrested in the raid.
2. **Provide essential services and support** to the families of arrested workers.
3. **Build a coalition of support at the national level** to raise awareness of the harm of mass worksite raids, led by directly impacted workers and their families.
4. **Invest in base-building and leadership development** to organize workers and the broader immigrant community to join the immigrants' rights movement.
5. **Ensure the raid was a moment of political transformation** for the broader community, including community members who aren't immigrants.

THE NUMBERS

APRIL 5, 2018

- 97** people detained and placed in removal proceedings *
- 32** people put into removal proceedings but released from ICE custody on the day of the raid, with instructions to check in with ICE and appear in court at a later date
- 54** people sent to immigration detention facilities in Louisiana
- 10** people held in federal criminal custody on charges of reentering the U.S. without authorization **
- 1** person held in state custody on charges related to false documents

APRIL 2019

- 73** people back in their homes and communities, fighting deportation
- 13** individuals accepted voluntary departure
- 6** individuals ordered deported
- 5** individuals remain in federal custody

Timeline of Events Organized in Response to the Morristown Raid

- April 5** Raid at Southeastern Provision in Bean Station, Tennessee.¹
- April 6** Nearly 600 children reported absent from Hamblen County schools.
- April 7** Local faith leaders hold a press conference with the spouse and children of one of the detained workers.
- April 7** 120 educators meet to develop plans to support students and families.
- April 8** Families form a new organizing committee, *Todos Somos Uno*, to fight for their loved ones and against mass deportations.
- April 9** More than 800 local residents show up for a vigil to support the families impacted by the raid.
- April 12** Families impacted by the raid organize a peaceful march through Morristown to drive attention to the pain in their community.
- April 12** Workers and TIRRC file a health and safety complaint with the Tennessee Occupational Safety and Health Administration (TOSHA).
- April 13** Workers, represented by SPLC, file complaints with the U.S. Department of Labor (USDOL) alleging wage and hour violations.
- April 13** TIRRC sends open letter to elected and appointed officials condemning their silence on the raid.
- April 15** TIRRC hosts first community dialogue on immigration with the wider local community.
- April 26** Families impacted by the raid have a video meeting with then-congressperson Luis Gutierrez to explain the impact of the raid and to ask for action in Congress.
- May** By May 1, we had helped 424 individuals complete power-of-attorney documents protecting 750 minor children.
- May 10** Mothers' Day event to celebrate and support the mothers impacted by the raid.
- June 5** 42 members of Congress send a letter to the U.S. Department of Homeland Security (DHS) and the Internal Revenue Service (IRS) demanding more information about the raid and relief for the workers.
- June 6** 160 organizations send a letter to congressional leadership urging an investigation into the conduct of the raid and advocating for relief for the workers.
- June 7** Two workers arrested during the raid and a family member of several detained workers travel to Washington, DC, to meet with members of Congress and to participate in a Capitol Hill briefing on worksite raids.

¹ All dates in 2018 unless otherwise indicated.

ORGANIZING OUR RESPONSE TO THE RAID

- June** Members of Todos Somos Uno knock on doors in their community to share know-your-rights information with others and distribute guides to assist families in developing preparedness plans.
- July 14** Members of Todos Somos Uno train immigrant leaders from across Tennessee in effective raid response and community defense.
- August** More than \$120,000 raised through a local organization, HOLA Lakeway, to support families affected by raid.
- August** TOSHA slams company with more than \$40,000 in penalties for 27 violations, 23 of which were categorized as “serious” because of the risk of physical harm or death posed to workers.
- August 16** James Brantley, owner of Southeastern Provision, pleads guilty to federal charges of tax evasion, wire fraud, and knowingly employing undocumented workers.
- February 2019** NILC, SPLC, and pro bono counsel file a lawsuit on behalf of seven workers detained during the raid.

The National Immigration Law Center, the Southern Poverty Law Center, and pro bono counsel are representing the workers detained during the raid in a federal civil rights lawsuit against agents from U.S. Immigration and Customs Enforcement, U.S. Customs and Border Protection (CBP), and the Internal Revenue Service for violations of their rights under the Fourth and Fifth Amendments to the U.S. Constitution.

Specifically, the lawsuit alleges that the federal agents did not have a lawful basis for arresting the workers; the agents racially profiled Latino workers, detaining every worker who looked Latino in the plant without regard to citizenship or documentation; and the agents used excessive force in conducting the raid. The lawsuit, *Zelaya, et al. v. Miles, et al.*, was filed in February 2019, and the litigation is ongoing. Check the case webpage at www.nilc.org/zelaya-et-al-v-miles-et-al/ for updated information.

* In the days following the raid, ICE spokespeople said 97 people were arrested. In December 2018, their official numbers increased to 104. This may include individuals they arrested who were later able to demonstrate that they were work-authorized or the employers and supervisors who were also eventually charged. For more information from ICE, see <https://www.ice.gov/news/releases/ice-worksite-enforcement-investigations-fy18-surge>.

** One of the ten workers was held on a prior criminal charge.

What made the Morristown response effective? What lessons were learned?

The remainder of this toolkit includes practical how-tos for responding to a raid of this scale if one is carried out in your community. Below are some of the bigger takeaways from our experience.

1. Be prepared

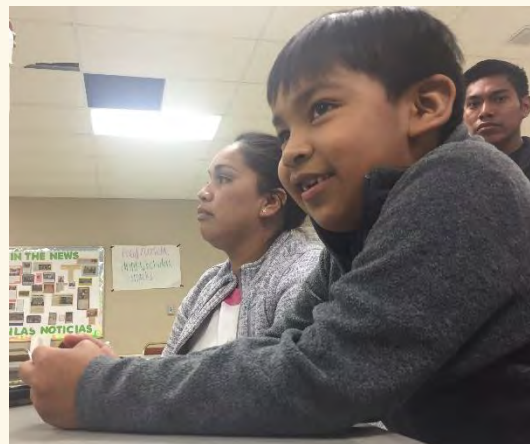
Build a rapid response network before a raid is carried out in your community or state. At TIRRC, we had been preparing for large-scale raids since the November 2016 elections. Our staff and members were trained to conduct intake, had tools and forms prepared, and had built a network of pro bono attorneys we could leverage. When we heard news of the raid, we were able to immediately launch a response and, with the help of attorneys, immediately begin documenting what had happened.

Identify potential partners in different areas of your community and region to align on plans to work together in the event of a raid.

2. Find a single, centralized, safe space for families to gather

It was critical to have a one-stop shop for affected families to gather in the days following the raid. Families are desperate for information, in need of many support services, and have critical information necessary to track down their loved ones in detention and build a legal case.

On the day of the raid, families were gathered across several locations (mainly the churches they attended), but we made the critical, early intervention of choosing the largest and most central church to have all the families gather on the day after the raid to ensure that no one was left behind. In one place we could most efficiently and effectively deliver services, resources, and both share and gather critical information.



Identify potential locations and partners for raid response centers in different geographic locations in your state or region in advance of a raid being conducted so you are ready to respond and set up a space within hours of the raid. Churches are

often trusted and familiar places for community members. They are included in ICE's sensitive locations policy and shouldn't be the site of further ICE enforcement.²

3. Develop a cycle of action during the rapid response

During these chaotic times, it's important to get organized and create a system that will allow your rapid response team to be efficient and responsive and to communicate effectively. It's tempting to just be in a react-and-act mode, but having regular and sacred time for the core leaders to come together is the only way to ensure an effective and coordinated response.

We held 45-minute debrief sessions at the end of each night and planning sessions each morning with core team leaders to reflect on any lessons learned, decide on changes to our systems, and coordinate efforts across teams. This helped avoid confusion and duplication (e.g., identifying the four things we needed to communicate to or learn from families that day), and it allowed us to make the most effective use of volunteers.

During the first week, these check-ins will likely be held late at night and early in the morning, once families have gone home or before they arrive back at the church. You might feel too busy to host twice-daily team meetings, but it will make the work much more efficient and effective and help to reduce the sense of chaos.

4. Work closely with organizational partners and local stakeholders

If your organization does not have a physical presence in the community where the raid occurred, it is critical to first engage local organizations and to root the response effort in the existing community networks, leadership, and resources, both immigrant-led organizations (if any exist in the area) and other key stakeholders and partners who will play a leadership role in the response efforts, such as core service providers or faith leaders. This level of respectful collaboration is crucial to meet the immense need and to ensure sustainability of the response.

In the first several hours and days of the response, it's important to take guidance from the local leadership, build buy-in and trust, align on key points of strategy, and meet the local community where they are on political messaging to maximize unity.

Especially in the first 72 hours, there is so much to do, so we found it important to delegate entire, key pieces of work to partner organizations to manage. For example, a local social service agency, HOLA Lakeway, managed the collection and disbursement of donations (both monetary and supplies), while the church managed volunteers, food, and child care.

² *FAQ on Sensitive Locations and Courthouse Arrests* (Enforcement and Removal Operations, U.S. Immigration and Customs Enforcement, Sep. 25, 2018), <https://www.ice.gov/ero/enforcement/sensitive-loc>.

5. Organize!

The safe space we created in the church not only became a place for families to receive immediate assistance and services, but also a place for families to be together and offer solidarity and support to one another. For the first several days after the

CHOOSING AND ADAPTING A CENTRAL RESPONSE SPACE

In Morristown, St. Patrick's Catholic Church was an **ideal location** because it had a **large area for the hundreds of workers and family members to gather** and wait, as well as a **kitchen** to prepare food, and **several small classrooms** that were used to store donations, as a staff headquarters, private legal consultation rooms, child care space, etc. We operated our response center out of the church for eight continuous weeks after the raid and continued to host meetings and services in the church in the subsequent months. **Here are some things to think about when choosing a space:**

- In moments of chaos and intense fear, **the place should be one of trust and safety** for the immigrant community. We chose a church that many of the impacted families attended.
- It should be the **largest space you can find**. It should be adequate in size to provide working space for all **response teams**, to collect and distribute **donated items**, and to accommodate a **large crowd** (we had about 400 people in the church at the height of the response), but also have space for **private legal consultations**.
- Having a **large kitchen** was very helpful for preparing and distributing food to staff, first responders, and families who would spend all day at the church.
- The space should be **identified and announced within the first few hours following the raid**, so families can be informed about it quickly. Use social media and ethnic media outlets to **spread the word about the location**. Make sure impacted schools and social service agencies know about the location to help get word to families.
- When the physical location is made public (via social media or shared by traditional media outlets), **have a physical security plan for the building** as well as **online security for staff**. Staff and volunteers should be trained in how to respond if ICE agents or other law enforcement officers attempt to enter the space.
- The core team should have access to the space at very early and very late hours. **It's critical that the raid response team is in full alignment with the management of the location**. Church staff and leadership were part of the raid response leadership team and were present for all planning meetings.
- Keep the central response space **clean and well-organized** so families feel comfortable and work can get done efficiently and safely. We had plenty of hand sanitizer around to prevent people from getting sick.
- We tried to incorporate art and song into downtime to **create an environment that was uplifting to spirit, energy, and morale**. We hung art on the walls, and one partner brought flowers for the tables in the central location, which made the space feel more cozy and beautiful.
- Incorporate **strategies and tactics for wellbeing** into the central space culture. This could include providing on-site trauma-informed counseling and mental health support for response leaders as well as families, having nap and quiet rooms, changes of clothing, healthy food, plenty of water, and coffee.

raid, hundreds of family members and workers who had been released filled the church, often waiting for information, a chance to speak with an attorney, or simply not to be alone.

Besides the services and raid response meetings we held with individuals and the broader community, we quickly began holding meetings for workers and their family members, which became spaces for political education and healing. Through meetings, they came to name the injustice that their families had gone through and the importance of organizing and advocating for themselves and their loved ones. The affected families turned their pain into power; formed an organizing committee, calling themselves Todos Somos Uno; led public actions in the city; educated their neighbors about their rights; and urged elected officials to take action to stop workplace raids.

When responding to a raid, create opportunities for workers, their families, and the broader community to develop as leaders of the broader immigrants' rights movement in your state, for the long haul.

6. Make the moment a transformational one for allies and neighbors

In Hamblen County, where Morristown is the county seat, 77 percent of voters had supported Donald Trump in his campaign for president, and many had



supported his calls for a crackdown on undocumented immigrants. For many U.S.-born Tennesseans in the area, the raid was the first time they'd come face-to-face with the injustice of our immigration system and the realities of mass deportations. Through media, public events, and community conversations, we worked to provide opportunities for allies and neighbors to learn more about what had happened to the workers and their families, how it fit into the broader enforcement agenda of the administration, and how to show up for their neighbors.

During the raid, ICE arrested many longstanding members of the community who had deep ties to their neighbors through church, school, and extracurricular activities. They couldn't understand why immigration would target people while they were working or how our system could allow for such cruelty.



We didn't want this raid to be an isolated, tragic event in the community or something that people would come to see as an exception to the way our immigration system functions, so we invested in community education and organizing in ally communities. We knew that in the wake of the raid, the whole town was talking about immigration and that people had questions about why the raid had happened and what it meant, and we wanted to ensure that we were part of those conversations. It was difficult to prioritize this outreach and education work amid the chaos, but it was transformational and should be considered an important part of a response strategy.

7. Set clear expectations with families

To preempt any later misunderstandings, be clear with impacted families from the very beginning and along the way about what support is being promised, the scope of available services, and any limitations. Although it may be difficult to be completely candid with suffering members of the community after such a terrible attack, it's important that families be accurately informed about what services can — or cannot — be promised due to capacity or other constraints.

8. Create trauma-informed care and healing spaces

It's important to center the role of trauma in rapid response in a number of ways. We immediately worked to create healing spaces for affected families and workers who had been released, to process together and support each other. We tried to provide access and referrals to existing mental health services, but also to create

LESSONS LEARNED FROM THE MORRISTOWN RESPONSE

practices and introduce tools into the family and community networks for individuals to support each other.

We wished we had done it earlier, but eventually we were able to train our core staff and first responders in trauma-informed care and how to best do our work without retraumatizing families. Some examples include having more robust child care available so kids don't have to listen to their parents discuss what is happening, and streamlining intake processes to reduce the need for impacted people to retell and relive the traumatic events.

We also learned how deeply staff and other first responders were impacted by the chaotic work environment, vicarious trauma, and reliving of their own painful experiences with immigration enforcement. Creating spaces to rest and process, as well as having access to mental health resources, was critical to sustain the work of our team. To reduce burnout, develop a schedule for the team so team members can take breaks during long days, alternate days off, and rest.



READ THIS

If an ICE raid happens in your community

A comprehensive response to a mass worksite raid is a long-term investment. We had intensive staffing and services in the community for two months after the raid, and we're still coordinating legal representation, organizing efforts, and other critical services in the community more than a year later.

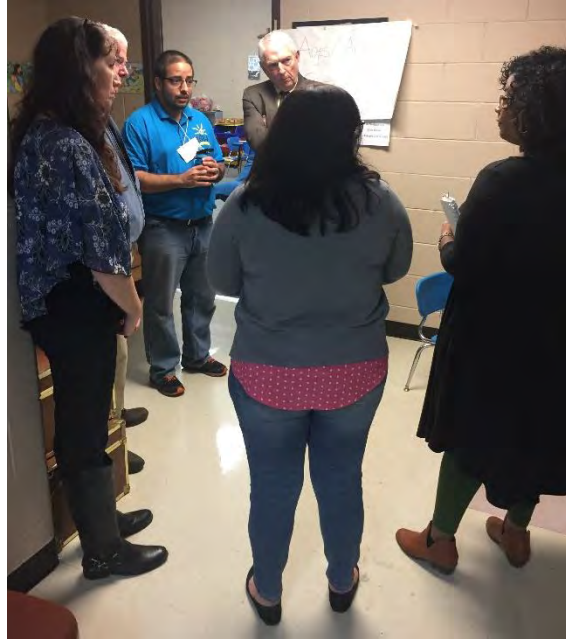
But the moment you get news of a raid in your community, you need to act quickly. The remainder of this toolkit outlines how to organize effective teams and approach the immensity of response work. **This section is meant to serve as a guide to the first action steps you should take to organize an effective response for the long haul.**

DO THESE FIVE THINGS FIRST

- 1. Designate one physical location as the central base for all response efforts** and announce it widely across the impacted community via social media, radio, schools, churches, etc. Immediately following the raid in East Tennessee, as we were gathering information and developing a plan, we identified several safe spaces for families and fearful community members and shared this with individuals who were calling us. It may take a few hours to identify the ideal location, and it also can be important to provide safe spaces immediately, but designating a single location as soon as possible and spreading the word broadly is critical.
- 2. Set up a hotline number and intake system.** Immediately disseminate the phone number for family members and workers to call. The goal is to get as much information as possible about workers who were arrested, to identify witnesses, and to direct people to the central location.
- 3. Designate a raid response coordinator or co-coordinators** responsible for managing team leaders, facilitating daily planning and debrief meetings, and successfully carrying out the overall plan. It's critical to have someone whose main responsibility is knowing what is happening across all elements of the response. In a response effort involving multiple organizations, it may be difficult to assign a single person to coordinate the efforts, but we found this was critical to our success. This process may be made easier by clearly defining a decision-making process for key decisions about legal or communications strategy and deciding how information and records will be shared among organizations.

4. **Establish teams responsible for each major response area**, designate team leaders, and build out team members. It's especially critical to get the Legal Services Team moving quickly, to try to get access to individuals in detention and develop an intake process.

5. **Have a set time for a community meeting** (the first night or the morning after) at your central location. Having somewhere safe for people to go immediately, where they know they are getting trustworthy information and resources, will help keep people



from fleeing or hiding. If capacity allows, consider whether holding two separate meetings would be more effective, one for impacted families and the immigrant community, the other for allies, partners, and general community stakeholders who will also need information but will engage the issues from a different standpoint. Similarly, move quickly to schedule a public event or action to harness the support and outrage of the broader community.

FOLLOWED BY THESE FIVE THINGS

1. **Decide on a communications strategy** in alignment with the local community (desired narrative, talking points, spokespersons). And notify the media about who the central response media contacts are within the first several hours after the raid.
2. **Set up internal systems and processes for effective and efficient coordination across teams**, including regular morning planning meetings and debriefing sessions. Our teams included volunteer coordination, humanitarian services, legal services, grassroots organizing, communications and media, and advocacy. If it's not possible for key responders to join an in-person meeting, schedule nightly conference calls at a standard time on a consistent conference call number.
3. **Develop a system for centralizing intakes and other information and a process for staying on top of data entry.** The intake data should be available only to a small number of individuals, and those involved should come to an agreement on editing/data entry protocols to avoid confusion. Nightly and morning planning sessions are a good time to figure out what information you need to gather that day and what information you should share with families.

4. **Engage the consulates of the countries whose nationals were detained** as soon as you're able to determine the affected workers' countries of origin. The consulates may be able to provide family members with additional information about detained loved ones or facilitate access to legal resources.
5. **Set up an online fundraising campaign to convert outrage and support from people across the country into critical funds for families.** We recommend having this campaign run through a trusted local organization or church that will be on the ground over the course of several months to easily disburse funds. To avoid confusion and to ensure broad distribution, we recommend that all the funds raised be distributed to impacted families. Funds to support organizational response efforts should be raised separately.

TEAMS & STRUCTURE / ROLES & RESPONSIBILITIES

The following is a guide for establishing response teams with a clear division of roles and responsibilities to coordinate efforts and volunteers. Wherever possible, write down the name of each individual and organization responsible for each role.

Raid response coordinator or co-coordinators

- Coordinators are **responsible for the success of the overall response plan and for adjusting the plan as necessary.** They should develop relationships, trust, and regular communication with key local, regional, and national partners and stakeholders to ensure alignment with the overall response plan.
- Coordinators are **responsible for supporting and managing team leaders and coordinating shared work across teams.** They should focus on setting up systems and avoiding duplication of work, systems, and communication.
- As much as possible, coordinators should **delegate specific duties to teams and remain focused on the overarching plan.** They should have the “from 30,000 feet above” viewpoint. They should be thinking about the next 24 to 48 hours, while other team leaders are more immersed in the current crises.
- Coordinators should **facilitate morning coordination and evening debrief meetings with response team leaders,** with the goal of identifying challenges, facilitating decisions about changing systems, identifying volunteer and supply and information needs, and getting teams aligned for the next 12 hours of work. Values of wellbeing and sustainability should be discussed explicitly as part of the plan from day one and repeated during daily team meetings.
- Coordinators should help **set up a group-chat platform and systems for securely sharing information and documents** for overall response communication and for specific teams to coordinate.

READ THIS: IF AN ICE RAID HAPPENS IN YOUR COMMUNITY

- In coordination with team leaders, coordinators should **decide on, announce, and physically post the regular hours that families can expect services** in the days and weeks following the raid. For example, services open at 9 a.m., so response team members should report for work at 7 a.m. and volunteers arrive at 8 a.m., to be ready for families to start arriving at 9 a.m.

Response Coordinator or Co-Coordinator

Responsible for success of overall response plan. Manages team leaders, facilitates daily planning meetings and debriefs. Should be one person, or maximum two people with clear division of labor.

NAME(S):

Central Base of Operations for Response

NAME OF LOCATION:

NAME(S) OF BASE POINT PERSON(S):
(reports to Response Coordinator)

Response Teams

Team point persons report to Response Coordinator

Volunteer Coordination	Humanitarian Services	Legal Services	Grassroots Organizing	Communications and Media	Policy and Advocacy
Receive and screen volunteers, assign to teams; identify supportive individuals and organizations and connect to organizing, communications, and advocacy teams	Collection and distribution of donations, goods, services for impacted families	Identify everyone impacted; help stop detention and deportation, pursue other legal relief	Political education and leadership development with workers, families, and the local immigrant community; lead and inform communications and advocacy strategies	Define and implement strategic communications plan (narrative, talking points, messengers, social media)	Define goals, targets, tactics; mobilize allies, stakeholder support
Team Lead:	Team Lead:	Team Lead:	Team Lead:	Team Lead:	Team Lead:

READ THIS: IF AN ICE RAID HAPPENS IN YOUR COMMUNITY

Volunteer Intake	Monetary Donations	Hotline	Regular Meetings with Families (group, one-on-ones)	Define and Coordinate Communications Strategy	Define Advocacy Plan
Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):
Organization(s):	Organization(s):	Organization(s):	Organization(s):	Organization(s):	Organization(s):
Connect with Teams; Delegation of Roles, Scheduling	Material / Supply Donations	Volunteer Attorney Coordination & Pro Bono Placement	Know-Your-Rights Trainings, Community Education	Media Outreach	Public Actions
Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):
Organization(s):	Organization(s):	Organization(s):	Organization(s):	Organization(s):	Organization(s):
Follow Up / Ongoing Coordination	Trauma / Mental Health Services	Intakes, Database Management	Campaign Development	Social Media	Allies & Stakeholder Engagement
Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):
Organization(s):	Organization(s):	Organization(s):	Organization(s):	Organization(s):	Organization(s):

READ THIS: IF AN ICE RAID HAPPENS IN YOUR COMMUNITY

	Child Care	Bond Hearings & Detention Center Access	Faith Organizing	Spokesperson Training / Support	Engaging Elected Officials
	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):
	Organization(s):	Organization(s):	Organization(s):	Organization(s):	Organization(s):
	Referral List for Other Services	One-on-One Know-Your-Rights & Family Safety Plans (legal screenings, powers of attorney)	School Support / Educator Organizing	Coordinate with Advocacy Team on Actions	
	Point Person(s):	Point Person(s):	Point Person(s):	Point Person(s):	
	Organization(s):	Organization(s):	Organization(s):	Organization(s):	
	Security (physical, on-site)	Criminal Charges		Coordinate with Legal Team on Sensitive Info	
	Point Person(s):	Point Person(s):		Point Person(s):	
	Organization(s):	Organization(s):		Organization(s):	

		Labor, Civil, Constitutional Rights Violations		
		Point Person(s):		
		Organization(s):		

Volunteer coordination

- There should be a **centralized, first-stop intake for receiving and responding to all volunteer and ally inquiries and interests**. We had someone on the ground at the site of the raid receiving walk-in volunteers and someone in our main office managing offers to volunteer that came in by email and phone.
- The team lead should work with the response coordinator(s) to **track the needs across all teams and connect/assign volunteers** according to needs, skills, qualifications, language, etc.
- There should be **baseline screening and sign-in for all volunteers and more in-depth screenings for legal and child care volunteers**. Each volunteer should sign a memorandum of understanding (MOU) that lays out what their responsibilities are, and each should also sign a confidentiality agreement. Volunteers should also receive training in the basics of trauma-informed care.
- **When individuals offer to volunteer but there are no tasks clearly suited to them** (for whatever reasons), **communicate this to them in a timely and professional way** to help ensure that their relationship to the effort remains positive and that they remain engaged in whatever ways *are* available to them.
- **Develop strategies for communicating to groups or individuals who may want to help but don't know how**. Whether interacting with people who proactively seek to volunteer or who are open to volunteering if presented with the right opportunities, show them how they can share the online fundraising link, spread the word about what supplies are needed, and participate by endorsing or signing letters or petitions and contacting relevant elected officials or government agencies.
- **Identify volunteers who are bilingual and can serve as interpreters** for monolingual attorneys, reporters, or other individuals providing services or intakes.

Humanitarian Services Team

- The local organization that manages the **online fundraising** account should have a **distribution plan that is clearly and transparently communicated with families and other stakeholders** to avoid tensions or confusion. In East Tennessee, there was an initial distribution of funds to cover immediate financial needs, e.g., to pay rent and utilities, as well as for prepaid calling cards to connect with loved ones in detention. Later we developed strategies for raising and distributing funds to pay bonds.

The website set up to collect monetary donations should clearly state the purposes for which the money will be used. To avoid confusion and to ensure broad distribution, we recommend this fundraising be distributed entirely to the *affected families*. Funds to support *organizations'* response efforts should be raised separately.



- **Identify, frequently update, and broadcast a list of the kinds of donations needed:** food, clothing, diapers, volunteer support, money, etc. The Humanitarian Services Team must **coordinate with the Communications and Media Team to inform the public about where and how they can donate.** In East Tennessee, local restaurants donated food to feed our staff, volunteers, and the families.
- **Families may need help accessing resources and services,** so plan to have extra staff or volunteers to help people navigate “specialized” donations and take advantage of referrals. For example, a volunteer in East Tennessee who knew the

ins and outs of using prepaid debit cards helped families use the donated cards that were distributed to them.

- We found it helpful to **align the intakes for the Legal Services Team and the Humanitarian Services Team**. For example, when we were doing a one-on-one intake with a family to build a legal case, we would also gather information about what other material support the family needed (e.g., upcoming bills, need for counseling, etc.). Be sure to coordinate on some sort of a shared database across teams so that intakes are not duplicated and that information about families' needs is not lost.
- If possible, **offer trauma-informed mental health services for all ages by trained volunteers on site**. We worked to have updated referral lists for existing services and communicated with providers about families' needs (nonprofit health agencies, school counselors, etc.) and shared tools with individuals and families.
- Develop a system to **provide adequate child care services at the central location**. Child care volunteers must be certified (with background checks) or thoroughly vetted by coordinating agencies to ensure the children's safety. Having child care available is a critical component of creating a trauma-informed space; *try not to do intakes of or media interviews with parents in front of their children*. Many media outlets will want to talk to children, but it can be traumatizing for children to tell and retell these stories. The child care space should have toys and activities for children of different ages.
- Compile a **referral list of other resources available to families in the community** (e.g., food pantries, mental health services, etc.), so you're not recreating services or starting from scratch.



Legal Services Team

Intakes

- The first focus of the Legal Services Team is to conduct intakes. **Two kinds of intakes must be conducted in the first 48 hours after a raid:** (1) individual intakes about *detained workers* (based on information provided by family or close friends of the workers) and (2) intakes based on information provided by *first-*

hand witnesses to how the raid was conducted (i.e., interviews of people who were present but either were not detained or were subsequently released).³

- **A hotline should be set up within the first two hours after the raid** for workers and family members to call. We created a simple graphic with our hotline number, and the community in East Tennessee began sharing the image broadly over social media networks. When a worker or family member would call the hotline, we would get the caller's name, the name of the worker they were calling about, and the caller's phone number. Then a *trained volunteer would call the caller back to conduct a full intake* — on a separate phone line, to keep the hotline open.
- **The night of the raid, our team of attorneys and volunteers also conducted intakes in person at the local elementary school**, collecting information from detained workers' family members and from workers who'd been released. By the end of the first day, we had information for more than 80 workers and their families. Within a couple days, we had information about everyone who had been at the worksite during the raid. *It was critical to gather this information in the immediate aftermath of the raid.* If you can provide consulates the names of people from the consulates' countries who were detained, they may be able to help gather critical information about those people.
- The Legal Services Team should **try to gain access to the detained workers to conduct intakes, record the workers' accounts of how the raid was conducted, and share know-your-rights information.** In East Tennessee, our attorneys were denied access to the armory where workers were being detained and were unable to do intake with them. However, the night of the raid, ICE released 32 of the 97 workers, mostly mothers of young children and some workers with pressing medical conditions. These workers provided critical information to attorneys about how the raid was conducted and other valuable facts.
- As soon as possible, **create a database of all intakes done with workers and their family members.** One person should act as *lead coordinator* of and decisionmaker for the database; *clear protocols* should be established early on for adding information to and editing it; *data entry* should be done *regularly*; and volunteers who have access to the database should be required to abide by a *confidentiality agreement*. To limit the number of people who could access or edit data in the database, in East Tennessee we had some volunteers conduct intakes on paper. But we then had to dedicate staff and volunteer time during the first week to entering that information into the database.

³ Whenever possible, these intakes should be done by an attorney or under the supervision of an attorney.

- Try to **centralize the intake process in the Legal Services Team** and have other teams identify, during morning and evening planning meetings, what information they need to gather, to *minimize duplication and repetitive trauma* for families.
- The Communications and Media Team and the Policy and Advocacy Team **gleaned valuable data from the intakes that helped shape their strategies and messaging** (e.g., the number of children who had a parent detained, the average number of years individuals had been living in the U.S., etc.).

Organizing legal services

- **The legal services offered in the aftermath of the East Tennessee raid set the framework for our response operations.** The Legal Services Team would often set the start and end times for services each day, and its members were responsible for communicating this information to families.
- **Consider using a one-on-one strategy for intakes and meetings with families.** In East Tennessee, this was time-consuming and a lot to manage, but we found that ultimately it was more efficient to schedule 15-30 minutes with each family in the first week or so after the raid, as opposed to providing all updates and information to the large group. This was key to ensuring that *each affected family understood what was happening* and what the next steps were, to explain the bond process and legal nuances, and to identify each family's specific needs. The latter, e.g., "this family needs help paying utility bills," could then be reported to the Humanitarian Services Team and the needs recorded on the intake form and in the database.
- **Recruit local immigration attorneys but also attorneys with other specialties to assist in legal services.** In East Tennessee, we'd been proactively building such a network before the raid occurred and were able to leverage relationships with legal associations, law professors from local law schools, and others.

Legal strategies

Immigration legal representation for those detained

- In the Southeast, the **Southern Poverty Law Center's Southeast Immigrant Freedom Initiative (SIFI) is an invaluable partner and resource when a raid occurs.** It provides free legal representation to immigrants detained in five of the largest immigrant detention centers in the Deep South, and it provides support to people detained in six other centers. After the East Tennessee raid, SIFI provided representation during bond hearings for all the detained workers who did not obtain private representation on their own.
- **While SIFI was working with the workers** who'd been sent to detention centers in Louisiana, back in East Tennessee **we helped the workers' families gather and**

notarize materials to support their legal petitions for bond, including character reference letters. We also helped the families obtain documents, etc., from their home countries' consulates.

- Depending on ICE's conduct during the raid, **attorneys may be able to pursue motions to suppress evidence** that could result in the criminal or immigration charges against detained workers being thrown out.

Powers of attorney / Family safety plans

- We helped individuals and their families **complete emergency plans** and craft **powers of attorney for their minor children** in case the adults were detained or deported. We **offered this service both to individuals directly impacted by the raid and to people in the broader immigrant community** who were fearful that another ICE raid might occur or that they would have an individual encounter with immigration enforcement. By May 1, 2018, we had helped 424 individuals complete power-of-attorney documents protecting 750 minor children.

Legal screenings

- In East Tennessee, we had immigration attorneys screen individuals impacted by the raid, their families, and other individuals to **ascertain their potential eligibility for immigration relief**. An aspect of such screenings could include **evaluating the possibility of filing motions to suppress the evidence** that ICE gathered during the raid and used to institute removal proceedings against detained workers.



- We partnered with workers' rights organizations and labor unions to **gather information from workers about conditions at the worksite**, and we **filed complaints against the employer** with both the Tennessee Occupational Safety and Health Administration (for health and safety violations) and the U.S. Department of Labor (for wage and hour violations). We advocated for USDOL investigators to visit the workers inside the facilities where they were detained and interview them about labor violations.
- In East Tennessee, attorneys conducted **intakes to identify violations of workers' civil and constitutional rights** that occurred during the raid and subsequent detentions, and then we filed **Freedom of Information Act (FOIA) requests** with the federal and state agencies we knew to have been present during the raid, seeking more information.
- The Legal Services Team should **gather as much information as possible about the law enforcement officers who participated in the raid** (name, badge number, agency, physical description, etc.) in case it becomes relevant to future advocacy.

Grassroots Organizing Team

- In East Tennessee, we developed **outreach, education, and leadership-development strategies** for both workers and families *directly impacted* by the raid as well as for the *broader immigrant community*. Those directly impacted are the most likely to come to the central location for information and services, but we developed a proactive **outreach strategy to connect with individuals who were too afraid to come to the central location** (St. Patrick's Catholic Church) or were not directly connected to the workers and their families. Consider, for example, sharing information about community meetings through local *schools*, giving know-your-rights presentations at *churches*, sharing flyers at local *businesses*, and using *Facebook Live and other social media strategies* to share know-your-rights and information about upcoming events.
- Even in the midst of the chaos and while delivering critical services, **create safe spaces for people directly impacted by the raid and the broader immigrant**



community where they can be comforted, find solidarity, share information, develop an analysis of the situation, grieve, and heal. In East Tennessee, besides the staff who provided legal or other direct services, we had **staff who focused solely on creating spaces for healing, political education, and leadership development.**

- An important component of helping people cope with the pain caused by the raid was to **allow the physical space to become one where people could share how they were impacted.** In East Tennessee, group activities, such as creating a collective prayer to which family members could bring their memories of their detained loved ones, helped build stronger bonds among those affected.
- **Create groups on Facebook, WhatsApp, or other platforms** for members of impacted families to join. There they can share information about meetings or events (but *strongly discourage the sharing of confidential or sensitive information*).
- **Begin by providing know-your-rights trainings and information** to give community members more confidence about dealing with immigration enforcement, especially if ICE maintains a presence in the community. When appropriate, connect the community's experience of the raid to broader political education, to a power analysis, and to developing short- and long-term goals and strategies. Develop the structure for an **organizing committee that can continue the work of informing the larger communications and advocacy strategies.**
- Through one-on-one conversations, **identify the natural and core leaders among the families and individuals directly impacted.** Create opportunities for them to take increased leadership roles in the organizing work. It may also be helpful to create a steering committee or team of individuals to help grow and develop the broader organizing committee and its action plans.
- During meetings, work with impacted families and the broader community to **identify how they want to express their pain and demands in the public sphere.** In East Tennessee, the impacted families decided to organize a *caminata*, or a march/pilgrimage, through the town during the week after the raid. This was the first of many public actions that helped families feel supported by the broader community and turn their pain into power.
- Through grassroots organizing meetings, individuals and families can **develop a shared political analysis and understanding about the raid to inform their organizing and advocacy strategy**, especially with respect to identifying targets for local and national advocacy. *Who* allowed the raid to be staged in *our* community? Accountability-related questions are effective in funneling peoples' anger and pain towards creating concrete solutions: stopping local officials' collaboration with ICE, for example, and getting officials to *hear* the stories that impacted family and community members tell about the raid's devastating impact.

- Create ongoing **opportunities for impacted families and the community to connect** with immigrants' rights organizing and campaigns across the state.

Communications and Media Team

- **Decide on a clear media strategy.** What's the *story* you are trying to tell? What's the *narrative*, what are the *talking points*, and who are the *messengers* you need to be successful? In East Tennessee, we wanted to focus on how deeply rooted the workers were in this community, how devastating mass raids are to communities, how the town was coming together to pick up the pieces, and how the workers were fighting to demand justice and to halt the return of worksite raids. Because of the centrality of faith in the community, our first press conference featured a family of a detained worker and several local faith leaders, who set the tone for the coverage and defined the issue for the broader community.



- **Identify a main point of contact for all media requests.** Distribute news of the raid, key details, and the contact person's information to national and local media outlets. Develop a *system for tracking incoming media requests* — timeline, spokespeople needed, etc. In East Tennessee, juggling all the media requests, including coordinating media interviews as well as prep sessions for spokespeople and other interviewees, was a full-time job.
- **Identify and prepare spokespeople to speak with the media.** Be thoughtful about who the best messengers are, based on your community and your narrative goals. Our primary spokespeople were *released workers, family members of detained workers, educators, and faith leaders*.

- In addition to providing **spokesperson training and preparation** (learning talking points, how to stay on message, etc.), raid-response staff also should, in consultation with the Legal Services Team, **educate detained workers and their family members about what kinds of information they should *not* share** on the record with the media. Some information, including immigration and employment history and details about what happened during the actual raid, may affect the individual's removal defense and other legal claims.
- In addition to compiling a list of trained spokespeople, **compile a list of bilingual staff or volunteers who can be on-call to help serve as interpreters**. In East Tennessee, many reporters covering the raid story were not bilingual and depended on our organization to provide interpretation during interviews with workers and their families.
- Designate a qualified person or team to **create and maintain a consistent presence on *social media***, to shape the public narrative, share updates and information, ask for donations, and share calls to action.
- **Track the media's raid coverage**. This can help improve your future communication with reporters and may also be a source of information for you, such as when government agencies answer reporters' questions or respond to their requests for comments.

Policy and Advocacy Team

- **Quickly create opportunities for members of the broader community to demonstrate support for the families and opposition to the raid, then follow up by making more opportunities and actions available**. In East Tennessee, we felt it was important to follow the lead of the affected families, and we engaged community leaders to set the tone and agenda for the initial actions.

In the Morristown area, both the impacted families



and the community leaders who had been supporting the raid response wanted to have an event that was rooted in their faith and emphasized unity. In addition to the *caminata* mentioned above — a direct action by immigrant families — faith leaders, educators, and community leaders organized a vigil for both immigrant and ally communities that drew nearly 1,000 people.

Such actions should be an entry point for people who can then take additional action to support the families and against harsh enforcement. Make sure you collect their contact information and provide them additional opportunities to show up and speak out.



- **Create opportunities for allies and other stakeholders to take leadership and organize together in support of the workers and against raids.** For example, *teachers* quickly began organizing a group to share resources on how to support students and to spread the word about actions in the community. Similarly, we convened *faith leaders*, working with them to share tools and resources to facilitate conversations within their congregations and develop ways for *church members* to stand with families and live out their values.
- **Identify potentially sympathetic elected officials and other prominent community voices** and ask them to denounce the raid and stand in solidarity with the impacted families.
- In partnership with the affected families and other stakeholders, **develop an advocacy strategy directed at the different levels of government** to advocate for justice for the workers and broader enforcement reforms and protections for immigrant workers and families.
- **Connect with national organizations** that are advocating for federal reforms of immigration enforcement and detention, to **connect the local raid with broader trends and resistance efforts and to spread the word**, including via their larger social media networks. We joined Community Change, the National Immigration Law Center, and the Southern Poverty Law Center to cohost a congressional

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briefing, circulate an organizational sign-on letter to congressional leadership, and circulate a “Dear Colleague” sign-on letter among members of Congress demanding greater oversight of and accountability by the Department of Homeland Security.

- **Develop strategies to inform and engage the wider community in a conversation about the raid and the immigration system generally.** We partnered with faith leaders to host community forums in their churches, which were framed as “Immigration 101” sessions for answering questions about the immigration system that arose in response to the raid and for building broad support for reforms to our immigration laws and the immigration enforcement regime.

