INDIANAPOLIS IMMIGRANT INTEGRATION PLAN
Becoming a Welcoming City to All Residents

Submitted to Mayor Joe Hogsett
by The Immigrant Welcome Center
FALL 2017
Dear Indianapolis neighbors:

Our city's story is one of immigrants—from those who established our schools and built our canals to the thousands who worked in factories and constructed our most beautiful architecture, from the Vonnegut family to the Eskenazis and beyond. Its culture is rich in English, German, Irish, Mediterranean, Eastern European, Asian, African, and Latino traditions. Today, more than 120 nations are represented within our city. We are the Crossroads of America—and the globe.

Our economy is changing along with our populace. As the city moves toward STEM industries and grows its hospitality, warehousing logistics, and construction fields, appreciating and fostering the contributions of our newest residents is essential. To remain competitive with other U.S. cities, we must build upon our international reputation as a cosmopolitan, prosperous city where residents learn from, welcome, and celebrate all neighbors.

This Immigrant Integration Plan is at the heart of that endeavor. It’s our best effort to foster the potential already here and to unify Indianapolis residents as we move forward. It’s the beginning of what we hope will be a long and meaningful conversation producing specific, measurable outcomes that bring about real change to make Indianapolis more welcoming to all.

To create this plan, more than 110 volunteers representing more than 60 businesses, organizations, schools, and libraries looked at six key areas for successful integration:

- Employment and Economic Development
- Public Safety
- Education
- Health & Wellness
- Social Services
- Civic & Community Engagement

We believe that our community benefits far beyond the measurable (and significant) economic contributions of our immigrant populations. And we believe that new Americans deserve more—and more user-friendly—supports as they navigate language and cultural barriers that slow the integration process.

With your help, we look forward to making Indianapolis a welcoming community that helps each resident realize her or his full potential.

Terri Morris Downs
Executive Director, Immigrant Welcome Center
immigrantwelcomecenter.org

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A Growing Demand for Change

The recent expansion of the immigrant population in Indianapolis brings economic opportunities that will only enhance the city. Where immigrant communities are actively engaged, job growth and a strong economic outlook follow. The 2.9 million foreign-born entrepreneurs now at home in the United States generated $65.5 billion in business income in 2014 alone, according to the New American Economy (NAE). The NAE further reports that 40.2 percent of 2016 Fortune 500 companies had at least one founder who either immigrated to the United States or was the child of immigrants.

In order to support the growing immigrant population and maximize the opportunities they find within our city, we need an integration plan that’s inclusive, committed to diversity, practicable, and long-ranging. Amid rapid change, the non-profit sector has embraced peoples from all over the world, and our congregations have welcomed them. School systems in the metro area have seen explosive growth that requires more skilled personnel to work with English language learners, and our new arrivals have brought huge increases in the demand for language interpretation and language classes.

The Welcoming Cities Initiative

In April 2015, Indianapolis became the 51st Welcoming City in the United States, under the Ballard administration. The Immigrant Welcome Center launched the Welcoming Cities Initiative to provide the mayor’s office with recommendations to enable policy decisions and move toward becoming a Welcoming City—all in service of integrating new Americans into the fabric of the city as seamlessly as possible. More than 100 municipalities across the United States have or are developing similar strategic plans. We’ve started strong in that endeavor: Indianapolis and the Immigrant Welcome Center were selected for the Gateways for Growth award from New American Economy (NAE) and Welcoming America—one of only 20 communities to receive this research and technical assistance.

This initiative brought together city leaders in six focus areas to examine the current environment facing recent immigrants and refugees in this city. More than 110 individuals (See Appendix H) have worked for more than a year to examine data, meet with focus groups, and interview key individuals to craft objectives. Within this report, you find our key recommendations for the city to bring more attention not only to the need to welcome these new Americans but the benefits of doing so.

Welcoming America defines a Welcoming City as a community that:

• Plans: Relevant sectors such as government, business, non-profit, and others work together to create a welcoming community climate that supports long-term integration.

• Commits: Municipalities commit to institutionalize strategies ensuring the ongoing inclusion and long-term economic and social integration of newcomers.

• Builds Community: Newcomers and long-time residents find common ground and shared leadership.

• Communicates: Messages of unity and shared values permeate the community through the media, through the voices of leaders, and among residents.

• Sustains: Policies and practices are considered to ensure interactions between new and long-time residents remain positive ones and the community’s economic vitality remains strong.
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An Evolving Indianapolis

According to the New Americans in Indianapolis report by NAE:

• Immigrants accounted for 6.3 percent of the Indianapolis metropolitan area’s total population in 2014.

• In 2009, the number of foreign-born residents of the Indianapolis metropolitan area was 101,801. By 2014, the foreign-born population had increased 22.6% to 124,772.

• The growth of the foreign-born population accounted for 24% of overall growth for the Greater Indianapolis area during this period. A significant amount of Indianapolis’s population growth, therefore, can be directly attributed to the number of immigrants moving into our city.

• In 2014, 91.2 percent of foreign-born individuals had been in Indianapolis for more than a year, and 8.8 percent had lived in the metro area for less than a year.

The Brookings Institute, based on the 2010 Indianapolis Census, tells us that as the city’s Caucasian population migrated in the 1990s, other ethnicities moved in to fill the void:

• The number of foreign-born living in Indianapolis more than doubled in the 1990s, and the immigrant population itself is quite diverse; Mexico is the most common country of birth, but half of new arrivals come from countries in Asia, Europe, and Africa.

• Noting that more than 60 percent of the city’s foreign-born arrived in the United States in the past ten years, the report warns that Indianapolis “may face unique challenges in connecting these new-comers to the economic, political, and educational mainstream.”


We also know that language is a challenge for many of the ever-increasing number of households where immigrants make a home, and that may be an impediment to a common goal: Becoming a United States citizen. According to the New Americans in Indianapolis report by NAE:

• In 2014, almost 11 percent of the youth younger than 18 years old lived in bilingual or non-English speaking households, compared with 8.4 percent of the adult population.

• In 2014, 46,045 foreign-born residents were naturalized U.S. citizens; this is 37 percent of the metro area’s foreign-born population. More than half (61 percent) of those not-yet-citizens were potentially eligible for naturalization.

Photo: rjzeytoonian
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The Economic Impact of Immigrants

The reasons to extend our warmest welcome to immigrants take many forms, and among the compelling benefits to our city is its economic health. Immigrants offer a staggering contribution not just to our social fabric but to the economic strength of Indianapolis.

**Spending Power and Tax Contributions**
- In 2014, foreign-born residents in Indianapolis contributed more than $9.2 billion to the metro area’s $129 billion total GDP.
- Those earnings resulted in substantial contributions to federal, state, and local taxes—$290 million went into state and local tax coffers. More than $522 million went to federal taxes (U.S. Congressional Budget Office, 2014).
- The remaining $2.3 billion in immigrants’ spending power claims 5.9 percent of the metro area’s total spending power ( Estimates based on the Congressional Budget Office and the Institute on Taxation and Economic Policy).
- Foreign-born households contributed $382 million to Social Security and $89 million to Medicare.
- Between 2000 and 2014, immigrants increased total housing value in the metro area by $6.6 billion (NAE, 2013).

**Labor Force Growth**
- In 2014, foreign-born individuals made up only 6.3 percent of the metro area’s overall population but 8 percent of its work-age population and nearly 8 percent of its employed labor force.
- Immigrants also make up significant shares of the industry workforce: 15.6 percent in recreation and accommodation; 14.1% in construction; 11.3% in manufacturing; 10.3% in transportation and warehousing; 8.6% in professional services and 8.1% in wholesale trade.
- NAE estimates that in 2014, immigrants helped create or preserve 5,740 local manufacturing jobs that otherwise would have vanished or moved elsewhere (NAE, 2013).

**Entrepreneurship**
- Although comprising only 6.3 percent of the total population in 2014, immigrants made up almost 10 percent of the self-employed population.
- Foreign-born entrepreneurs generated $136 million in business income.
- Foreign-born residents are more likely than locals to start new businesses in the metro area. In 2014, 7.5 percent of native-born residents were self-employed, while 9.6 percent of foreign-born residents ran their own businesses.

**Education and Job Growth**
- In 2014, about 27 percent of immigrants in Indianapolis held at least a bachelor’s degree, compared with about 23 percent of the native-born population.
- In the fall of 2014, 2,851 students enrolled in college in the metro area supported temporary visas. These students held 1,103 local jobs during that academic year.
- If Indianapolis retains half of its international students after graduation, 574 local jobs will be created within 6 years, boosting the area’s real GDP by at least $136 million over 30 years (Post-Secondary Education Data System- NCES and the International Student Economic Value Tool – NAFSA).
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As we worked to discover the city’s best next moves regarding this burgeoning population, we took stock of the current issues as reported by recent immigrants to Indianapolis. Our survey focused on those who’d migrated within the past five years, solicited from educational organizations, social service agencies, and volunteer groups that serve the immigrants’ interests.

Some clear areas for improvement arose through these newcomers’ voices. What follows is a sampling of what we learned.

Note: Because most participants took the survey in English, many skipped questions, presumably because they did not understand what was being asked, and so the total responses vary by question.

Getting to Know Our Respondents

Immigrant: a person from another country who is now a resident of the United States, regardless of their immigration status.

Refugee: a person who has been forced to leave his/her country in order to escape war, persecution, or natural disaster, who has been resettled into the United States.

Asylee: a person in the United States who cannot return to his/her country because of escape war, persecution, or natural disaster.

Foreign National: A person in the United States with citizenship in a country other than the United States.

Expatriate: A person with citizenship in another country who is living in the United States temporarily; also known as “expat.”
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### Age and Gender of Participants

<table>
<thead>
<tr>
<th>Age Groups</th>
<th>Female (%)</th>
<th>Male (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>60+</td>
<td>2.40</td>
<td>1.80</td>
</tr>
<tr>
<td>50-59</td>
<td>5.99</td>
<td>4.19</td>
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<tr>
<td>40-49</td>
<td>8.98</td>
<td>7.19</td>
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<td>30-39</td>
<td>18.56</td>
<td>13.77</td>
</tr>
<tr>
<td>21-29</td>
<td>18.56</td>
<td>13.77</td>
</tr>
<tr>
<td>18-20</td>
<td>2.40</td>
<td>1.80</td>
</tr>
</tbody>
</table>

### Home Country - Most Represented

- **Burma/Myanmar**: 18%
- **Mexico**: 15%
- **Ethiopia**: 15%
- **No Response**: 15%
- **Syria**: 15%
- **Honduras**: 8%
- **Venezuela**: 3%
- **No Response**: 3%

Other countries included: Egypt, Colombia, Dominican Republic, India, Nicaragua, Algeria, Benin, Brazil, Canada, Cuba, Democratic Republic of Congo, El Salvador, Eritrea, Guatemala, Iraq, Niger, Pakistan, Philippines, Senegal, Somalia, Afghanistan, Argentina, Belarus, Burkina Faso, Cameroon, Cyprus, England, Haiti, Hungary, Iran, Ivory Coast, Jordan, Peru, Puerto Rico, Singapore, Thailand, and Togo.
Many respondents have taken advantage of English as a Second Language (ESL) classes; however, the second-largest number reported that they had not taken advantage of classes of any kind since coming to the United States. Education thus remains one of the biggest challenges to those moving to Indianapolis, second only to English acquisition. Certainly, some immigrants pursue higher education within Indianapolis; however, a significant number want educational opportunities but have not sought them or think they’re unavailable. Tellingly, many respondents left this question blank on the survey.

**SURVEY RESULTS**

<table>
<thead>
<tr>
<th>Educational Level</th>
<th>Immigrant</th>
<th>Refugee</th>
<th>Asylee</th>
<th>Foreign Expatriate</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESL</td>
<td>34</td>
<td>0</td>
<td>0</td>
<td>34</td>
<td>0</td>
</tr>
<tr>
<td>None</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Higher Ed</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Certification</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Job Training</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Primary Ed</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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</table>
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Tellingly, many respondents left this question blank on the survey.

**What educational opportunities have you enrolled in since arriving in Indianapolis? (by immigration status)**

<table>
<thead>
<tr>
<th>Immigrant</th>
<th>Refugee</th>
<th>Asylee</th>
<th>Foreign National</th>
<th>Expatriate</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESL</td>
<td>Secondary</td>
<td>Higher Ed</td>
<td>Certification</td>
<td>Primary Ed</td>
</tr>
<tr>
<td>38</td>
<td>25</td>
<td>23</td>
<td>33</td>
<td>11</td>
</tr>
<tr>
<td>None</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>45</td>
<td>45</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Higher Ed</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Certification</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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**Services**

Where does a new resident find the services he or she needs to establish herself in a new homeland? We found that most immigrants rely on family and friends, and few found help outside that circle. It may be that there are not enough services available to meet the demand, or perhaps information regarding the existing services is not reaching the necessary people.

According to a literature review by IUPUI, immigrants often rely on English-speaking friends and phone-based interpretation, yet both could potentially reduce the quality of service received. The more we can get out the word about agencies available to newly arrived immigrants, the easier and fuller their integration.

**Employment**

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Employment

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<table>
<thead>
<tr>
<th>Sector</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warehouse/Distribution</td>
<td>28%</td>
</tr>
<tr>
<td>Other</td>
<td>26%</td>
</tr>
<tr>
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<td>Education</td>
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<td>Healthcare</td>
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<td>Part Time</td>
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<tr>
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Job Training

Respondents generally seem unaware of job training opportunities, and a small percentage overall have participated in them. This result is troublesome and may have multiple sources: underdeveloped English skills, insufficient opportunities, lack of effective publicity, inadequate training for workers in the immigrant community, and lack of communication by businesses.

Language barrier was the No. 1 reason for problems maintaining employment. Lack of education was second.

Are you aware of job training programs?

- Yes: 24%
- No: 76%

N = 117; No response = 67

Have you participated in a job training programs?

- Yes: 34%
- No: 66%

N = 168; No response = 16
Job Training

Respondents generally seem unaware of job training opportunities, and a small percentage overall have participated in them. This result is troublesome and may have multiple sources: underdeveloped English skills, insufficient opportunities, lack of effective publicity, inadequate training for workers in the immigrant community, and lack of communication by businesses.

Language barrier was the No 1 reason for problems maintaining employment. Lack of education was second.

What challenges have you faced in maintaining employment?

- Language: 43%
- Education: 21%
- Transportation: 15%
- Legal Status: 10%
- Other: 11%
- Could choose multiple responses; No Response = 95
Health Care

Answers to questions about health care reveal critical issues facing immigrants and refugees in Indianapolis. Only 51 percent believe health care is accessible; 41 percent believe it is not. Are these groups unaware of what is available, or is access truly minimal for these groups? Another survey item gives a hint regarding the challenges. About 43 percent indicate that the problem is one of money and/or insurance, while 18 percent point to lack of information.

Where does your family primarily receive health care?

- Doctor: 36%
- Pharmacy/Grocery Clinic: 16%
- Community Center: 12%
- Emergency Room: 10%
- Immediate Care: 6%
- Other: 3%
- None: 2%
- No Response: 2%

Do you feel healthcare is accessible?

- Yes: 1%
- No: 9%
- Not Sure: 7%
- No Response: 128%

What have been some obstacles to accessing healthcare?

- Lack of or Money: 23%
- Time: 6.5%
- Transportation: 6.5%
- Unaware of Information: 15%
- Other: 6%
What have been some obstacles to accessing healthcare?

Do you feel healthcare is accessible?

Could choose multiple responses; No Response = 128
**Safety**

Most survey respondents indicated that they feel safe in Indianapolis. For those who didn’t, crime and gun violence were common reasons. The majority indicated trust in police but very few said they had had any interaction with police at all.

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**Have you had any interaction with the police?**

- Yes: 6%
- No: 17%
- No Response: 77%

**Do you feel safe in Indianapolis?**

- Yes: 4%
- No: 13%
- No Response: 83%
Beyond Welcome:
EXTENDING ACCESS AND OPPORTUNITY

The opportunity within our city is legion. We are poised to welcome new residents, to encourage them to thrive, and to enjoy the mutual benefits that arise in every facet of our community. Cultivating a welcoming environment for immigrants sets the stage for more vigorous economic, cultural, and social progress as we move toward the city’s next phase.

Creating that environment is not a luxury. It’s an essential element of remaining viable to entrepreneurs of all stripes, to educators and leaders, and to the immigrants themselves. It keeps Indianapolis vibrant and benefits us all.

Our recommendations are the result of careful deliberation from each of our committees. They provide great detail regarding the how and why of addressing not just the challenges but the opportunities inherent in our evolving community. What follows is an amended list; you can find the full report from each committee in appendices A-F.

We’re proud of the work we’ve done and the potential we see for Indianapolis.

General Recommendations

The large-scale objectives our committees have compiled respond to the issues illuminated by studies and surveys—and our own optimism about effecting change that improves how we integrate new residents. We recommend:

- A city/county board or commission that coordinates citywide initiatives.
- A “Welcoming Message” to immigrant newcomers that is consistent across all Welcoming Indianapolis initiatives.
- Funding drawn from the philanthropy of the corporate community and local foundations to develop our recommendations into specific goals and timelines until city revenue becomes available to advance these plans.

Specific Recommendations

Bringing those big-picture goals into being requires dedicated, specific action along many fronts. We believe that the following steps best enable Indianapolis to progress toward becoming a Welcoming City.

1. Create an Office for International and Immigrant Affairs (see Appendix G) that will lead and coordinate some efforts, and advise on others regarding the resource needs of immigrant groups in the metro area. This office will:
   a. Be located in the Mayor’s office.
   b. Hire a director and assistants to help guide development efforts, including implementation of the recommendations in this report.
   c. Improve communication between agencies that interface with immigrant communities; streamline efforts and maximize work each agency is already doing.
   d. Work to improve communications between agencies that interface with immigrant communities.
   e. Convene task forces of social service, housing, transportation, and economic development professionals to develop specific programs for which to seek collaborative funding.
f. Work with the City Council to encourage specific outreach to communities throughout the city to partner for improved city policies.

g. Review recommendations from other Welcoming City reports and national studies supporting cities' development efforts.

h. Ensure that the voice of newcomers is sought when addressing pressing needs in the community.

2. Create and implement a “Welcome to Indianapolis” campaign that includes the following:

a. Positive messaging to newly arrived individuals and families.

b. A uniform newcomer resource toolkit that can be shared with agencies and churches that sponsor immigrants in the metro area; the resource toolkit would include information regarding
   i. Language classes
   ii. Mental health providers
   iii. Community health networks
   iv. Legal providers
   v. School counselors and home-school advisors
   vi. Business and economic development opportunities

c. Messages to the full Indianapolis community regarding economic and cultural benefits of immigrant integration.

d. Coordination with leaders in different immigrant communities to ensure stronger communication and deeper, more meaningful relationships with those communities.

3. Provide and/or ensure availability of language and cultural training for all city, educational, and social agency workers to increase their understanding and skill in working individuals and children with limited English proficiency and cultural difference:

a. Focus the training on specific cultural and language needs of different providers in the city.

b. Coordinate school-based efforts with families and school communities on cultural sensitivity and anti-racist opportunities.

c. Make available training programs for agencies and other providers to use in training their staffs.

d. Increase the number of bilingual individuals in city jobs to enable stronger communication with immigrant families and individuals.

4. Focus on 2-3 specific programs geared to provide immediate access for integration:

a. Increase the number of and/or frequency of English as a Second Language classes throughout the metro area. This includes reviewing bus routes to ensure sites are accessible by public transportation.

b. Create a leadership development program focused on helping newcomers be more informed about the issues and needs facing the metro area and connecting newcomers to individuals and groups for various economic, religious, social or cultural purposes.

c. Provide free Spanish (or other language) classes for city, church, and office workers who work extensively with immigrant groups.

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A Call to Action

We know where the city stands and the debt it owes to immigrants over its centuries of growth. We have learned a tremendous amount about the strengths Indianapolis has developed, and we’ve heard firsthand about the challenges immigrants and refugees face as they build a life here.

We’ve devoted countless hours to developing a plan that will keep Indianapolis vibrant by better embracing and integrating those who take great pains to make this city home.

We’re ready to take the next steps. We need your help.
We’re ready to take the next steps. We need your help.
Appendices

Appendix A: Education Committee Report

Goal: To foster access to equitable educational opportunities with and for Indianapolis’s immigrants and refugees; to build an open-minded community; to strengthen an educated democratic citizenry; to contribute to economic development along the continuum from early childhood to adult education.

Recommendation #1: Increased focus on the economic benefits of immigrants to the Indianapolis community, emphasizing the impact of education.

Access to educational opportunities increases one's ability to find employment that pays a livable wage, has the potential to increase one's economic self-sufficiency, and contributes to long-term economic growth of the community.

Vision for Indy: Increased focus in this area would create the following opportunities for immigrant communities in Indianapolis:

a. Increased awareness of immigrants’ economic contribution to Indianapolis and the importance of increasing their access to education.

b. On-site education opportunities at companies and organizations that employ immigrants, including language and job-training classes. Employees would increase their language and job skills; employers develop a more educated, engaged, and growing workforce.

c. A partnership among universities and local organizations to develop community programs that support the transition of credentials from countries outside the United States to advance the educational, socioeconomic, and professional aspirations of immigrants in Indianapolis, which then increases their economic self-sufficiency and spending power, and grows the Indianapolis economy.

Support Data:

a. A 2016 survey of immigrants in Indianapolis, conducted by SPEA students at IUPUI, found the following:
   i. 47% of respondents indicated that they have had trouble maintaining employment because of language barriers; 35% of immigrants indicated that learning English is their biggest challenge; and 71% of respondents indicated that they need English assistance.
   ii. 51% of survey respondents indicated that they would be interested in pursuing secondary or higher education but such opportunities because are not available to them. Interviewees indicated that opportunities are not easily accessible.

b. New American Economy (NAE) examined the contribution of immigrants to the Indianapolis metro area and found the following:
   i. Immigrants comprise 6.3% of the population in Indianapolis and, as of 2014, accounted for 7.9% of the labor force.
   ii. Immigrants account for more than 10% of the Indianapolis workforce in the following industries:
      i. Recreation and accommodation (15.6%)
      ii. Construction (14.1%)
      iii. Manufacturing (11.3%)
      iv. Transportation and warehousing (10.3%)

b. During small focus groups conducted by the education committee, transportation was mentioned numerous times as a barrier to education and employment opportunities in Indianapolis; these findings support the IUPUI survey results.

c. Jamie Merisotis of the Lumina Foundation in Indianapolis notes in his 2016 book America Needs Talent, “Middle-skilled foreign-born workers with associate degrees (or some college but no degrees) represent 3 percent of workers and add an equivalent 3 percent economic value add from labor” (pg.134).
During small focus groups conducted by the education committee, transportation was mentioned numerous times as a barrier to education and employment opportunities in Indianapolis; these findings support the IUPUI survey results.

**Engaged Stakeholders:** Feedback from immigrant adult education students at Christel House DORS helped inform this recommendation. (Emily Masengale, Head of Schools)

**Suggested Stakeholders:** Execution of this priority requires input from a number of stakeholders, including:

- Indy Chamber
- Local businesses that hire immigrants and refugees, such as Amazon, Cummins, and the hospitality industry
- International Marketplace Coalition
- Dropout recovery and adult education schools (Christel House DORS, Excel Center)
- Local universities: IUPUI, Ivy Tech Community College, University of Indianapolis, Marian University, Martin University, and Butler University
- Immigrant- and refugee-serving organizations, such as La Plaza, Catholic Charities, Exodus, Burmese American Community Institute, Immigrant Welcome Center
- Public libraries

**Recommendation #2:** Cultural sensitivity and anti-racism training opportunities for all schools—pre-kindergarten to adult education—including sessions intended for everyone with a role in the education of students (administrators, teachers, school counselors, etc.).

> The growing immigrant community has impacted the service priorities of many agencies in Indianapolis. As such, the demographics of the clientele that has traditionally been served by schools, healthcare professionals, the court system, and other government agencies has changed. In order to better serve these communities, it is important to understand not only the cultural experiences of those groups but one’s own cultural and racial biases. Often, these service providers haven’t been trained to navigate diverse needs. Recognizing the language, cultural, and religious needs and context of those students and families increases the likelihood of their educational and social success—and promotes a more culturally inclusive city.

**Vision for Indy:** Becoming a more inclusive, welcoming community with a focus on cultural proficiency requires that all education stakeholders prioritize cultural sensitivity training to provide the best possible service possible to immigrant student communities. The success of cultural sensitivity and anti-racism training depends on a commitment by education leadership.

- Mayor Joe Hogsett prioritizes cultural sensitivity and anti-racism training for the city of Indianapolis and sets the example by requiring training for all city agencies and officials. The Mayor’s office then encourages all institutions in the city to follow suit.
- If they do not already, superintendents of the public school systems require that all educators, counselors, and teachers go through ongoing cultural sensitivity and anti-racism training.
- Organizations such as Childcare Answers and Day Early Learning centers prioritize training for early childhood education:
  - Childcare Answers offers opportunities for small licensed childcare centers to access training materials free or at a reduced cost.
  - Day Early Learning offers training to all of its center educators and staff.
d. Adult education and drop-out recovery schools in the area follow suit with other education institutions and require training for their administration, teachers, and counselors.

Support Data:

a. According to the Indiana Department of Education (2015-2016 academic school year), 5 of 9 of the Metropolitan School Districts (MSD) in Marion County have Latino or Asian populations of 20% or more, demonstrating an increasingly diverse school community.

b. Indianapolis Public Schools Office of Multicultural Education offers the Intercultural Development Inventory (IDI) to educators, parents, and students as part of its Cultural Competency Action Plan.

c. During the 2015-2016 school year, MSD Pike Township hosted several sessions at elementary schools. Called Courageous Conversations, these sessions provided teachers opportunities to speak candidly about their experiences, challenges, biases, and student attitudes arising from ethnically and racially diverse student populations.

d. Childcare Answers (now associated with Early Learning Indiana) offers a conference each year providing free training for licensed day cares and ministries. In 2015, this training included how childcares around Indianapolis can better connect with families from immigrant communities.

Engaged Stakeholders:

a. Students from Northwest High School offered insight into their individual experiences with other students, teachers, and counselors—per Claudia Montes

Suggested Stakeholders: Administrators must prioritize an intentional effort toward creating a welcoming, inclusive environment for immigrants that is mindful of their language, cultural, and religious context. The following organizations should be tapped to set the priority:

a. City of Indianapolis
b. Indiana School Board Association
c. Indiana Superintendents group
d. Indiana Principal Leadership Academy
e. Indiana Department of Education
f. Indiana Teachers of Students of Other Languages
g. Indiana Association for the Education of Young Children
h. Early Learning Indiana (Day Early Learning)
i. Childcare Answers
j. MSD Township Schools
k. Indianapolis Public Schools
l. Adult education schools/centers
m. Public libraries
**Recommendation #3:** Improve the dissemination of information and resources regarding education opportunities to immigrants in Indy.

Access to information resources can be difficult for immigrant communities. Accessing transportation, finding information in needed languages, and poor communication about opportunities create silos that prevents information from reaching the populations who need it most. IUPUI SPEA students noted a gap between the resources offered in Indianapolis and the number of immigrants who take advantage of those resources and services.

**Vision for Indy:** Better communication among schools, organizations, and service agencies so that information reaches its target audience of immigrants:

- a. Creating a coalition of education-focused schools, organizations, and service agencies that regularly share upcoming opportunities in Indianapolis; identifying and addressing gaps in services directly.
- b. Developing and expanding partnerships among schools, organizations, and service agencies that are designed to strengthen community resources designed for immigrant communities.
- c. An intentional effort by local organizations to go beyond English and Spanish and translate information regarding education opportunities into top languages spoken in Indianapolis.

**Support Data:**

- a. IUPUI SPEA students noted the following during 2016 surveys of Indianapolis immigrants:
  - i. Newcomer immigrant and refugee families find out about service opportunities by word-of-mouth (friends and family).
  - ii. Agencies are missing opportunities to advertise their services to newly arrived immigrants in order to help them address potential challenges to integration. (Master Report)
- b. An Ivy Tech administrator and Education Committee member noted that often students of languages other than English and Spanish miss opportunities because information isn’t shared in their language(s).
- c. Feedback from adult education students at Christel House DORS noted that they learned about opportunities in the city from friends or family. However, several students mentioned that they learned about resources from their teacher at the school. Even when they know about opportunities, limited transportation options make them difficult to access.

**Engaged Stakeholders:** Adult education students from Christel House DORS; education committee member

**Suggested Stakeholders:**

- a. Service agencies, such as Immigrant Welcome Center, La Plaza, Indiana Latino Institute, Burmese American Community Institute, Catholic Charities Refugee, and Exodus
- b. Local universities and institutions of informal education
- c. Public libraries
Appendix B: Health and Wellness Committee Report

Human dignity depends on equal access to health care, which is a basic human right. Through a campaign that directs immigrants to healthcare services and then enables them to utilize those services, Indianapolis can become not just a welcoming but a healthy city. A city that cares for the health of its people also grows its economic health and its worldwide reputation.

Top barriers identified:
- Lack of resources and continuation of mental health services after arrival. Refugee children are screened for mental health needs under the age of 12 and at age of arrival while all those over age of 14 are screened upon US arrival. No further assessment of mental health needs occurs in Indiana3.
- Obtaining health insurance coverage for specialty providers, such as mental health inpatient and outpatient facilities
- Obtaining health insurance coverage for language interpretation for all healthcare services such as optometry, dental, addiction services, home health care, and pharmacy
- Accessing healthcare services despite challenges from language, transportation, and lack of familiarity with the system

Recommendations:
1. Mental health
   - Create an awareness-building campaign of refugee and immigrant mental health.
   - Facilitate better communication among organizations related to mental health and hospital systems; institute a mental health summit to address immigrant needs; bring a mental health clinic focused on refugee and immigrant issues to the city via Eskenazi and St. Francis. Attract and train more bilingual mental health professionals.
   - Expand Exodus and Catholic Charities outreach with home visiting.
   - Institute community education classes on mental health.
   - Build a Center for Mental Health focusing on refugee and immigrant population.
   - Encourage university programs such as schools of social work, schools of nursing, and medicine to complete clinical rotations in immigrant- and refugee-serving agencies.

2. Health Advocacy (prevention, outreach, and education)
   - Locate funding for health promotion and for organizations to hire more healthcare navigators.
   - Encourage partnerships among local organizations such as Nurse-Family Partnership, Exodus, and Indiana Minority Health Coalition to conduct health classes.
   - Work toward greater access to health care and encourage partners to work together.
   - Provide education about affordable healthcare.
   - Increase utilization by immigrants of CVS and Walgreen's minute clinics through an awareness campaign.
   - Create a mobile health app that would locate health clinics, resources, and insurance enrollment sites.

3. Linguistic Services in Health-Provider Setting
   - The city should support interpreter programs to address the language needs of patients, such as St. Vincent’s Bridge the Gap program and Eskenazi’s interpreter program. Eskenazi’s interpreter program will create a career pipeline for immigrants and refugees, and will address the need for more languages.
   - Create a mentoring program to assist new interpreters.
Top barriers identified:

- Not just a welcoming but a healthy city

A city that cares for the health of its people also grows its economic health.

Human dignity depends on equal access to health care, which is a basic human right.

Through a campaign that

Appendix B: Health and Wellness Committee Report

1. Mental health

- Healthcare services such as optometry, dental, addiction services, home health care, and pharmacy

- Obtaining health insurance coverage for language interpretation for all

- Obtaining health insurance coverage for specialty providers, such as mental health inpatient and outpatient

- Lack of resources and continuation of mental health services after arrival

Refugee children are screened for

2. Health Advocacy (prevention, outreach, and education)

- Create a mentoring program to assist new interpreters

- Create a mobile health app that would locate health clinics, resources, and insurance enrollment sites

- Provide education about affordable healthcare

- Work toward greater access to health care and encourage partners to work together

- Encourage partnerships among local organizations such as Nurse-Family Partnership, Exodus, and Indiana University of nursing, and medicine to complete clinical rotations in immigrant- and refugee-serving agencies

- Institute community education classes on mental health

- Expand Exodus and Catholic Charities outreach with home visiting

- Mental health professionals

- Institute a mental health summit to address immigrant needs; bring a mental health clinic focused on

- Facilitate better communication among organizations related to mental health and hospital systems;

- Create an awareness-building campaign of refugee and immigrant mental health

- System

Facilities

US arrival

No further assessment of mental health needs occurs in Indiana

3. According to a recent survey conducted by an IUPUI SPEA capstone study, Indianapolis would benefit from

- Developing an effective workforce with staying power—one where workers do not lose jobs due to illness or lack of assistance in navigating the system.

- Supporting Data:

  - “For any individual, having to relocate to another social setting necessitates extensive adjustment, which often leads to changes in health status as well as disruptions to family connection and social network.” (Correa-Velez et al., 2010; Dow, 2011; Ngum Chi Watts, 2012; Ngum Chi Watts et al., 2013). Gender, low education level, and trauma load were associated with an increased risk of PTSD among the refugees, but research also shows that the mental anguish could be even tougher after they arrive in their new country. According to a 2013 study of 263 Congolese refugees, “prevalence of post traumatic stress disorder (PTSD) was 61.7%, with 58.6% female reporting more PTSD compared to 41.4% of males.”

  - Peer-reviewed articles show that mental problems resurface after the “honeymoon” is over. Many refugees, in the first 3-6 months, when they are first screened, are excited to come to the new country. After they face the realities of work, finances, and nostalgia, they show signs of mental health complications. A mental health reassessment brings to the fore issues that an initial assessment missed.

  - The Office of Indiana Refugee Programs admits that the mental health screenings refugees do receive are not diagnostic but are tools to refer refugees to other mental health providers. Also, cultural stigma may play a role in not seeking further professional assistance as individuals may not pursue treatment as it is voluntary to do so after the initial screening.

  - The nonprofit organization Adult and Child recently won a grant to hire a Spanish-speaking and a Burmese-speaking community mental health worker, but there is more need.

  - According to a recent survey conducted by an IUPUI SPEA capstone study, Indianapolis would benefit from programs for immigrants and refugees that focus on healthcare promotion and prevention tailored to their population. In addition, more community services on healthcare education could help address these needs. In 2015, the top three health referrals for refugees were primary care, dental, and optometry.

  - Indiana Medicaid transitioned refugees to the Healthy Indiana Plan (HIP), which does not provide the same interpretation services as the former plan. Major health institutions such as Eskenazi, HealthNet, St. Francis, and Community Health Network provide significant linguistic services for non-English speaking individuals by the way of in-house interpreters, third-party contracts with language services such as LUNA, or with a telephonic system. For smaller nonprofits, the cost to provide translation services often proves to be too much of a burden on limited budgets.

  - In addition, Medicaid will not cover interpretation during court cases. Here the client would have to pay for the service and often cannot.

  - Legal immigrants have to meet residency requirements (5 years) before being eligible for Medicaid. This impedes their ability to seek mental health assistance and lowers their quality of life.
Suggested Stakeholders:
- NAMI
- Catholic Charities
- Exodus Immigration Refugee
- ISDH Office of Indiana Refugee Programs
- Eskenazi Health
- Burmese American Community Institute
- St. Vincent
- International Center
- Healthy Indiana Plan
- Community Hospital
- IU Hospital
- St. Francis
- CVS
- Walgreens
- Shalom Health Center
- Indiana Minority Health Coalition

Appendix C: Civic and Community Engagement Committee Report

What is Civic and Community Engagement?
The committee defined civic and community engagement as follows:
- How newcomers get connected to the broader community, including
  - Understanding community and government resources
  - Involvement in community systems, especially government
  - Opportunities for leadership development for individuals and for collective cultural or ethnic communities
  - Access to English as a New Language (ENL) learning opportunities outside of the traditional school day
  - Access to U.S. citizenship resources (understanding of the process, prep classes, and legal assistance).
- How the broader community connects with newcomers, including
  - Understanding why and how newcomers come to Indianapolis
  - Opportunities to build individual relationships with newcomers.

Top Barriers Identified:
- Lack of understanding on the part elected officials, government functions, and community resources
- Inadequate access to English Language classes
- Misunderstanding or lack of understanding regarding the contribution of immigrants

Recommendations:
1. City of Indianapolis Welcoming Council
   a. This task force will serve as a measure of accountability to make sure that Indianapolis plans to and is able to become a more welcoming city.
   b. With this committee, Indianapolis will be able to maintain its welcoming status and update and adapt to new recommendations as the populations of Indianapolis continue to change.
   c. Sources: PNAE Data (Population growth point 1)
2. Immigrant Leadership Development Programming
   a. A leadership development program will be geared toward new Americans (both citizens and non-citizens) and focused on helping newcomers be more informed about the issues and needs facing our community. It will create more motivation to get involved in addressing these issues and connect newcomers so that they can be more effective in their service to the community.
b. Newcomers in our community would be more engaged in issues related to local, state, and national policy; the voice of newcomers will be sought when addressing pressing issues in the community; and increased civic participation would arise in the way of voting and volunteerism. Newcomers will learn more about the services available to them. For example, while the SPEA survey showed language classes to be among the top needs for respondents, service providers of language classes report that these are not attended to their full capacity. The apparent disconnect between providers and the intended recipients will decrease as immigrant leadership increases, is utilized for program planning, and as information is better disseminated within foreign-born communities.

c. Sources: Anecdotal information, SPEA survey

3. Cultural Intelligence and Ability

a. Cultural intelligence and available ability trainings will be identified or created. Training should be required for all city departments and made available to community organizations and individuals alike. This could, and should, also include training for individuals in a second language.

b. Required training for all city staff—from leadership to front-line providers—will send a message of cultural sensitivity, awareness, and respect. It will create an authentic image of a welcoming city. While we recognize that social service providers cannot be required to train staff, the availability of such trainings and the city’s commitment to them will encourage the same level of cultural awareness in the city’s growing private sector.

c. Sources: SPEA Survey, anecdotal information

Suggested Stakeholders:

- Mayor’s office
- Immigrant Welcome Center
- International Center
- Congressional Office
- Community Organizations (Neighborhood Christian Legal Clinic, Catholic Charities, Felege Hiywot Center, etc)
- Leadership Indianapolis and others who provide leadership development across the city


Appendix D: Public Safety Committee Report

Recommendations:
1. Establish an Office of Limited English Proficiency (LEP) Access Services for the City of Indianapolis. Keep the Department of Public Safety focused on implementation considerations initially.
3. Give agency CEOs responsibility for developing agency-specific policies and procedures.
4. Develop partnerships within the LEP community. Create a city advisory council. Develop meaningful relationships with organizations or individuals that are deep-rooted in immigrant communities.
5. Create a marketing strategy that provides maximum exposure to the community at large, with specific focus on community members who need LEP services. This blueprint will be multifaceted and designed around cultural aspects of the intended audience. The same partnerships used in policy development may prove useful in marketing, as well.
6. Re-establish the Spanish Language Immersion Training for IMPD and IFD, with the option for other agencies to participate. (The goal is a focus on local immersion training in our Spanish-speaking neighborhoods.)
7. Develop translated documents, signs, and forms. (Unified translation services.)
8. Monitor and track program progress, success, and recommended suggestions.
9. Train all personnel in every aspect of the LEP program.
10. Develop and implement online access to LEP services.
11. Provide all employees with language-specific tools, including e-training.
12. Engage in broad outreach. Communicate directly and regularly with as many community members as possible, using varied means.
13. Train law enforcement and the community. Teach and learn about the values and practices of each other’s cultures.
14. Monitor successes and failures. Review programs on a regular basis to gauge how well they respond to the community’s needs and produce the desired results.
15. Sustain programs that work. Develop mechanisms to continue successful initiatives with agency-wide support.

Appendix E: Social Services Committee Report

Recommendations:
1. Create a uniform resource that can be used by various placement agencies, churches, and others, as a welcome kit for all immigrant families.
2. Mandate cultural competency training for all professionals in agencies across the city.
3. Create a positive message campaign that welcomes foreign-born populations

Appendix F: Employment and Economic Development Committee Report

Top Barriers:
- Barriers encountered by immigrants to leveraging the skills and training they bring with them to Indianapolis.
- Lack of knowledge of and access to fast-track business skills training that could encourage self-employment.
- Challenges securing jobs with good pay that don’t require qualifications that are financially or practically unattainable as they establish themselves in the community and provide for their families.
- Identifying and understanding specific services and programs that are available to them from Indianapolis service providers.
- Language barriers related to existing job-training programs.
- Transportation barriers in getting to their employers.

**Economic Development Recommendations:**

1. **Increase Access to Business Training and Funding for Immigrant Business Start-Ups**
   a. Expand training programs that help immigrants start a new micro-enterprise business by expanding the Business Ownership Initiative’s neighborhood center program to the International Marketplace district on the west side of Indianapolis.
   b. Increase awareness of and access to micro-loans from the Indy Chamber/BOI, the Flagship Microloan Program, Grameen Bank and Kiva to support new immigrant business development.
   c. Create a program to help raise additional funds to develop culturally appropriate, one-on-one training and an incubator strategy. The incubator could provide culturally competent and tailored support for business planning and projections, training and financing for immigrant owned business.
   d. Work with training providers to create other mobile and satellite office locations to interact with immigrant business owners in their own neighborhoods.

2. **Support Initiatives in Indianapolis Business Districts That Have a High Percentage of Immigrant-Owned Businesses**
   a. Support and advocate for additional façade grants, training programs, networking and supply-chain opportunities, and business association support across Indianapolis.
   b. Focus cultural business district branding opportunities in areas of the city where there are emerging success stories for immigrant entrepreneurs, including the International Marketplace, West Washington Street, and Southport.
   c. Support additional co-op marketing programs for immigrant business located in the International Marketplace.
   d. Support development of the International Marketplace Global Village to serve as a destination point and hub a micro-enterprise business incubator.
   e. Support International Marketplace Taste the Difference Festival to support area businesses and increase awareness of opportunities to patronize immigrant-owned businesses in the district.
   f. Support development of the Artisan Food Factory, a food processing and manufacturing center that provides immigrants with food skills local solution for scaling up their recipes for distribution and sales. The Food Factory also will serve as an entry-level jobs pipeline for immigrants to train as food production workers. The Indiana Department of Workforce Development, EmployIndy and WorkOne could develop on-site job skill certification programs for food service workers, helping them leverage their training to Central Indiana employers such as ConAgra, Sysco, Red Gold, and Nestle.
   g. Develop Business Startup Guides and Restaurant Start-Up Guides for hot start-up areas accessible to immigrant entrepreneurs.
   h. Promote Open Counter for the immigrant community on what it takes to open a business.

3. **Create a New Indianapolis Immigrant Economic Development to Facilitate and Fund Citywide Immigrant-Focused Initiatives**
   a. Empower Indianapolis’s Deputy Mayor for Economic Development and Develop Indy to create a high-level oversight group similar to Global Detroit.
   b. Leverage the skills of Indianapolis immigrants through coordinated programming designed to meet the unique needs of our city’s immigrant communities.
c. Create a taskforce to coordinate a plan to secure operation funding for the new entity (similar to Global Detroit) and local programming offered by all Indianapolis-area service providers working with immigrants.

d. Serve as a catalyst for development of new programming concepts.

Economic Development Recommendation #1 Sources:

3. About the Indianapolis Marketplace Coalition, http://www.imcoalition.org/about/

Economic Development Recommendation #2 Sources:


Economic Development Recommendation #3 Sources:


Immigrant Employment Recommendations:
The committee identified the following three recommendations for the City to consider related to immigrant employment. We focused on specific opportunities that can engage partners within the community.

1. Remove Barriers Faced by Highly-Skilled Immigrants. Increase the earning potential of immigrants who come to Indianapolis with advanced degrees and in-demand skills by fast-tracking professional re-certification.
   a. Coordinate with WorkOne, Employ Indy, the Department of Workforce Development and the City of Indianapolis to evaluate partnering with Upwardly Global to open a chapter here or adopting another credentialing model for Indianapolis.
   b. Develop programs focused on rapid credentialing for in-demand professions. Gather data on how many immigrants have degrees that are underemployed to customize credentialing programs.
c. Prioritize credentialing programs on specific career paths with high-need professions, such as teaching or medical certifications, beginning with hospitals and healthcare providers.
d. Work with Ivy Tech to explore opportunities for credentialing and ramping up such opportunities
e. Work closely with the Department of Workforce Development to explore more varied employment opportunities and programming that extends beyond English Language Training.
f. Explore how existing/common funding streams, such as Temporary Assistance for Needy Families or Community Development Block Grants could be used and optimized for credentialing.
g. Eliminate transportation barriers by creating partnerships with IndyGo, CIRTA, employers, schools and faith-based institutions to offer coordinated busing and transportation services to help immigrants get to their workplace.

2. Enhance Skilled Trades Training with Immigrant-Friendly Programs. Increase immigrant awareness of skilled trade training programs already offered by local industrial training institutions such Ivy Tech and Lincoln Tech.

3. Increase Support for Work Placement and Work Retention. Establish partnerships with employers for onboarding and hiring that expand opportunities for immigrants.
   a. Work to strengthen partnership with Urban League to help place immigrants and refugees through their employment programs, which coordinates with 60 committed employers.
   b. Provide culturally appropriate support programs that boost workplace preparation and ultimately boost employment retention.
   c. Expand measures to train local employers and community members on interacting with immigrant communities at work.
   d. Develop more flexible funding streams that can work alongside existing federally supported program to support those individuals without I-9 documentation.

**Immigrant Employment Recommendation #1 Sources:**

**Immigrant Employment Recommendation #2 Sources:**

**Immigrant Employment Recommendation #3 Sources:**

Appendix G: Excerpt from Opening Minds, Opening Doors, Opening Communities: Cities Leading for Immigrant Integration

Municipal Offices for immigrant integration tend to exhibit 10 characteristics:

1. They have a mayoral champion. Mayoral commitment is crucial, and it must go beyond being generally supportive to actually setting a tone and leading the charge. A mayor’s efforts are key to creating a fruitful Office and are particularly effective when they couch the work in terms of broad city interests.

2. They help cities welcome immigrants and encourage receptivity. Offices and other city efforts try to foster relationships between immigrants and receiving communities, shifting people’s perceptions and reducing fears. This human relations work can seem “soft” but is critical to setting a positive tone that can then guide civil discourse and fact-based policymaking.

3. They make the economic case. Stressing the economic benefits of immigrants to the regional economy helps explain why being welcoming eventually pays off. This requires marshaling data and corolling business leaders, and often collaborating with other cities trying to establish the economic rationale for pro-immigrant policies. Effective Offices also stress the contributions of both high-skill and low-skill immigrants, recognizing that the mix is necessary to promote prosperity.

4. They develop, streamline, and consolidate services. Immigrants often need particular services such as document translation, English language classes, and microfinance support for new small business endeavors. These can be lacking, especially in new destinations, and city Offices can catalog needs and match them with programs and policies.

5. They coordinate city efforts. Offices make sure other branches of city government take immigrants into account. They coordinate city programs to better serve the immigrant community, building capacity within city administrations to better address a new demographic.

6. They work with law enforcement. Immigrant lives are shaped daily by contact with the police. If local law enforcement is perceived to be enforcing immigrant policy, this can reduce trust and limit the effectiveness of community policing, particularly in neighborhoods with many mixed-status families. Offices both rein in the police and make them part of the integration process.

7. They make immigrant integration everyone’s business. Integration is not just a question of aligning city services. One must also consider the range of efforts that touch immigrant lives in community colleges, neighborhood legal clinics, and workforce development systems. Convening to ensure that everyone understands their role also creates more cheerleaders for immigrant integration.

8. They promote civic engagement. Offices should see immigrants not just as recipients of services but also as civic actors. Leadership programs focused on immigrants are as important as efforts to raise the rate of naturalization and encourage voting and voice in the political process.

9. They engage policymakers. In more established Offices, efforts go beyond delivering and coordinating services for immigrants to promoting inclusive policies to address vulnerable immigrant populations, such as municipal ID cards or shifts in car-towing policies—policies that provide long-term benefits to the entire population. This requires a higher level of political consensus or autonomy on the part of Offices.

10. They offer leadership to their region. Offices help their cities create a wider network of immigrant services and organizations, which benefit neighboring communities and influence their larger metro regions by demonstrating what is possible and setting a tone that is more welcoming and positive.
Appendix G: Excerpt from Opening Minds, Opening Doors, Opening Communities: Municipal Offices for immigrant integration tend to exhibit 10 characteristics:

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