

Building on Networks for a Welcoming Silicon Valley

ANALYSIS OF THE CITY OF SAN JOSÉ OFFICE OF IMMIGRANT AFFAIRS' IMMIGRANT INTEGRATION PLAN

ALEJANDRA BARRIO/ SPRING 2016

The author conducted this study as part of the program of professional education at the Goldman School of Public Policy, University of California at Berkeley. This paper is submitted in partial fulfillment of the course requirements for the Master of Public Policy degree. The judgments and conclusions are solely those of the author, and are not necessarily endorsed by the Goldman School of Public Policy, by the University of California or by any other agency.

Abstract

The following report assesses the process that went into crafting the City of San José Office of Immigrant Affairs' immigrant integration plan (the Welcoming San José Plan, or WSJ), in addition to the plan's latest contents. It provides a framework for assessing WSJ on the basis of effectiveness and equity, which are proposed as fundamental criteria for approaching the new plan. Conducted during the final months of WSJ's creation, the report also offers a snapshot of the context, activities, and players that contributed to plan's development. Given the project's timing, the report emphasizes the development process, although the latest draft of the plan is briefly examined. While the report represents a point during which the Office is likely to evolve, it is intended to be a resource that captures and grounds the Office's recent efforts in emerging research around municipal immigrant integration in the United States. As the work of researchers and practitioners in immigrant affairs inform each other, the analysis ultimately aims to contribute to this discussion.

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Executive Summary

In recent years, cities across the U.S. have taken increased ownership over issues in immigration, especially immigrant integration. While demographic shifts are certainly motivating the rise of city Offices of Immigrant Affairs, the growth of these offices has been significantly accelerated by the proliferation of networks addressing immigration policy at the national level. As a result, America's rapidly changing immigrant landscape, coupled with growing interest in local immigrant integration, give the rise of city offices of immigrant affairs a sense of timeliness and urgency. For new city offices, this involves the task of maximizing opportunities under a limited time frame, all while treading through uncharted territory and often with few resources.

This trend finds expression in the City of San Jose, the largest city in the Bay Area and second largest city in California. In 2015, the Mayor and City Council established an Office of Immigrant Affairs (OIA), and since then the Director of OIA -- and sole full-time staff member -- has worked to maximize impact, increase visibility, and further define the scope of the Office. Most notably, OIA secured a resolution to draft the Welcoming SJ Plan, a three-year immigrant integration plan to define the city's goals and objectives for creating a welcoming city for immigrants. This plan is an opportunity for the City to elevate itself as a leader and innovator for immigrant integration, but like OIA, the plan is an expression of momentum that needs further definition prior to implementation.

The following report was written with the objective of informing OIA as it prepares for the release and implementation of the Welcoming SJ plan. Conducted during the four-month span that coincides with the final months of the plan's development, the report evaluates the process of developing the plan and its role in speaking to the needs of immigrant residents of San Jose.

Summary of findings

Establishing the Office of Immigrant Affairs and Welcoming SJ plan

- The City Council's decision making process for establishing the Office of Immigrant Affairs demonstrates how implementation of federal policies at the local level can be used as a platform to institutionalize broader immigrant integration efforts.
- As the current mayor and a former Councilmember for the City, Sam Liccardo's support for the office marks a unique development that bridges the divide between the mayor and city council. Moreover, the majority of the Office's proponents were new councilmembers.
 - Recommendation: as it looks to institutionalize itself for the longer term, the office could benefit from succession planning to prepare for changing city administrations.

The Stakeholder Engagement Process

- The Office relied on partnerships and the strong presence of community based organizations to expand its capacity during the WSJ planning process. However, some organizations were not represented in areas where there are not partnerships. This was especially salient on behalf of organizations from the K-12 education arena.
 - Recommendation: examine organization's motivations for joining the steering committee and structure the Office in ways that would incentivize involvement from organizations who were not present.
- Time constraints and limited human capital shortened the process of creating and planning for the steering committee in advance.
 - Recommendation: Work to shift from organic to more systematic planning. For instance, create longer term advisory boards for implementation and incorporate participants through a structured planning process.
 - Recommendation: Once more resources are acquired, address missed opportunities as costs that need to be accounted for rather than lost opportunities.
- The Office lacked enough time and resources to be able to use alternative feedback tools, such as surveys.
 - Recommendation: Establish a research timeline that extends beyond planning purposes and use it for evaluation purposes, and collaborate with other internal offices of data.
- The multi-stakeholder process helped give the WSJ plan a life of its own, and gave local organizations greater ownership over the process. By creating regular meetings between departments and organizations, the steering committee helped participating organizations build resources and relationships to increase collective impact.

Equity

- The immigrant communities that were of priority to the Office were reflective of the communities that also demonstrated the most need according to my census analysis. Most of these were from Mexico and Vietnam.
- There was no systematic inquiry into attitudes and realities of native, US-born San José residents. Although the office tried to conduct a survey to gauge input on this issue, it eventually did not pass due to controversy in the contents.
 - Recommendation: In keeping with this, it is important to undergo systematic inquiry into the attitudes and realities of the native, US-born San José residents. The office should work to revive feedback mechanisms such as the survey.
- While there was discussion on different needs of immigrant communities, there was less focus on tensions within the same immigrant community, and between immigrant communities

- A rigorous feedback mechanism that seeks to operationalize the participatory process is important. For instance, through an advisory committee of San José residents that are able to give input into the office's work.

The Welcoming SJ plan

- The WSJ strategies matched nearly every indicator within the Welcoming Standards. For some areas, the WSJ plan went into further detail than what is relayed by the Welcoming Standards. This is particularly salient for the topic of Economic Opportunity and Leadership and communications.

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Introduction

“Our evolution over the past 50 years, from an agricultural community to become the world’s leading center of technology innovation is attributed to the entrepreneurial spirit of the people of San José, who have come to reside here from all corners of the world and together have grown our economy and our cultural heritage.”

-The City of San José Mayor Sam Liccardo, Cities for Citizenship press release¹

National Context

In recent years, cities across the United States have grown increasingly interested in issues surrounding immigration, especially immigrant integration. The country is witnessing a proliferation of municipal Offices of Immigrant Affairs that are collaborating with local community based organizations, with other similar Offices, and through national networks and initiatives.

Dynamics both at the local and national level have positioned cities as important players in supporting immigrants’ adjustment to life in the United States. Though the rate of immigration to the United States has stabilized in the aggregate,² realities play out differently depending on the context. At the local level, economic and demographic shifts have generated interest on behalf of cities experiencing a rapidly growing immigrant population, and on behalf of cities looking to revitalize their declining citizenry.³ At the national level, there has been ongoing gridlock toward comprehensive immigration reform; the undocumented immigrant rights movement has exerted pressure on this system, leading to the Obama Administration’s decision to extend eligibility for Deferred Action for Childhood Arrivals (DACA), and to create Deferred Action for Parents of Americans and Lawful Permanent Residents (DAPA). Yet administrative relief is provisional and not backed by funding, leaving the details of implementation to fall on localities.

Formal involvement in immigrant integration on behalf of municipal governments is a new phenomenon. Though the federal government oversees issues of citizenship and national security, “no single federal entity has been designated to lead the creation, implementation, and coordination of a national immigrant integration capability.”⁴ Indeed, only two Offices listed in a recent study by the USC Dornsife Center for the Study of Immigrant Integration existed before the year 2000. Of these

¹ *Jersey City, Reading, San Francisco, and San José Join Cities for Citizenship.* Cities for Citizenship. June 19, 2015. Available at: <http://www.sanjoseca.gov/DocumentCenter/View/44720>.

² Mary C. Waters and Marisa Gerstein Pineau, Editors; Panel on the Integration of Immigrants into American Society; *The Integration of Immigrants into American Society.* Committee on Population; Division of Behavioral and Social Sciences and Education; National Academies of Sciences, Engineering, and Medicine. <http://www.nap.edu/catalog/21746/the-integration-of-immigrants-into-american-society>.

³ For further discussion, see De Graauw, Ortiz, Pastor. “Opening Minds, Opening Doors, Opening Communities: Cities Leading the Way for Immigrant Integration.” Report by the USC Dornsife Center for the Study of Immigrant Integration, the Americas Society/Council of the Americas, and Welcoming America. Available at: http://www.welcomingamerica.org/sites/default/files/USC_Report_Final.pdf.

⁴ U.S. Government Accountability Office, 2011, p. 25

Offices, 70 percent surfaced between 2010 and 2015.⁵ Accordingly, immigrant integration has been chiefly addressed by civil society, especially the non-profit sector, with help from the legal services industry, public social services, and the private sector.

Given this novelty, new city Offices of Immigrant Affairs are largely embarking on new territory, employing varied strategies to position themselves among a landscape of organizations that traditionally served these communities. While these Offices wrestle with their local political and social contexts, their development is being accelerated by national networks – such as Welcoming America and the White House Task Force on New Americans – that are offering technical support to institutionalize these efforts in advance of the 2016 elections. As a result, these offices are taking new and unprecedented directions to establish themselves, all while working at a rapid pace.

Immigration to San José

Known as the “Capital of Silicon Valley,” the City of San José is the largest and most populous city in the Bay Area and the second largest city in California. San José is also the U.S. metro area with the highest concentration of immigrants, next to Miami.⁶ As of 2013, foreign-born individuals comprised 39 percent of San José’s population, while immigrants comprised 27 percent of California’s population and 13 percent for the United States population as a whole.⁷ If a San José resident is not born in a foreign country, it is likely that they have immigrant relatives; about 60 percent of Santa Clara residents have at least one immigrant parent, and 43 percent of households are headed by an immigrant.⁸

Immigrants have encompassed a sizable portion of San José for quite some time, hovering between 35 percent and 39 percent in the past decade. The Silicon Valley Institute for Regional studies finds that Santa Clara witnessed ongoing, stable migration from foreign individuals in the past ten years.⁹ On the other hand, domestic migration to San José has gradually declined, and as a result, the proportion of immigrants in the City has gradually increased in the past decade.¹⁰ Appendix II details this growth and depicts net migration to the region from 2000 to 2013.

San José’s relation to multiple contexts, whether it be its position in the heart of Silicon Valley, its proximity to San Francisco, and its location in California in general, has resulted in migration from

⁵ The two former offices were New York and Boston. The list includes 26 such bodies, 18 which were founded during this period. See Pastor “Opening Minds, Opening Doors, Opening Communities: Cities Leading the Way for Immigrant Integration,” pg 42. Available at: http://www.welcomingamerica.org/sites/default/files/USC_Report_Final.pdf.

⁶ Wilson, Jill H. and Audrey Singer. 2011. “Immigrants in 2010 Metropolitan America: A Decade of Change.” Washington, D.C.: Brookings Institute. Retrieved August 12, 2015
http://www.brookings.edu/~media/research/files/papers/2011/10/13%20immigration%20wilson%20singer/1013_immigration_wilson_singer.pdf.

⁷ American Community Survey (ACS) 2011-2013 (3-year estimates).

⁸ Manuel Pastor, Rhonda Ortiz, Vanessa Carter, Justin Scoggins, and Anthony Perez. “California Immigrant Integration Scorecard.” <http://dornsife.usc.edu/csii/scorecard/>.

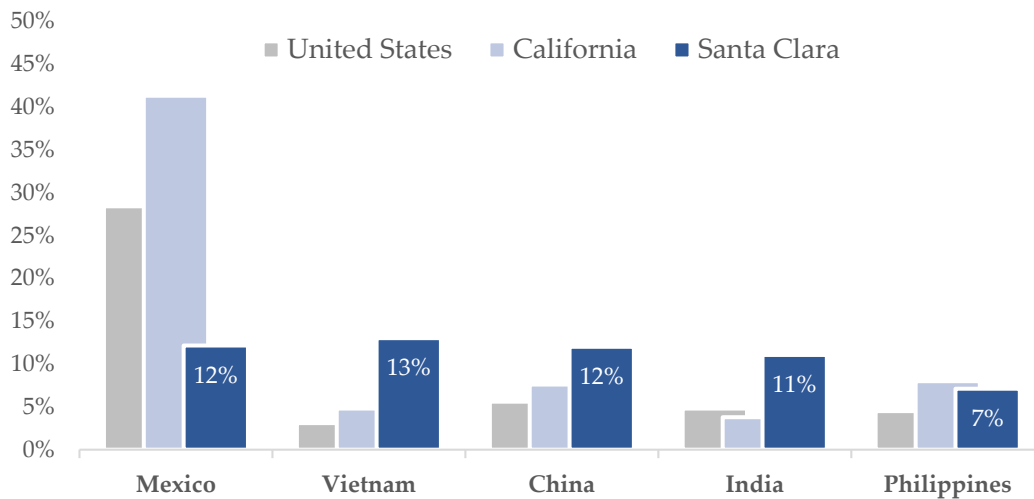
⁹ The Silicon Valley index. *Talent Flows and Diversity*. Study by the USC Dornsife Center for the Study of Immigrant Integration. Available at: <http://www.siliconvalleyindex.org/index.php/people/talent-flows-diversity>.

¹⁰ Pastor, Ortiz, Carter, Scoggins, Perez. “California Immigrant Integration Scorecard.” <http://dornsife.usc.edu/csii/scorecard/>.

individuals hailing from an incredibly diverse array of countries.¹¹ Overall, the city’s largest immigrant populations originated from Mexico, Vietnam, China, India, and the Philippines. Growth in immigrants from China, India, and Vietnam, along with a decline in immigrants from Mexico in recent years, has led to a fairly similar distribution of each of these populations. Appendix II depicts migration trends on behalf of immigrants from each of these countries of origin.

Figure 1. Five Largest Countries of Origin in San José

The share of San José’s largest immigrant populations is generally greater than the share of these populations in California and the United States (immigrants from Mexico are an exception).



Source: American Community Survey (ACS) 2011-2013 (3-year estimates)

Defining the Problem

In early 2015, the City of San José founded its own Office of Immigrant Affairs with support from the Mayor and City Council. Although councilmembers and non-profit leaders alike expressed momentum around establishing the Office, there was less agreement about specific the role that the office should take. Specifically, though San José and the Bay Area at large face their own policy challenges, their large share of immigrants is accompanied by a relatively well-established presence of immigrant-serving organizations. The County of Santa Clara particularly plays a role in servicing immigrants through its Office of Immigrant Relations, which works “with immigrant communities, County departments, and service providers to promote a full inclusion of individuals and immigrant families in Santa Clara County.”¹²

¹¹ Study conducted by the County of Santa Clara Office of immigrant Relations. Respondents listed reasons ranging from job prospects in Silicon Valley, a low unemployment rate, good weather a base of pre-established immigrant communities, celebration of cultural diversity, and proximity to educational institution. For more info on the motives for immigrants moving to San José and Santa Clara County, see: <http://www.immigrantinfo.org/borders/globalcontext.pdf>.

¹² Main Page for the Santa Clara County Office of Immigrant Relations: <https://www.sccgov.org/sites/oir/Pages/oir.aspx>.

Thus since its inception, the Director of the new San José Office (and sole full-time OIA staff) has worked to leverage opportunities and resources to maximize the impact, increase the visibility, and further define the scope and role of the Office. Soon after it was established, the Office secured a resolution to draft a three-year immigrant integration plan that would demonstrate the City's interest in maintaining a supportive atmosphere for immigrants.¹³ The Welcoming San José Plan (Welcoming SJ, or WSJ) offers many opportunities for both OIA and immigrant residents, but these opportunities are also accompanied with challenges.

First, the process of developing the plan offers opportunities for the Office. Stakeholder engagement throughout the process increases the Office's visibility and recognition, expands its capacity, and mobilizes the local community to create and abide by shared ideas what constitutes a successful immigrant integration plan. However, the planning process is limited by the time constraints of completing the plan according to the City's budget setting process, and the Office's low human capital impose further challenges. Thus, OIA faces the task of maximizing these opportunities while working under a limited time frame and with limited resources.

More broadly, the plan itself would articulate the City's position and approach toward immigrant integration, while formalizing recommendations and strategies toward achieving better social and economic integration for San José's immigrant residents. However, assessing the effectiveness of such a policy is complicated. Immigrant integration is a fairly intuitive notion, but it is difficult to clearly define and operationalize measures of success around this concept. Few studies have been conducted to carefully define and measure Offices' performance along measure of success in this area, and as a result, there is yet to be a shared definition of what constitutes a "successful" municipal immigrant integration plan in the United States.

Purpose of this Report

Conducted during the final months before the release of the plan, this report provides a snapshot of the context, processes, and players that have gone into creating the Office of Immigrant Affairs and WSJ. It provides a framework for approaching the challenges to both the development and substance of the Welcoming SJ plan by assessing these components through the lens of equity and effectiveness. Given

Analysis Structure

Creation of the Office of Immigrant Affairs. This section offers a picture of the political context that shaped the creation of the Office by consolidating the fast-paced activities around establishing OIA and Welcoming SJ plan,

Welcoming SJ Process. These sections characterize the activities and inputs that went into establishing the plan. It assesses effectiveness and equity in terms of the plan's development, and how the process has impacted the Office and its relationship to the local community.

Welcoming SJ Plan. This section considers the Welcoming SJ plan in its substance, and its effectiveness in strengthening immigrant integration for the City of San José.

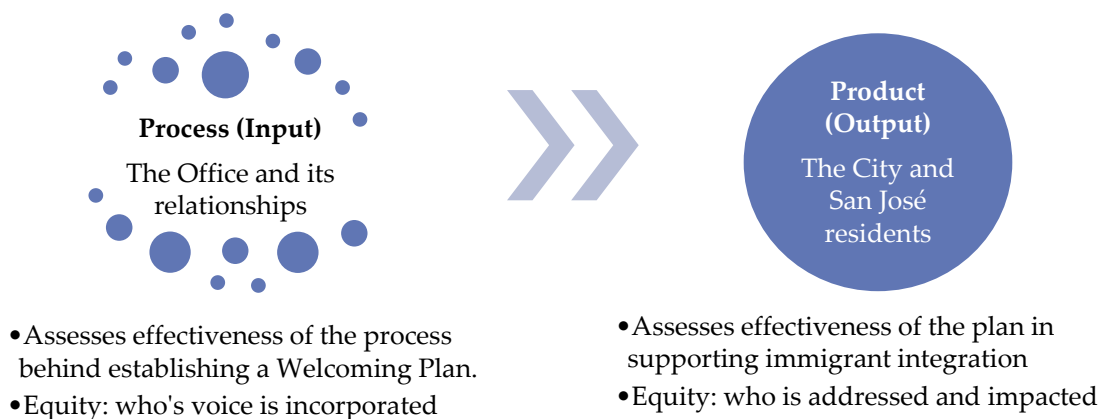
¹³ A resolution of the Council of the City of San José affirming the City of San José as a welcoming city. See: http://sanjose.granicus.com/MetaViewer.php?view_id=2&event_id=1464&meta_id=532378.

that the project was undertaken in tandem to the plan’s design, greater detail and emphasis is directed toward the process of creating the plan. Nevertheless, the report analyzes the latest draft of the plan and offers initial thoughts into its feasibility.

Effectiveness and equity are proposed as fundamental considerations for approaching these components. Effectiveness is critical for strengthening the office’s ability to measure its success in a field where doing so is a challenge. It calls for the Office to look inward and establish its key goals or targets, to assess the extent to which it has arrived at these outcomes, and identify areas where it needs improvement. It also calls for the office to look outward, to think through standards among the broader landscape of immigrant integration efforts, and evaluate whether it is meeting these standards. As the Office aims to meet the needs of certain populations, the criteria of equity considers the extent to which certain populations are incorporated and addressed throughout the process; as such, equity is also inextricably linked to the Office’s effectiveness.

Though the report represents a point during which the Office is likely to evolve, it is meant to serve as a resource by capturing what the Office has accomplished, and grounds these efforts in emerging research around municipal immigrant integration in the United States. It is chiefly written to support the Director of OIA as she prepares for the release and implementation of the plan, but also to contribute to the discussion around recent efforts by cities to support immigrants in their adjustment to life in the United States. As the work of researchers and practitioners in immigrant affairs inform each other, the analysis intends to bring out this discussion.

Figure 2. Summary of Analytical Approach



Creation of the Office of Immigrant Affairs

“We are a city of immigrants. Our immigrant community is a critical thread of our DNA, and while San José is well on its way to becoming the most successful multi-cultural city on this planet, we still have work to do.”

- Remarks by San José Mayor Sam Liccardo at the 2016 White House Regional Convening on New Americans¹⁴

Conditions surrounding the founding of the Office of Immigrant affairs shape the parameters and potential influence of its future activities. This section relates the steps that went into developing the plan in full detail. It was written through a careful read of memos and notes from city council meetings that are made publically available by the City of San José, and does its best to maintain fidelity to the process as detailed in these documents.

The Decision Making Process

The creation of OIA can be traced back to 2013, as congress embarked on activities that pointed toward comprehensive immigration reform. During that time, members of the Senate took steps to pass a bill that included expansion of H1-B temporary visas,¹⁵ and actors in the tech industry, many of whom hailed from Silicon Valley, pressed the government to provide more visas for foreign born employees in STEM.¹⁶ Simultaneously, former Councilmember Xavier Campos (D5) and current Councilmember Donald Rocha (D9) released a memo targeting Congress and the White House calling for various reforms, including “prioritizing immigrant integration into our communities and City so that they may contribute at a higher level than currently possible given the discrimination and legal ramifications that they face under the current system.”¹⁷ Appendix III details the list of former and current Councilmembers as of May 2016.

One year later, in November 2014, President Obama announced an executive decision to extend eligibility for DACA and created the DAPA program.¹⁸ In response to this development, then-Councilmember Samuel Liccardo (D3), Councilmember Johnny Khamis (D10), and former Vice Mayor Madison Nguyen (D7),¹⁹ requested that the City’s mid-year budget process consider a request to

¹⁴ *Building a Vision for Shared Prosperity for New Americans in Silicon Valley*, April 6 2016. White House Task Force on New Americans. Available at:

<https://www.whitehouse.gov/blog/2016/04/06/building-vision-shared-prosperity-new-americans-silicon-valley-0>.

¹⁵ *Senators Offer a Bipartisan Blueprint for Immigration*, January 28, 2013. Julia Preston, The New York Times. Available at : <http://www.nytimes.com/2013/01/28/us/politics/senators-agree-on-blueprint-for-immigration.html? r=0>.

¹⁶ *Silicon Valley and Immigrant Groups Find Common Cause*, February 12, 2013. Somini Sengupta, The New York Times. Available at: <http://www.nytimes.com/2013/02/13/business/tech-companies-and-immigrant-advocates-join-forces.html? r=0>.

¹⁷ San José City Council. Rules and Open Government Committee. Immigration Reform Memo. Councilmembers Xavier Campos, Don Rocha, February 21, 2013

¹⁸ For a summary of these reforms, see: <https://www.whitehouse.gov/issues/immigration/immigration-action>.

¹⁹ Former Vice Mayor Madison Nguyen immigrated from Vietnam to America in the early 80s. In an interview with San

“...create a plan to address the imminent flood of inquiries from thousands of our residents who might qualify for relief from deportation under President Barack Obama's recent Executive Action.”²⁰ The Councilmembers requested that the City Manager assess the resources required to ensure that eligible residents fully benefit from executive action, and “whether our network of existing non-profits already addresses the impending need, and what, if any, role the City should play.”²¹

Municipal elections were held soon after this request, and former Councilmember Liccardo was sworn in as the new Mayor of San José in January 2015. That same month, the new Mayor agendized the former memo request to be considered by the entire Council during a meeting on January 27, 2015.²² Before this Council-wide meeting was held, Councilmember Ash Kalra (D2), along with three new Councilmembers – Raul Peralez (D3), Magdalena Carrasco (D5), and Tam Nguyen (D7) – drafted a supplementary memo aiming to add “more concrete actions the city can undertake immediately,” among one of which was to “bring back a plan to establish an Office of Immigrant Affairs.”²³ The memo detailed measures that would be taken for such an endeavor, including outlining a plan with Santa Clara County, reporting on funding

Timeline

- **Early 2013** – Growing activity as comprehensive immigration reform looms in Congress and the White House
- **November ‘14** – President Obama’s Executive Order on Immigration Announced
- **December ‘14** – Former major’s administration suggests exploration of DACA/DAPA project
- **Spring ‘15** – Launch of the White House Task Force on New Americans
- **January ‘15** – New Mayor Sam Liccardo and Councilmembers Propose Creating an Office of Immigrant Affairs
- **Early - Mid ‘15** – The City devotes \$250,000 to support DACA/DAPA implementation, and enters into a partnership with Santa Clara County and the Silicon Valley Community Foundation (SVCF) to distribute funding for DACA/DAPA.
- **September ‘15** – Welcoming SJ Resolution passed, first steering committee meeting held
- **November ‘15** – First round of subcommittee meetings
- **May ‘15** – Presentation of the plan to Mayor and City Council

Francisco CBS local, she states, “Had we had something like this, our transition to the American way of life and our acculturation to the American culture would be a lot easier.” Article available at: <http://sanfrancisco.cbslocal.com/2015/06/12/san-jose-approves-first-ever-office-of-immigrant-affairs-called-unnecessary-by-some/>.

²⁰ San José City Council. Rules and Open Government Committee. Immigration Reform Memo. Councilmembers Xavier Campos, Don Rocha, February 21, 2013.

²¹ Key partner organizations cited in the memo include The Santa Clara County Office of Human Relations and the South Bay Immigration Services Network (SIREN). Activities cited include legal services referrals, taking measures against “notario” fraud, DACA outreach, and assessing funding sources for future city activity to support immigrants. See: San José City Council. Rules and Open Government Committee. *Support for Immigrant Services*. Vice Mayor Madison Nguyen, Councilmember Sam Liccardo, Councilmember Johnny Khamis. November 25, 2014.

²² 11.25-1.2

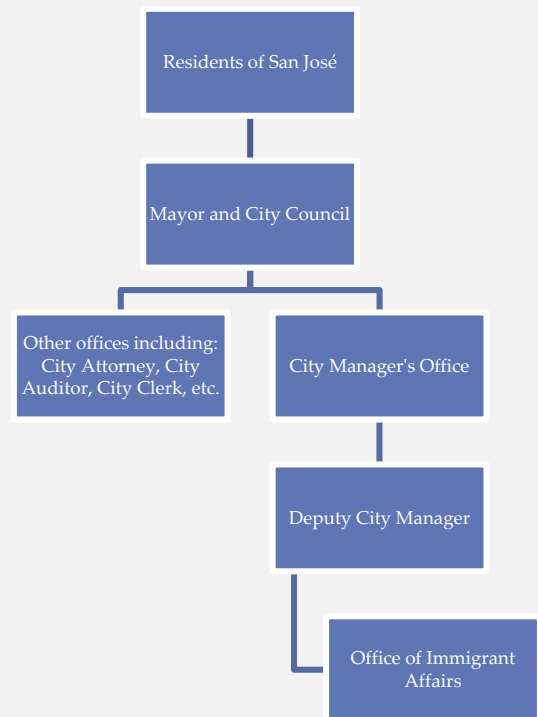
²³ San José City Council. Honorable Mayor and City Council. Support for Immigrant Services. Councilmembers Ash Kalra, Raul Peralez, Magdalena Carrasco, Tam Nguyen. January 9, 2015. <http://sanjoseca.gov/DocumentCenter/View/39139>.

options for utilizing current City resources, and reporting back on the costs and scope of the work.

Though the memo articulated a need, there was disagreement as to whether this was already being addressed by immigrant-serving organizations, or the County's Office of Immigrant Relations.²⁴ Nevertheless, various organizations spoke in support of the Office during the Council-wide meeting²⁵ See Appendix IV for full list. As a result, the Council approved the exploration into such an office and proposed to designate staff within Parks, Recreation, and Neighborhood Services (PRNS)²⁶ to embark on activities prior to its formal creation.

This Council-wide decision ultimately sparked the creation of the Office, and resulted in a dedication of \$250,000 to support the implementation of DAPA/DAPA implementation. As a result, the Office entered into a partnership with Santa Clara County, who also devoted \$1.8 million to DACA/DAPA projects, in collaboration with the Silicon Valley Community Foundation (SVCF), who would coordinate the allocation of the City's funds.. The Office also began establishing community partners, such as the District Attorney's office for notario fraud and the Silicon Valley Council of Non-Profits. Appendix V offers further detail on the office's activities beyond WSJ, as well as the City's immigrant-related services and partnerships. Lastly, organizations including the Institute for Local Government, Welcoming America, Immigrant Legal Resources Center, and the US Citizenship and Immigration Services began to reach out and offer technical support to the office. Almost one year after the City established the Office, the Mayor and City Council Adopted a resolution to take the Office's efforts to the next step through the WSJ plan.

Figure 3. Organizational Chart of the City and Office of Immigrant Affairs



Source: San José 2015-2016 Annual Operating Budget

Findings and Recommendations

- **The City Council's decision making process demonstrates how implementation of federal policies at the local level can be used as a platform to institutionalize broader immigrant integration efforts.** In the case of San José, what began as an inquiry into potential resources to support DACA-eligible individuals expanded into the creation of the Office. While having an Office

²⁴ San José Moves forward on first immigration office, January 28, 2015. Mike Rosenberg, The Mercury News. Available at: http://www.mercurynews.com/immigration/ci_27407294/san-jose-moves-forward-first-immigration-office.

²⁵ San José City Council. City Council Minutes. All council members present, January 27, 2015

²⁶ Information available at: <http://www.sanjoseca.gov/prns/>.

is beneficial to holistically tackling a range of immigrant integration issues, it represents a crucial step in effectively implementing administrative relief, which requires collaboration throughout various sectors in the city.²⁷

- **As the current mayor and a former Councilmember for the City, Sam Liccardo’s support for the office marks a unique development that bridges the divide between the mayor and city council.** In “Opening Minds, Opening Doors, Opening Communities: Cities Leading the Way for Immigrant Integration,” Degraauw, Ortiz, and Pastor identified mayoral support as one of the most important factors in building an Office of immigrant affairs.
 - **The majority of the Office’s proponents were new councilmembers.** As it looks to institutionalize itself for the longer term, the office could benefit from succession planning to prepare for changing city administrations.

²⁷ See: Els Degraauw and Shannon Gleeson, “An Institutional Examination of the Local Implementation of the DACA Program,” April 2016. Available at: http://www.baruch.cuny.edu/spa/centers-and-institutes/center-for-nonprofit-strategy-and-management/documents/DeGraauwGleeson_ExaminationoflocalimplementationofDACA.pdf.

Welcoming SJ Process: Effectiveness

Activities undertaken during the WSJ development greatly shape and inform the plan's release and implementation further down the road. Pulling from existing guidance on strategic planning for Offices of Immigrant Affairs, this section proposes a roadmap that emphasizes important opportunities and strategies during each phase of the process. As a small Office situated within a broad landscape of services, stakeholder engagement is particularly important for strengthening investment in WSJ's potential policies and programs.

Effectiveness and Strategic Planning

Strategic planning for new City Offices is a topic of great interest for national task forces and networks, yet guidance on successfully developing a new Office or Welcoming Plan remains limited to a few reports.²⁸ In *Welcoming Cities: Framing the Conversation*, the Welcoming America network proposes a "strategic roadmap," discussing "receptivity strategies," that focus on strengthening relationships between newcomers and longtime residents. This approach emphasizes articulating the benefits of immigrants for local communities, and integrating immigrants by incorporating key areas such as civic engagement, health, education, and others. The authors propose a "Welcoming Community Curve" that highlights interventions to "create a more positive climate for immigrants." The graphic of the curve is available in Appendix VI. Under this framework, success is defined as "a community's efforts to undertake a number of strategies to 'turn the curve' from a negative to a more positive climate."²⁹

Focusing on "receptivity strategies" is especially useful for Offices emerging in conservative environments seeking to defuse tensions between long-term residents and newcomers. Yet receptivity from longtime residents has different implications for San José, where immigrants comprise a large share of the population. Though tensions remain a real issue, a recent study by *the USC Dornsife Center for the Study of Immigrant Integration* notes that cities with a longer history of immigration and a mature non-profit infrastructure emphasize consolidating supports for immigrants and better incorporating them into policy development.³⁰ This shifts the question for the city of San José toward examining how to better incorporate immigrants and ensuring their success.

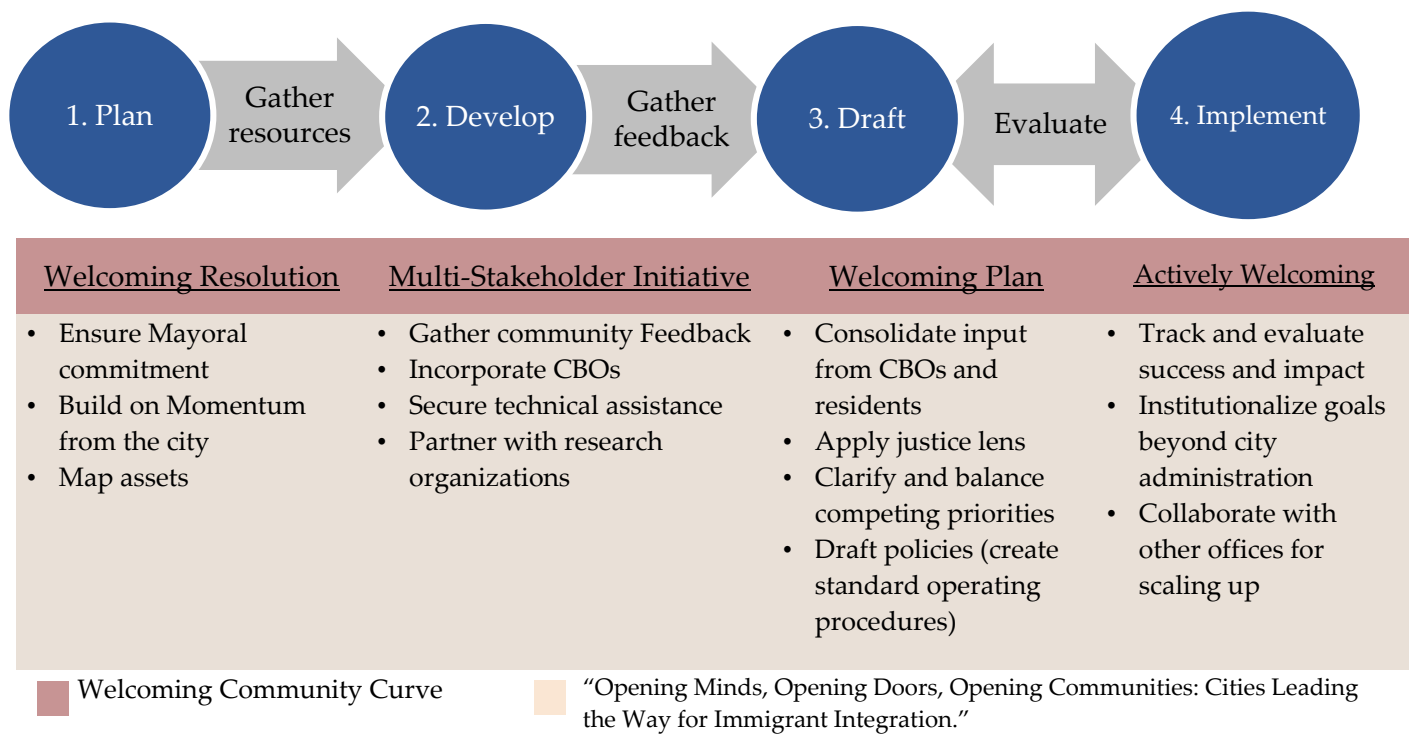
²⁸ Welcoming America collects relevant reports along with guides, videos, webinars and other resources on their website. See: <http://www.welcomingamerica.org/resource-categories/reports>.

²⁹ Welcoming America, "Welcoming Cities: Framing the Conversation," Winter 2012. Supported by the German Marshall Fund of the United States. Available at: <http://www.welcomingamerica.org/sites/default/files/Welcoming-Cities-Framing-Paper-Updated.pdf>.

³⁰ De Graauw, Ortiz, Pastor. "Opening Minds, Opening Doors, Opening Communities: Cities Leading the Way for Immigrant Integration." Report by the USC Dornsife Center for the Study of Immigrant Integration, the Americas Society/Council of the Americas, and Welcoming America. Available at: http://www.welcomingamerica.org/sites/default/files/USC_Report_Final.pdf.

For an Office and City that values incorporating and supporting a larger base of immigrant communities, strategic planning should focus on mobilizing the base of non-profit organizations to collaborate on how to better serve their communities. As the Welcoming SJ plan cannot be successful without ongoing endorsement, organizing, and support from relevant actors throughout the City, each phase of the plan’s development offers opportunities to incorporate these actors and strengthen their investment. Figure 4 highlights this process, consisting of phases that each offer positive outcomes that can arise from each step. On the one hand, the steps incorporate concrete deliverables suggested by the “Welcoming Community Curve,” below each deliverable, the figure lists specific strategies that are suggested in “Opening Minds, Opening Doors, Opening Communities: Cities Leading the Way for Immigrant Integration.”

Figure 4. Roadmap: Developing an Immigrant Integration Plan



WSJ Planning and Stakeholder Engagement

To design the plan, the Office organized a steering committee of partner organizations that met on a monthly basis to draft goals and objectives for WSJ around various key areas.³¹ As discussed, the steering committee represents an opportunity for the office to incorporate key actors, increase their visibility, and increase their capacity. In addition, organizing a steering committee to develop the goals mobilizes the local community to create and abide by shared ideas what constitutes a successful immigrant integration plan.

³¹ The Key Areas were: Leadership and Communications, Equitable Access, Economic and Educational Opportunities, Civic Engagement, and Safe, Healthy, and Connected Communities.

During the second month of the process, the Office developed smaller subcommittees to delve more deeply into each of the issue areas. Altogether, a total of 44 organizations participated in the subcommittees, and 77 individuals attended at least one meeting.

Figure 5 breaks individual’s attendance down by the types of organizations and which committee they attended. Altogether, the City of San José

demonstrated the highest attendance at these

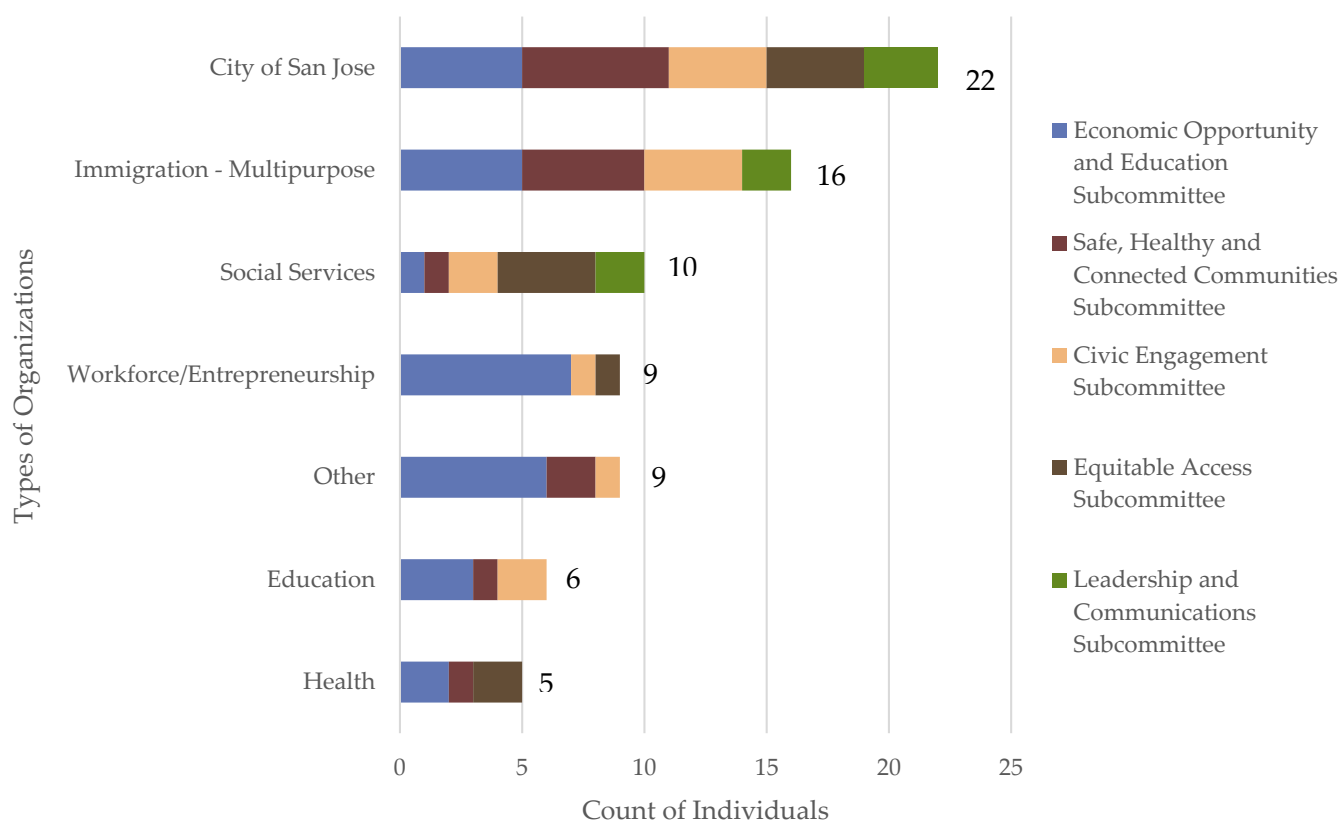
meetings, with particularly high attendance from Public Libraries. Appendix VII shows the detailed list of organizations that participated within each subcommittee.

Count of Individuals Attending Each Subcommittee

- (30) Leadership and Communications
- (21) Access and Engagement
- (17) Education
- (17) Economic opportunity
- (14) Safe, Healthy, and Connected Communities

Figure 5. Individual’s Subcommittee Attendance

Note: Multipurpose indicates organizations that offer a combination of services, whether it be legal and social services, education, workforce development, etc.



There is no public document to describe the formal process that went into developing the steering committees, but an interview with a steering committee member suggests that the Office relied on pre-existing partnerships and strategically selected key individuals to join the committee.³² For instance, a

³² Interview with Wendy Ho, Senior Policy Director of the Silicon Valley Council of Non-Profits and Trustee of the San Jose

coalition began to form around administrative relief during the time of the Office's creation, and the Director reached out to members of this coalition to join.

Findings and Recommendations

- **The Office relied on partnerships and the strong presence of community based organizations to expand its capacity during the WSJ planning process.** The development of Welcoming SJ, and activities generally undertaken by OIA, rely heavily on partnerships with local community based organizations. Thanks to its partnerships, the Office was also able to conduct focus groups and community forums with residents of the city to incorporate feedback from San Jose residents.
- **However, some organizations were not represented in areas where there are not partnerships.** This was especially salient on behalf of organizations from the K-12 education arena. Though there were education organizations, there were no organizations specifically from the district. This may partly be due to the fragmentation of different districts throughout the city.
 - Recommendation: The Office would benefit from examining organization's motivations for joining the steering committee and structure itself in ways that would incentivize school district involvement. For instance, some organizations may have joined the steering committee due to the prospects of acquiring city finances or city supports for their organization. Having such a structure would motivate smaller, cash-strapped non-profits, or non-profits that rely on city services. On the other hand, school districts are large, and rely on funding from education departments.
- **Time constraints and limited human capital shortened the process of creating and planning for the steering committee in advance.** For instance, the first steering committee met only a week after the budget was passed, and the process of selecting the steering committee members was not formalized. A longer planning and application process for forming the steering committee would have given helped generate more interest from various organizations.
 - Recommendation: Work to shift from organic to more systematic planning. For instance, create longer term advisory boards for implementation and incorporate participants through a structured planning process.
 - Recommendation: Once more resources are acquired, address missed opportunities as costs that need to be accounted for rather than lost opportunities. Using the future resources to build on the areas where there previously were gaps helps account for areas that the Office could not previously address.
- **The Office lacked ample time and resources to be able to use alternative feedback tools, such as surveys.** This is especially critical for gathering input from the receiving community – it is

Evergreen Community College District. Wendy is also the chair of the education and economic opportunity subcommittee.

difficult to capture their voices and surveys can sometimes be more beneficial when there are sensitivities around identities.

- Recommendation: Established a research timeline that extends beyond planning/feedback purposes and use it for evaluation purposes. Collaborate with other internal offices of data. They will need to create baseline quantitative measures for the goals and objectives. To help with this, they need to take on a research project that would give them the staff to identify internal gathering, form partnerships with them, and establish a protocol for receiving the data.
- **The multi-stakeholder process helped give the WSJ plan a life of its own, and gave local organizations greater ownership over the process.** By creating regular meetings between departments and organizations, the steering committee helped participating organizations build resources and relationships to increase collective impact. These benefits help organizations become invested in the implementation process further down the line.

Welcoming SJ Process: Equity

“While the WSJ Plan recommends strategies to create a more welcoming city - one that embraces all immigrants, it addresses the challenges of the most vulnerable and underserved in our community, recognizing that race and class are persistent barriers to a more equitable quality of life.”

- The City of San José Office of Immigrant Affairs in a Public Update on the Welcoming San José Plan

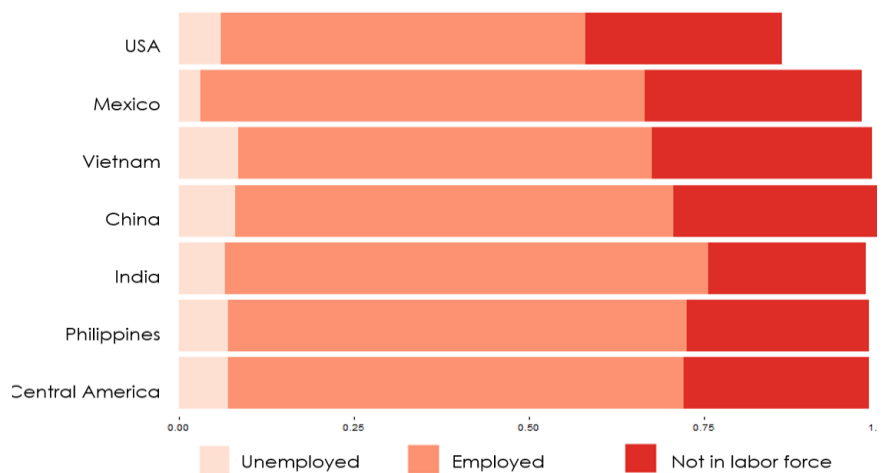
Characteristics of San José’s Immigrant Populations

This section gives a snapshot of the characteristics of San José’s immigrant population. In doing so, it intends to highlight which communities are in the most need. Most of the information is data from the American Community Survey Summary (ACS), acquired from the Integrated Public Use Microdata Series (IPUMS). While data are also available for San Jose metro area, the data below are for the County of Santa Clara. This is because the census codes the same numbers for both the county and San José, whereas county data are available until 2014, whereas San José Metro area data are only available until 2011. For each source I specify the year and estimates that I used.

Employment

Immigrants in San José are a large part of the small business owner community (over 50 percent). The City of San José’s Office of Economic development found that 10 percent have been in the country for 10 years or less, and 30 percent report that they have limited English speaking skills and are mainly fluent in Spanish, Vietnamese, Chinese, or Korean. Among the indicators examined in the ACS data, employment showed the least variation between immigrant communities. To look at employment rates, I examined a random sample of 200 individuals from each community who were above the age of 18. Every single community showed about the same range of employment, and each immigrant community also showed a higher rate of employment when compared to native USA-born residents (USA-born individuals had a higher rate of individuals in the labor force).

Figure 6. Employment Status by Country of Origin

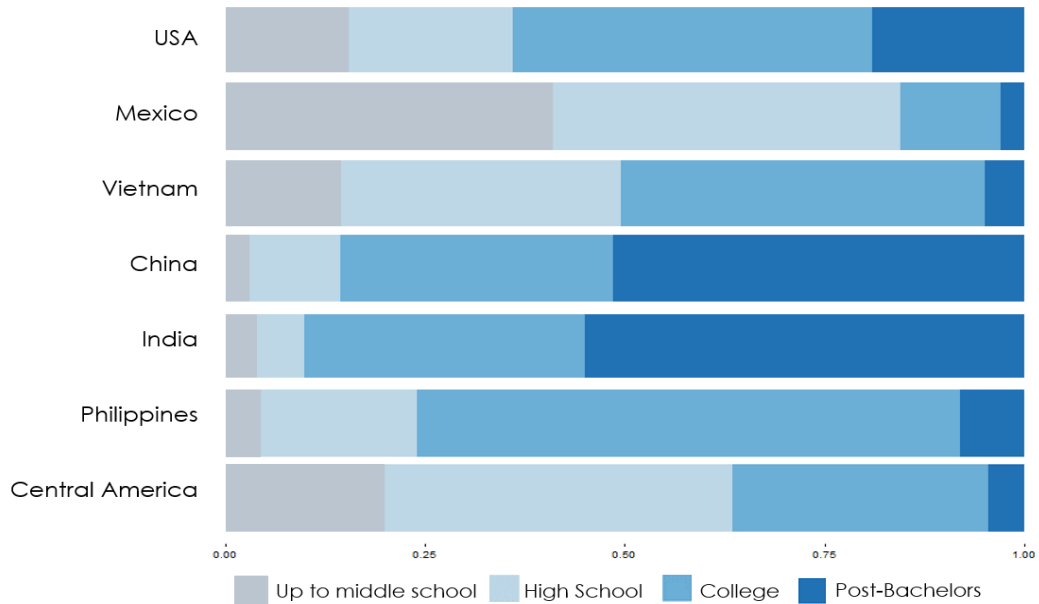


Source: American Community Survey (ACS) 2011-2013 (3-year estimates). Drawn from a random sample of 200 individuals above the age of 18 from each country of origin for the year 2011. Ordered by the share of San José’s population, with USA being the largest population and Central America being the smallest population. Note that the areas that are not shaded represent “other” or “N/A” data that does not code for these categories.

Education

In San José, 30 percent of the local immigrant population has a college degree, while 25 percent have less than a high school degree.³³ As the image shows below, the level of post-bachelor degrees are highly skewed toward individuals from India and the Philippines.

Figure 7. Educational Attainment by Country of Origin



Source: American Community Survey (ACS) 2011-2013 (3-year estimates). Drawn from a random sample of 200 individuals above the age of 24 from each country of origin for the year 2011. Ordered by the share of San José's population, with USA being the largest population and Central America being the smallest population.

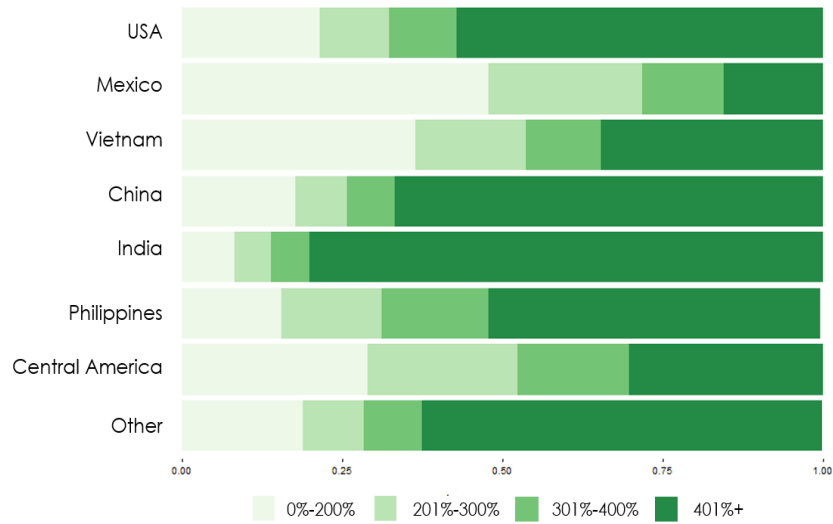
Poverty Levels

Low-income: 70% of low-income children, ages 5 and younger, in Silicon Valley have at least one immigrant parent, while 30% have only native-born parents.³⁴

³³ *San Jose Convening themes and Action Items*. The White House Task Force on New Americans. April 2016.

³⁴ Urban Institute analysis of census data 2008-2012

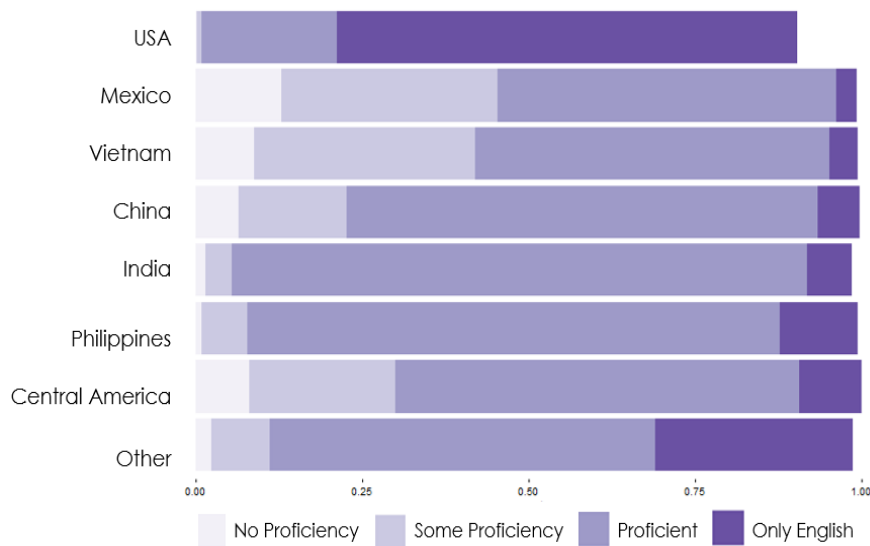
Figure 8. Poverty Percentile by Country of Origin



Source: American Community Survey (ACS) 2011-2013 (3-year estimates). Drawn from a random sample of 200 individuals above the age of 24 from each country of origin for the year 2011. Ordered by the share of San José’s population, with USA being the largest population and “Other” being the smallest population.

English Proficiency

Figure 9. English Proficiency by Country of Origin

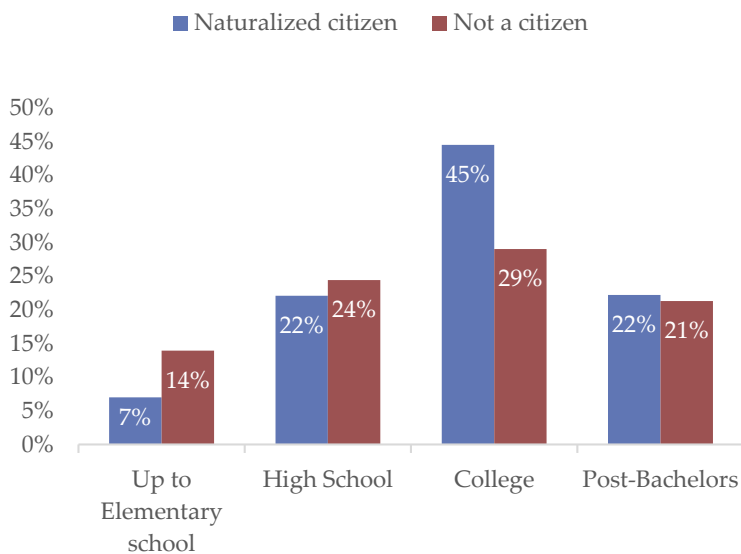


Source: American Community Survey (ACS) 2011-2013 (3-year estimates). Drawn from a random sample of 200 individuals above the age of 24 from each country of origin for the year 2011. Ordered by the share of San José’s population, with USA being the largest population and “Other” being the smallest population. Note that the areas that are not shaded represent “other” or “N/A” data that does not code for these categories.

Citizenship

There are approximately 83,000 permanent residents in San José who are estimated to be eligible to apply for naturalization, but have not yet done so. Estimates of the eligible to naturalize range between 77,000 and 83,000, which according to the urban institute is 20 percent of San José's overall population.³⁵ The same report found that the highest number of eligible to naturalized hail from Mexico, Vietnam, India. Data on the eligible to naturalize are more difficult to find. The census does not offer data on LPRs, much less among the LPRs who is eligible to naturalize. However, we can compare data on individuals who have naturalized and those who are not citizens. Of the different indicators between the two, differences in the college educated were the most noteworthy (as shown in Figure 10).

Figure 10. Education levels Non-Citizens and Naturalized Citizens



Source: American Community Survey (ACS) 2011-2013 (3-year estimates).
Drawn from a random sample of 8,200 individuals who were either a naturalized citizen or not a citizen, respectively.

Incorporating the Community Voice

Investment from the city and organizations is important for capacity building, but acquiring input from the community voice is critical to supporting the Office's mission. Appendix VIII highlights results from focus groups that were conducted by the city of San José. Having conducted these focus groups, the office released a statement offering its own characterization of the immigrant population of consisting of three distinct groups: high skilled workers, refugees or those who face forced migration, and undocumented manual laborers. Though each of these groups have their own need, the office has particularly chosen to target the low-income, manual laborer group.

Equity Findings

- The priorities stated by the office were reflective of the communities that also demonstrated the most need according to my census analysis. Most of these were from Mexico and Vietnam, which are two groups who face their own set of challenges and are also the two largest immigrant populations in the City.

³⁵ (white house convening doc, santa clara memo).

- Notes from the White house meeting with San José state that, “historically, the established population (or receiving community) has felt ‘threatened’ by new immigrant communities. To ensure that all voices are heard, it’s important to create the space for communities to have real conversations about difficult issues.”³⁶ Through the project, I found that there was no systematic inquiry into attitudes and realities of native, US-born San José residents. Although the office tried to conduct a survey to gauge input on this issue, it eventually did not pass due to controversy in the contents.
 - **Recommendation:** In keeping with this, it is important to undergo systematic inquiry into the attitudes and realities of the native, US-born San José residents. The office should work to revive feedback mechanisms such as the survey.
- While there was discussion on different needs of immigrant communities, there was less focus on tensions within the same immigrant community, and between immigrant communities
 - A rigorous feedback mechanism that seeks to operationalize the participatory process is important. For instance, through an advisory committee of San José residents that are able to give input into the office’s work.

³⁶ *San Jose Convening themes and Action Items*. The White House Task Force on New Americans. April 2016.

Welcoming SJ Plan

As of May 2016, the Office has adapted the goals and objectives recommended by the WSJ steering committee into a series of recommendations and strategies addressing five key areas. Altogether, the goals incorporate 20 recommendations and 65 strategies, with a range of 11 to 21 strategies spanning each recommendation.³⁷ Within the welcoming plan, the Office has marked each strategy by whether it is in in-house action or policy, involves collaboration, or requires funding to pursue each strategy. Table 2 summarizes the count for each of these areas.

Table 1. Count of Resources Required for WSJ

	Recs	Strategies	Resources required		
			In-house	Requires Collaboration	Requires funds
Leadership and Communications	4	11	6	2	3
Access and Engagement	4	13	3	2	7
Education	4	9	0	5	4
Economic opportunity	5	21	1	9	2
Safe, Healthy, and Connected Communities	3	11	3	4	4

Benchmarking WSJ: The National Welcoming Standards

Although determinations of activities, policies, and programs are the most important for Welcoming Plans are still emerging, the Welcoming America network has consolidated feedback to create a series of “Welcoming Standards” that identify key areas and indicators for successfully creating a welcoming community.³⁸ It is worth noting that the Office used these key areas as a reference point for organizing its subcommittees and the goals and objectives of the plan.

The Welcoming Standards are used to the benchmark for effectiveness because a) they reflect the expertise of practitioners and content experts that are currently

Welcoming SJ Plan: Key Areas

- Leadership and Communications
- Access and Engagement
- Education
- Economic opportunity
- Safe, Healthy, and Connected Communities

Welcoming Standards: Key Areas

- Government leadership
- Equitable access
- Civic engagement
- Connected communities
- Education
- Economic development
- Safe communities.

³⁷ The proposed draft of the WSJ plan was released in May 2016. See Memorandum, “Welcoming San Jose Plan Update.” From Norberto L. Duenas to the Honorable Mayor and City Council. Available at: http://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2136&meta_id=572912.

³⁸ The Welcoming Standards are part of Welcoming America’s “Certified Welcoming Communities Project.” See: <http://www.welcomingamerica.org/programs/certified-welcoming-communities>.

authorities in the field, and b) they offer a reference point with which to evaluate the activities and processes being undertaken by OIA. Within each of its issue areas, the Welcoming Standard lists a series of standards that are each accompanied by a series of indicators. To conduct the comparison, the specific WSJ strategies were examined and compared to each of the Welcoming Standard indicators. Each WSJ strategy that relates to the indicators was matched to the related indicator. Appendix IX shows the comparison in detail.

Findings

The WSJ strategies matched nearly every indicator within the Welcoming Standards. For some areas, the WSJ plan went into further detail than what is relayed by the Welcoming Standards. This is particularly salient for the topic of Economic Opportunity and Leadership and communications. The strategies that were not matched to indicators of the Welcoming Standards are depicted at the end of Appendix IX.

Though most of the indicators of the Welcoming Standards matched with a WSJ strategy, there were a few indicators for whom the strategies were not an exact match. Though the language of the plan generally alluded to these indicators, they perhaps could have been addressed more explicitly. These indicators are relayed below.

- CE4.1 - A partnership program is in place to advance the exercise immigrant voting rights. *The program is delivered through partnerships among public and private actors (i.e. Community organizations, NGOs).*
- CC2.1 A communication campaign is in place to promote a welcoming culture. *The campaign defines clear objectives, research-based strategies and monitoring mechanisms to ensure effectiveness.*
- EC1.2 Immigrant inclusion is integrated into Economic Development plans. *Economic Development Plans make the linkage between immigrant inclusion / welcoming communities and economic prosperity.*
- EC2.9 Effective programs are in place to serve immigrant jobseekers and employers. *The program addresses discrimination practices in employment.*
- EC4.1: A partnership program is in place to advance financial inclusion / build financial capacities. *The program addresses the development of financial capacities to avoid predatory services / over-indebtedness.*

Moreover, there were a few indicators that were not explicitly addressed nor particularly alluded to in the WSJ document. These are detailed below and especially worth exploring.

- ED1: An effective partnership program is in place to work with the K12 school system and local actors to attain more equitable educational outcomes.
 - ED1.3: *The program facilitates immigrant student access to higher education. The program must incorporate information about access to in-state tuition for immigrants. The program must review school work and credentials/licenses that immigrants possess from their home country to count towards licensing in the US.*

- *ED1.4: The program increases access to translation / interpretation services for immigrant parents and works with the School Boards to promote employment of bilingual / culturally competent teachers and staff.*
- *ED1.5: The program provides career readiness support for immigrant students.*
- *ED1.6: The program enhances cultural proficiency capacities in teachers.*
- *ED1.7: A program is in place to address special needs (culturally / language) - special needs*
- *ED1.8: The program provides support services for enrollment processes (i.e. ESL) and helps families navigate the system.*
- *ED1.9: The program includes the receiving school community*
- EA4.HO.1: The program addresses non-discrimination in real estate regulations and tenant protections.
- EA4.HO.2: The program reduces barriers to quality housing and enhances opportunities for home-ownership.
- EA4.JU.1: The program addresses practices that deny LEP persons meaningful access to municipal courts.
- EA4.JU.2: The program provides technical assistance, and capacity building to ensure full language access in Municipal court proceedings.
- EA4.TR.1: The program addresses [transportation] affordability.
- EA4.TR.2: The program addresses [transportation] accessibility.
- Focus on key areas such as access, safety, and inclusivity are approachable goal. However, fostering a culture of courtesy, dignity, and respect is more difficult. This gets at the importance of convening and messaging. Though the plan has been released, there are outstanding questions concerning the role that OIA plays in its implementation Moreover, little has been done to describe what will go into the implementation of the plan.

Conclusion

As of now, the San Jose Office of immigrant affairs is not a stand-alone office, but an individual director focused on coordinating efforts. This is made possible by the proliferation of organizations in the area and the fact that the city is already doing a lot to support immigrants. The question is whether the office should remain a coordinating entity, or start to institutionalize itself as a sole operating entity? The best way the office could work through this is for both the City of San José and immigrants see this place as the vessel for services. On behalf of the city, the office needs to be seen as the authority on servicing immigrants; on behalf of immigrants, the office should be seen as the place for accessing city services.

The question remains as to how these local experiences can lead to broader solutions for communities across the country. The fact that these things are all contextualized in the same political/national landscape which in this regard does make it generalizable. Scaling up is certainly noble, but the extent to which it is possible is a puzzle that is yet to be cracked. However, Californians will certainly be the hub for innovation on this issue. The innovative, demographic policy experiment that plays out in San José is one worth paying attention to in the coming years.

Appendices

Appendix I. Research Activities Undertaken for the Project

To embark on the study, I partnered with the Director of OIA in December 2015, participating in planning meetings with the OIA Director and Assistant, along with a core team of consultants from the Institute of Local Government assisting the director. The analysis is informed by various sources, including meetings, interviews, city records, documentation of resident feedback, analysis of census data, and extensive literature review.

Meetings attended and observed: Monthly planning meetings by the steering committee, consisting of community based organizations (CBOs) and city leaders charged with developing the goals and objectives of the plan. In addition, attended a collaborative convening between city staff and non-profit practitioners in San Mateo and Santa Clara County working on immigrant integration. A private meeting between the Office of Immigrant Affairs, community-based organizations, and the White House Task Force on New Americans aimed at strengthening local and federal partnerships. Interview with the chair of the largest subcommittee of the Welcoming SJ's advisory groups and leadership at Services, Immigrant Rights, and Education Network (SIREN).

Analysis of attendance on behalf of 77 key individuals on behalf of 44 organizations that contributed to the plan's development through steering committee meetings.

Internal OIA Documents: Internal documents produced by OIA and their partners recording feedback and involvement on the plan from San José residents and organizations. Include

- Results from 17 focus groups conducted on behalf of 11 partnering organizations, with a total of 163 participating residents
- Feedback from a community forum conducted to gather feedback from San José's Latino immigrant community
- Analysis of attendance on behalf of 77 key individuals on behalf of 44 organizations that contributed to the plan's development through steering committee meetings.

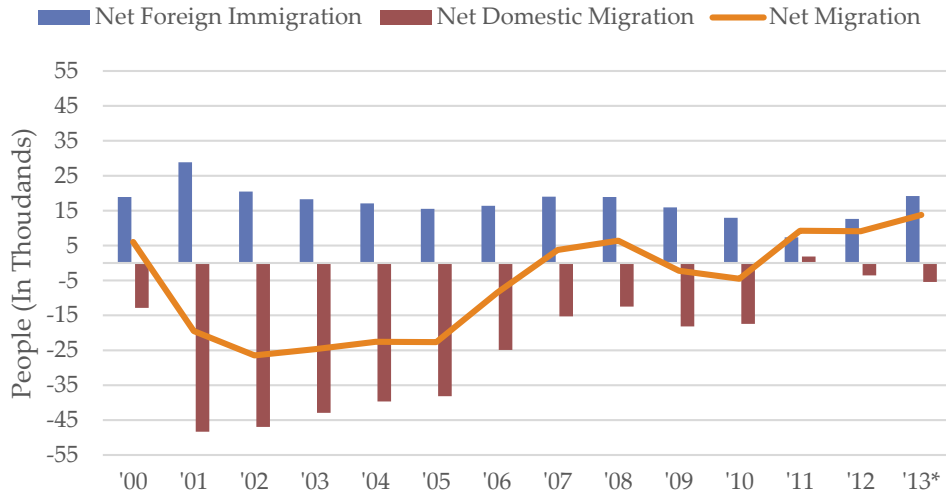
Public City Documents: Publicly available memos on meetings that document OIA's progress and the city's other policies toward immigrants

Analysis of Census Data: Summary data from the Integrated Public Use Microdata Series (IPUMS), which incorporates 2011 population data from multiple sources (largely American Community Survey).

Appendix II. Migration Flows to San José

Figure 11. Foreign and Domestic Migration Flows to Santa Clara and San Mateo Counties

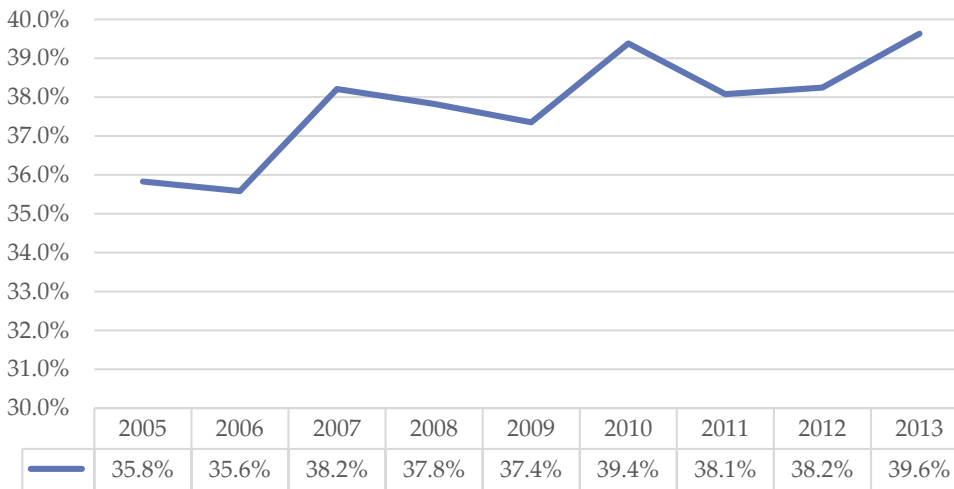
Net migration to Santa Clara has reached more than a decade high.



Source: Silicon Valley Institute for Regional Studies, analysis of California Department of Finance Data.

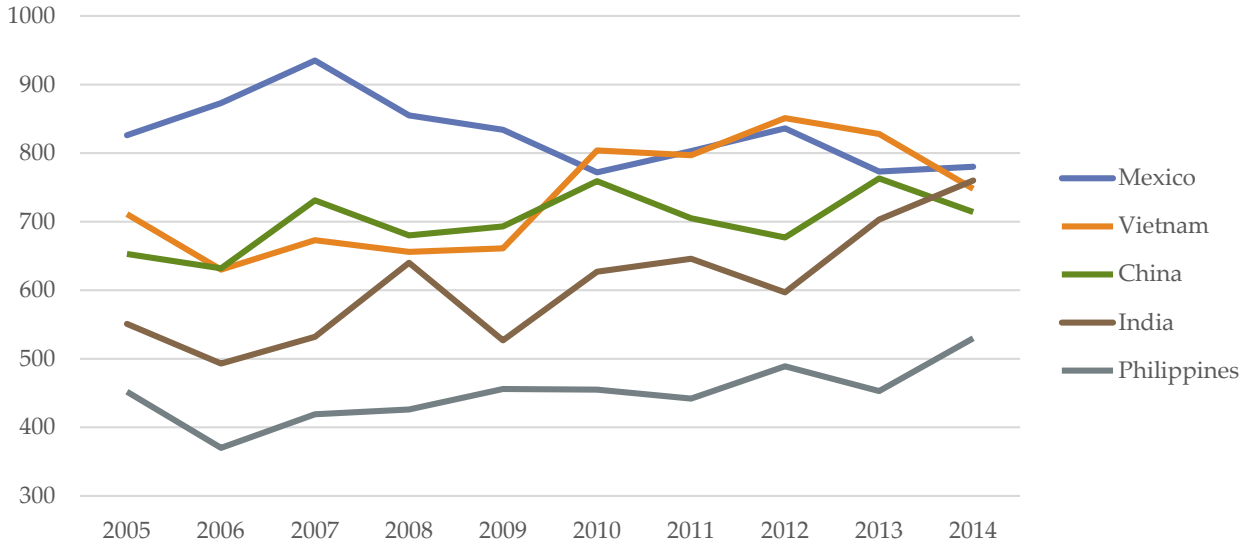
Figure 12. Foreign-Born residents as a percentage of the overall Santa Clara Population

The share of foreign-born individuals in Santa Clara had gradually increased in the past decade.



Source: 2005-2013 One-year ACS estimates

Figure 13. Migration Flows from the Five Largest Immigrant Populations in San José



Source: 2005-2013 One-year ACS estimates

Appendix III. Current and Previous San José City Councilmembers

Title	2014	2012
Mayor	Samuel Liccardo	Churck Reed
City Manager	Norberto Dueñas	Ed Shikada
D1	Charles Jones	Pete Constant
D2	Ash Kalra	Ash Kalra
D3	Raul Peralez	Samuel Liccardo
D4	Manh Nguyen	Kansen Chu
D5	Magdalena Carrasco	Xavier Campos
D6	Pierluigi Oliverio	Perluigi Oliverio
D7	Tam Nguyen	Madison Nguyen*
D8	Rose Herrera*	Rose Herrera
D9	Donald Rocha	Donald Rocha
D10	Johnny Khamis	Johnny Khamis

*Vice Mayor – conducts Council meetings in absence of Mayor

Appendix IV. Running List of OIA's Supporting Organizations

AnewAmerica Community Corporation
Asian American Center of Santa Clara County
Asian Americans for Community Involvement (AACI)
Asian Law Alliance
Berryessa Branch Library
Capitol Park Community Center
Catholic Charities - ESL program
Catholic Charities of Santa Clara County
Center for Employment Training (CET)
City of Hayward
City of San José - City Manager's Office
City of San José - District 2
City of San José - District 3

City of San José - District 5
City of San José - District 9
City of San José - Economic Development

City of San José - Housing
City of San José - Office of Immigrant Affairs
City of San José - PRNS
City of San José Police Department
City of San José Public Library
CUHSD/Adult Ed
Filipino Community Alliance for Immigrant
Advancement
Fly Program
Foundation for Hispanic Education
Grail Family Services
Grail Family Services

Hispanic Chamber of Commerce Silicon Valley
ILG Consultant
Kinnevo
Lighthouse of Hope Counseling Center
New American Workforce
Pangea Legal Services
PARS Equality Center
People Acting in Community Together
Project Safety Net at City of Palo Alto
Sacred Heart Community Center
Sacred Heart Community Service
San José City College
San José Conservation Corps & Charter School
Santa Clara County - Office of Human Relations
(immigrant relations)
Santa Clara County- DA's Office
Self-Help Federal Credit Union
Services, Immigrant Rights and Education
Network (SIREN)
Silicon Valley Adult Education
SIREN
Somos Mayfair
South Bay Consortium for Adult Education
The Center for Latino Education & Innovation

Tully Community Branch Library
United Way Silicon Valley
Work2Future
Working Partnerships USA
YouthBuild San José
YWCA Silicon Valley

Appendix V. City Services to Immigrants and OIA's Partnerships

City Efforts Supporting Immigrants

Note that these are activities and collaborations undertaken by the City and do not represent the full range of efforts on behalf of the County of San José or community based organizations.

Collaborations: The Library, PRNS, and Housing departments work collaboratively with community based organizations to offer services such as English language acquisition, citizenship classes, cultural activities, dance, and rent/landlord mediation services, through coordination of events and meeting space. San José Public Library helps with a variety of offerings for both recent and long-time immigrants that support their adjustment to life in our community, expand their job skills, and share their cultures with other residents.

The Office of Economic Development: The office provides small business activation assistance to a large number of minority-owned businesses. They run the *Small Business Ally program*, which provides a single point of contact to support small businesses with the City's permitting process (offered in Spanish). They are also working to develop a user friendly, multilingual website for the City's small business assistance website, BusinessOwnerSpace.com, and Work2Future.

City Manager's Language Access Policy: Created with input from various departments, the policy outlines guidelines for assessing language needs and gaps. The policy is still being standardized as of the dates of this report.

Police Department Community Liaison Officer: Established in 2014, the officer works to strengthen community relations and building trust among the diverse communities in San José, particularly Latino communities. The Officer also works closely with the Mexican Consulate and local Spanish media.

Police Non-Deportation Policy: In June of 2006, the U.S. Immigration and Customs Enforcement agency (ICE) conducted repeated immigration sweeps under "Operation Return to Sender," which targeted criminal aliens for deportation. Raids were conducted in areas close to San José, including Watsonville, Santa Cruz, Redwood City, Contra Costa County. Thus in 2007, the City reaffirmed the Police Department's resolution that officers will not arrest undocumented immigrants, and that undocumented immigrants should not fear arrest or deportation for reporting a crime, or contacting any City employee to express concerns or ask questions.³⁹

OIA's Partnerships and Initiatives

Citizenship Campaign: In coordination with United Way of Silicon Valley and partner organizations, OIA has engaged in a public outreach and education campaign encouraging legal permanent residents

Appendices Endnotes

³⁹ Police resolution

to undergo the naturalization process and promoting the existing valuable resources available to assist them. USCIS has begun a campaign in multiple languages to spread the word about the benefits of naturalizing. In addition, the White House Building Welcoming Communities initiative will be offering support to member cities (such as the City of San José) to expand efforts and amplify the importance of citizenship.

Naturalization Workshops: OIA works with other departments in the city to provide space for “three workshops that have resulted in 158 participants and 99 people were assisted to submit citizenship applications to USCIS. The City will continue to partner with organizations to encourage a greater number of legal permanent residents to become citizens, as well as incorporating a financial literacy and empowerment component to the citizenship work.”

Citizenship Corners: Ten libraries throughout San José will have dedicated Citizenship Corners which will prominently display resources, such as, citizenship test preparation materials, English teaching materials, and information about library and community programs that help with the naturalization process. In addition, three libraries will offer Citizenship Lawyers via videoconference, which will include equipment and programming so that customers can access legal advice by off-site attorneys.

Training for City Staff on the Naturalization Process: USCIS will provide training to City staff on the basics of the naturalization directing people to appropriate services and vetted service providers. OIA will be working with City departments, such as the Library, Parks, Recreation, & Neighborhood Services, and the Call Center next spring, to determine the best approach to accommodate the training.

Gateways for Growth Grantees: The Partnership for a New American Economy and Welcoming. As a selected community, the city will receive research, technical assistance, and matching grants to support the development and implementation of multi-sector strategic plans for welcoming and integrating immigrants

Collaboratives and Networks

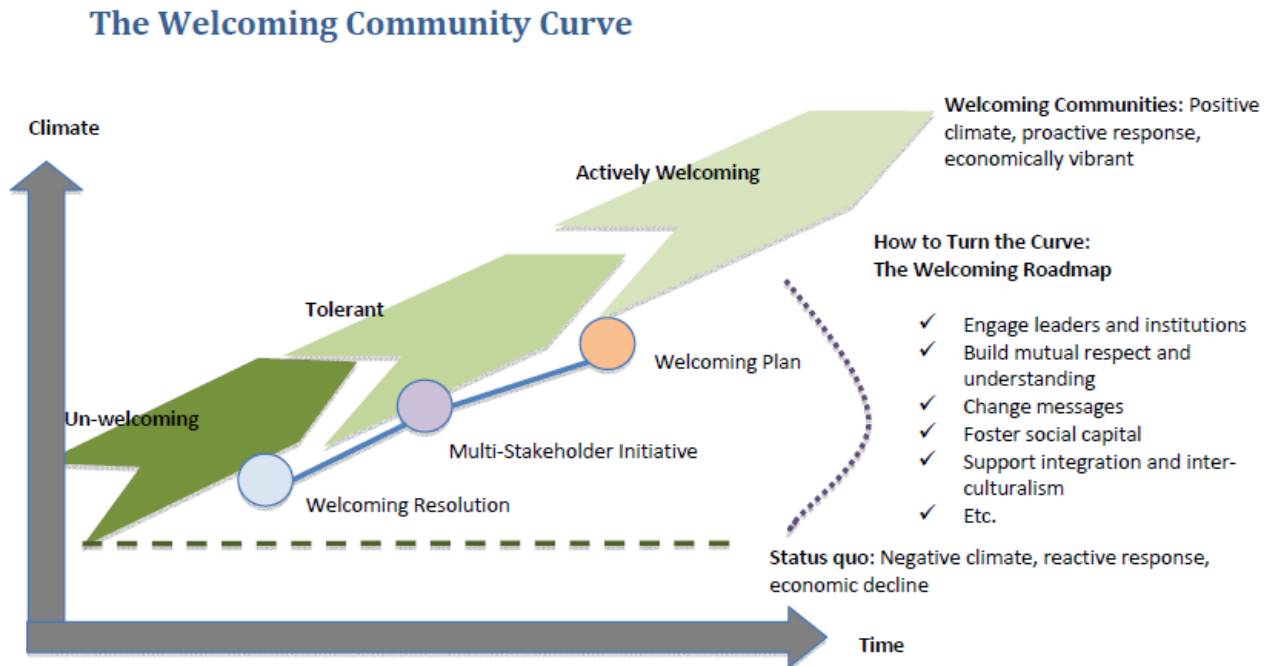
Institute for Local Government (ILG): ILG has partnered with San José OIA to provide technical assistance, particularly in the realm of civic engagement and participation. The two consultants who have partnered with OIA have offered supports by facilitating the Welcoming SJ steering committee meetings. San José OIA additionally attended a convening on behalf of ILG seeking to identify and enhance multi-sector collaboration to build stronger communities across San Mateo and Santa Clara counties.⁴⁰

Cities for Citizenship (C4C): National initiative aimed at increasing citizenship among eligible U.S. Legal Permanent residents. The initiative expands naturalization and financial capability programs, as

⁴⁰ http://www.counties.org/sites/main/files/file-attachments/board_agm_dec_2015.pdf

well as access to legal assistance, microloans and financial counseling, boosting economic opportunity for immigrants and communities nationwide.”

Appendix VI. The Welcoming Community Curve



Appendix VII. Detailed Breakdown of Subcommittee Attendance

This graphic details the type of organizations that became involved in each subcommittee, according to the different issue areas, listed from left to right.

Type of Organization	Economic Opportunity and Education	Safe, Healthy and Connected Communities	Civic Engagement	Equitable Access	Leadership and Communications
City of San José	San José - Economic Development San José - Housing San José City College San José Public Library	San José - CD 5 San José - Housing San José - Office of Immigrant Affairs San José Public Library SJPD	San José - District 2 San José - District 9 San José Public Library	San José - City Manager's Office San José - District 3 San José Public Library	San José - PRNS San José Public Library
Immigration - Multipurpose	Asian Americans for Community Involvement Catholic Charities of Santa Clara County PARS Equality Center SIREN The Center for Latino Education & Innovation YWCA Silicon Valley	Catholic Charities of Santa Clara County Fly Program SIREN Somos Mayfair Asian Americans for Community Involvement	Catholic Charities of Santa Clara County PARS Equality Center SIREN	Asian Americans for Community Involvement (AA CI) Project Safety Net at City of Palo Alto	Catholic Charities of Santa Clara County Somos Mayfair
Social Services and Santa Clara County	SCC - Office of Human Relations	SCC - DA's Office	Sacred Heart Community Center	Asian American Center of Santa Clara County SCC - Office of Immigrant Relations Grail Family Services Sacred Heart Community Center	Lighthouse of Hope Counseling Center SCC - Office of Immigrant Relations
Workforce/Entrepreneurship	AnewAmerica Community Corporation Center for Employment Training (CET) Kinnevo New American Workforce Work2Future		Working Partnerships USA	Working Partnerships USA	
Education	CUHSD/Adult Ed San José Conservation Corps & Charter School Silicon Valley Adult Education	San José Conservation Corps & Charter School	YouthBuild San José		

Appendix VIII: Welcoming SJ Focus Group Report

Introduction

In late 2015, the San José mayor and city council approved a resolution to develop the *Welcoming SJ Plan*, a 3-year immigrant integration plan aimed at creating a welcoming environment and improving the quality of life for immigrants in San José. As the coordinator for the plan’s development, the Office of Immigrant Affairs (OIA) partnered with community organizations to conduct focus groups with San José residents. *The purpose of the focus groups is to ensure that the plan is informed by the community voice, and the goal of the focus groups is to produce qualitative data about immigrant experiences, perceptions, beliefs, and insights.*

Participant and Organization Profile

In the span of 3 months, 17 focus groups were conducted on behalf of 11 partnering organizations, including legal and social services, churches and faith-based organizations, and library branches.

- A total of 163 residents of San José participated in the focus groups (85% women and 15% men). The age of participants ranges from 10-55; one focus group included elementary and middle school children. Districts represented: D2. D3. D5. and D7.
- The majority of focus groups were conducted in Spanish or included Spanish speakers (11 total) and others were conducted in Vietnamese (4 total). Most participants were Latino, followed by Vietnamese. The final 3 focus groups also included individuals of East African, Filipino, and North African descent.

Partnering Organizations

Berryessa Branch Library
Capitol Park Community Center
Catholic Charities - ESL program
Foundation for Hispanic Education
Grail Family Services
People Acting in Community Together
Pangea Legal Services
Sacred Heart Community Service
SIREN
South Bay Consortium for Adult
Education
Tully Community Branch Library

The typical focus group participant is an active member of the host community organization, who has established some support in San José after living there several years (thus participants have at least some experience feeling welcomed into the community). Participants cited being involved in civic and political life in a variety of ways:

Volunteering: Teaching English, offering support in their ESL classes, helping out at their children’s school, Library, Community centers, Church

Activism: Attending city council meetings, attending marches, involvement with unions, keeping up with news (“Noticias 14”)

Participants were also asked to discuss their family’s experiences, which could account for other residents who may not interact with organizations as frequently. OIA is taking steps to incorporate perspectives from other groups, including residents whom identify as Muslim and the “receiving community”⁴¹ through community forums.

⁴¹ The Welcoming SJ Resolution is written within a framework developed by *Welcoming America*, which emphasizes the two-way process in which newcomers and the receiving community work together to build secure vibrant and cohesive

Summary of results

Participants were asked to think of situations in which they felt welcome or unwelcome when arriving to San José. They were then asked to define “welcoming” and describe their family’s experiences. Above all, language access was the most frequently cited issue for participants. Through participants’ discussions, we saw multiple notions of welcoming emerge, such as a sense of safety, a sense of family, and a sense of respect. Many of the participants felt welcome by the community organizations they are actively involved with. Places of work and school were heavily cited in participant’s responses, with work often cited as negative and school having mixed results. City institutions and the police are also discussed. Lastly, recommendations are offered that focus on improving language access, cultural competency, and knowledge of city institutions.

Themes

Language Access

Language access was cited across all themes and questions as a major barrier and entry point into feeling welcome in San José. A lack of English proficiency was cited as anxiety-provoking.

- “I feel uncomfortable when people don’t speak my language, the atmosphere is heavy I feel uncomfortable and fearful. The people that made me feel like this were staff and other customers for their attitude and the way they talked to me. I responded with being moody, aggressive, impatient, angry, and desperate.”
- “As an elderly immigrant, one of the greatest worries is speaking English, so having lots of places for non-English speaking immigrants is great; the teachers and fellow students are also very friendly so the learning environment is also great”

Language and cultural competency was an issue in interacting with institutions.

- “City Hall-there was no one who could help in their language and their attitude was not welcoming. Felt as if they got upset when they asked if someone who spoke Spanish was available. Saw how they treated other people who spoke the language.”
- “When I went to court for my case, I had a bad experience. The staff were rude, and didn’t speak Spanish, and treated me badly. They were not very personal”
- “I feel uncomfortable when my questions are not answered properly and they don’t speak one’s language. My employer has made me feel this way.”

Language support made a strong impact in helping immigrants feel welcome.

- “When first arrived at the airport, I couldn’t speak any English and the staff helped showed me the way; they were very patient and I really appreciated that.”
- “When I first came here, I didn’t know English and couldn’t get a job; but attending the citizenship class here I met very friendly people who make me excited to take the citizenship test which helped me feel like I wasn’t being a burden to my family”
- “At my ESL class, I didn’t not know any English at all and the teachers helped me word by word; they welcomed my warmly and I now know

communities.

to say “Thank you” and “I’m Sorry” when I don’t understand what people are saying.”

Multiple notions of Welcoming

Participants were asked to think of a time that they felt a) welcomed and b) unwelcomed into a family, neighborhood, group, class, etc., and how they responded to these situations. Participants were also asked, “What does welcoming mean to you?” Through their responses, we saw multiple notions of welcoming emerge: a sense of safety, family, and respect.

In welcoming situations, individuals responded with gratitude and volunteering their time. These welcoming occasions had “positive spillover” effects, leading focus group participants to participate in society with more ease and confidence.

Welcoming as a Sense of Safety

Involves education, learning language, learning rights

Welcoming means...	<ul style="list-style-type: none">→ “...to feel comfortable, with confidence and trust and to communicate a message, pass on or spread the word.”→ “Encouraging people to be themselves, to guarantee a safe place to share personal information and stories An opportunity to lift up our community and raise self-esteem.”→ “I want to feel protected and that someone will worry about me.”
Example of welcome	<ul style="list-style-type: none">→ “When I came to [Sacred Heart Community Service] after getting involved with the homework club with my nieces. I feel that I have learned about my rights and I feel safe even though I’m not from this area.”→ “In a dance group, they made me feel comfortable. Sometimes it feels awkward when you do something or go somewhere for the first time, but it didn’t feel awkward because they were at my disposal. They encouraged me and reached out to me instead of me reaching out to them. That made me feel more comfortable so I danced better.”
Example of unwelcome	<ul style="list-style-type: none">→ “I was stopped by a police in Texas. The officer treated me really poorly, like I was a criminal. But he didn’t even know me as a person. He asked me ‘where are the drugs you’re carrying??!!’ But I wasn’t carrying drugs. I was just visiting family members. He didn’t believe me and he made me get out of the car. Then he searched everything. When he didn’t find anything, he called ICE. They came and took me away to detention. I was really scared. Even though I knew I was innocent, I was terrified.”→ Our entire family came to a single room, with much uncertainty about what services we could access, our tools were stolen, and our car got broken into. But we got a stable apartment and have been there for 8 years. We generated strong links and good communication with neighbors, which created a network of support and help.”

Welcoming as a Sense of Family

Sense of inclusion, comfort and encouragement

Welcoming means...	<p>→ "That people say "welcome," that they greet you with happiness. That they try to take care of your needs. That you're treated like family."</p> <p>→ "Everyone being friends and family to each other"</p>
Example of welcome	<p>→ "I met two Grail workers and it was the best thing that could happen to me. They waited for me after a class in Dorsa and welcomed me in person to English class. I feel that I am doing something useful rather than get up, leave the children, etc. These workers motivated me to come and I now feel very comfortable. They were "my lucky charm."</p> <p>→ "We all feel very welcome at this community center, this is our second family and this feels like our other home. The Zumba class instructor cares about us and our well-being. I come here and relieve stress, get a good work out, keep my health in check and see my friends. We have all gotten close and built a relationship beyond this class."</p> <p>→ "I was afraid to go to a AA meeting but when I arrived, everyone welcomed me and made me feel like part of the family and with confidence."</p>
Example of unwelcome	<p>→ "To this day, my husband's aunt does not accept me (I'm the bad one of the story). She doesn't address me. She makes me feel bad; it makes me want to leave to avoid them."</p>

Welcoming as a Sense of Respect

Courtesy, trust, and respect. Often time discussed in interaction with business or public services.

Welcoming means...	<p>→ "A 'hello.' A 'how are you?' A smile."</p> <p>→ "That you're treated well. Without being looked at like you're Latino, or from a specific race."</p> <p>→ "Being courteous"</p>
Example of welcome	<p>→ "At places like the DMV, the nurses at the hospital, and at schools they treated me fairly and I was happy for that."</p> <p>→ "When I first arrived and didn't know English a stranger helped me contact my family, I couldn't understand what they were saying but their actions made me feel grateful and learn that the community is very friendly and welcoming"</p>
Example of unwelcome	<p>→ "I was turned away from returning clothing at Macys because I didn't have a valid ID, even though I had a receipt. I feel that I have dress up in order to be able to shop there or the people that work there look at you like you like you don't belong."</p> <p>→ "About 8 years ago, I had a driving test. Staff at the DMV look very serious. I said, "good morning, how are you?" She didn't respond. She told me, "turn left!" I did. She then yelled at me, "Stop!", and made me scared. She said, "You turn and go back to the DMV!" She got out of the car and didn't say anything to me. I felt very sad and scared..."</p> <p>→ "...is when they take so long to assist me even after an appointment, they give you bad service, reluctantly, they rush so that you can leave quick. You can tell they have no desire to assist. They are short and</p>

rude to you.”

- “Sometimes in stores, they look at us or look at each other and let you know you are not wanted there. But “we are all equal.”

Welcoming and Unwelcoming Institutions

Schools

Schools were frequently cited by participants, with a combination of welcoming and unwelcoming examples. Generally, adult ESL classes were seen as welcoming environments. In school settings, teachers were seen favorably, but concerns were raised about classmates and school environment, especially racial tension.

Welcoming example

- “...students felt very welcomed by their teachers in ESL. They felt welcomed and respected by the services provided by Amigos. The teachers, volunteers and staff showed a great deal of dedication toward them and their children. They felt safe and trusted the programs because services were being conducted at a church site where everyone speaks Spanish.”
- “I felt welcomed in 6th grade by my teachers. They were being nice to me and they were welcoming so I didn't have to be shy about talking to them. They made me feel welcoming by telling me that I could talk to people and not be shy. I responded in a good way by not being shy and not feeling embarrassed about doing something wrong.”
- “When I came over here there was only my daughter and I didn't know anything, but thanks to the help and support of the teachers, I was able to learn more; also when I carpool with other people to class, I feel happy about that.”
- “When my son's teacher told our family who speaks Spanish and who can help – made me feel good.”
- “I've never been the kind of person to make friends easily...when my dad mentioned the leadership class, I was kind of skeptical but everyone here made me feel welcome and didn't make fun of me or judge me for being so weird...”

Unwelcoming example

- “At my school, John Muir, there are two girls that pick on me. They actually stare at me and it makes me feel uncomfortable because they have problems with my best friend. It made me feel uncomfortable because they are white and I am colored skin. I was mad and upset.”
- “At my granddaughter's elementary school a boy choked her. If it wasn't for an adult stopping him, he would've probably killed her. My daughter complained at the school, but all they did was suspend him. I feel like the school doesn't really care because the kid is white and they are covering up for him. This is just not right and we are looking to change my granddaughter to a different school. The principal just doesn't seem to care.”
- “I felt uncomfortable when I joined track and field because most people were white. The other team members made me feel uncomfortable because I didn't know anyone there but then I got used to it.”

-
- “School District/County Office of Education-No one who spoke the language was available. When they asked for help, the staff members got upset and told them “We are in America, you need to speak English.”

Places of employment

Places of employment were generally cited as unwelcoming, although there were a few examples of welcoming settings.

- “A supervisor does not let me enter his cubicle because I am undocumented, Mexican, and of dark complexion. When I go in to clean the cubicle, he leaves. It makes me feel uncomfortable; I am earning my pay doing honest work.”
- “At a job cleaning houses. For starters, it was uncomfortable being with that person because she would look down at me and was always behind me watching what I was doing. She didn’t let me do my job comfortably, it was very stressful. After 3 years, she finally trusted me and let me do my job comfortably.”
- “When I came to my job on the first day, the lead looked at me and made me feel uncomfortable. I have two sisters working with me on the same shift. They don’t have enough work for everyone. The lead would point at me and would say ‘You have to clean the floor, you have to go home.’ I would wait in the car and it made me cry. I want to talk to my boss, but they don’t speak Spanish. Don’t know how to talk to him.”
- “When I had my first baby, I worked at the Evergreen Library. I felt welcomed and very surprised when they had a baby shower for me. I was very surprised. Everyone was there. They gave me a lot of presents. Made me feel like “real family.”
- “I work with a family. They made me feel welcome by saying ‘good morning’ They feel appreciative, they value me. It felt comfortable and like I offered something. They invite me to eat, with a sense of trust.”

City institutions

Participants generally expressed a sense of gratitude for public services and benefits, although some expressed discomfort interfacing with the offices. Participants also expressed issues working with city institutions to address challenges such as fraud and affordable housing. Sample quotes:

- “I came here in 2006. At the time, I didn’t have a job and was pregnant. We came to the Cal Works program. They helped us very much. Gave us Medi-Cal. I had a 2nd baby. The hospital did everything for us. They were very nice with us. I went to WIC, they helped us to give my kids milk. I felt very happy. They helped very much. I appreciate them for their help.”
- “I went downtown to the complaints office. I wanted to make a complaint but I couldn’t because I’m an immigrant. They said I had to be a citizen. I felt discriminated.”
- “When I went to court for my case, I had a bad experience. The staff were rude, and didn’t speak Spanish, and treated me badly. They were not very personal.”
- “The City of San José gives a social security number really quickly. Library services are wonderful. I’m really impressed by the city’s health program. Children get a really good education. Overall, I’m very impressed.”
- “There were times I had to go to social services, the way they treat me was not always fair. A lot of times the social services office treats you not very welcome, even though you are a client of them. I’ve heard a lot of complaints from people about them.”

Parks and libraries were cited as beneficial and welcoming spaces, particularly for family activities. For example:

- “I don’t go out that often. But I do use the city parks. I really like going to the parks. I go alone with my dog and I think about my life. When I feel sad, I go to the park and feel at peace. I don’t have any friends here so sometimes I go to the park and talk on the telephone to my mom.”
- Me and my family's experience is at the park because every Sunday when I was younger my family would go to the park and play soccer, football, etc. I always feel welcomed when I go there. It’s like a second home
- “I’ve had really good experiences in the library...They ask you if you found what you wanted. Then they help you. Because sometimes you’re lost. Even if you don’t need anything, they say: if you need anything, let us know!”
- “We feel welcome and happy with our local library and community center, there are activities that engage our youth, adults, and seniors.”

Police

Discussions of the police surfaced the most when participants discussed their family’s experiences with institutions. Several participants cited language barriers as an issue, while others cited slow responses as an issue. In addition, some had experiences being detained by ICE elsewhere as a result of interactions with the police, resulting in some anxiety. Sample quotes:

- “Long time ago, I tried to call the police for a theft of a car. We called 911 and didn’t know what to say ‘cuz they didn’t speak English. They were yelling at my parents. They kept saying, “What? What?” Took a few hours for them to come to our house. They sent English speaking officers. A few days later, they called and left a message in English. I’d like if they can have a Vietnamese speaker in the police. It wasted time with us not understanding each other. Communication is very important. If I want to report a crime, you don’t call, you feel useless (especially my parents) ‘cuz you can’t communicate with 911.”
- “I had a positive experience with the police. He was very compassionate and friendly when he pulled me and my husband over.”
- “We got together as a community and put a flea market outside the center, everyone was happy and all the kids were playing, it was a great day and then they and shut it down. We weren’t doing anything bad, we were all having a great time. It made us feel discriminated against. Other times we call the police because there is gang and drug activity, but they don’t put a stop to them....”
- “You go to a place like the police, ask for someone who speaks Spanish and they say “There is no one, bring your own translator.” These institutions don’t have people who speak Spanish; and if they do, they are unpleasant.”
- “I was afraid of the police because they took a witness to a crime and turned him in to ICE. (He changed his mind when he got close to the police, at his children’s school, where an officer greeted him.)”
- “There are more police “where there are more Americans.”
- “The police do not listen to us as a Latino community. A few neighbors had their house broken into, they made a report, and nothing else happened.”

Family’s experiences with city institutions

Participants were asked what their family's experience have been with city institutions. Libraries, Parks, community organizations, and churches were cited as helpful supports to participants' families.

- "DA's office: I wanted to file a report but they told me the fraud my family experienced wasn't significant enough to take action."
- Milpitas jail - They treated my son very poorly. once, some guys tried to beat him and he couldn't do anything 'cause he said you don't ask for help or complain otherwise things will go a lot worse.

Tensions within their own cultural groups

Participants cited tensions between individuals of the same cultural groups, often times in work settings. Sample quotes:

- "Other ethnic groups help each other, but we Latinos do not. Including, one speaks in Spanish with Hispanics that speak Spanish and English, and they respond "Don't speak to me in Spanish." One tries to speak in English, and Latinos themselves laugh."
- "When I first came to the U.S., my sister and I worked at an electronics company. My supervisor was Filipino. I didn't know any English. People would talk about us in front of our face. I didn't understand. They would yell at me. After a few months, I would say something in Vietnamese, co-workers told me not to (so I would not get in trouble). I then went to college to learn English... They don't like you. They look at you, shaking your head..."
- "Between "compatriots" we do not support one another. We would clean houses and the boss would pay less than owed, she would take the tips, and did not let us deposit our checks."
- "When I first came, there were only a few Vietnamese. But when I met a Vietnamese spoken employee he/she did not have a good attitude as you think."

Recommendations

Overall, recommendations were focused on improving language access, cultural competency, and knowledge of city institutions. In particular, participants would like to see more individuals who speak their language, or more cultural competency around service providers and employers. Participants also cited a need for more basic information on how to navigate city institutions, in addition to basic trainings that introduce them to the U.S.' culture and way of life. Sample quotes:

- "Differing institutions have their own rules/regulations. They should have regular, monthly workshops. A training ground for community (not just new immigrants). Example, offer a training on the American lifestyle. Teach them cultural/social competency."
- "All I see are technical things like, 'How to Prevent Cancer.' We need more basic stuff. Competencies: social skills and language classes. Hold regular classes like these: civic engagement and basic life skills."
- "I would like to be more connected to the city. For example, have someone show me how to access things, like softball teams or other activities. In El Salvador, people would always invite you to participate in things like church and groups. Here I don't see much of that."
- "Something that would make my family's experience more welcoming is when we go to a place like we order a pizza, my parents tell them in Spanish and the person says 'I'm sorry I don't speak Spanish, I'll be right back.' So then we have to wait until someone that speaks Spanish can help us."
- "City should give more opportunity to older people, age 45 and up. City should help with the language barrier and help people find jobs and help people find nice places to live. Cost of living is

very high. It's really hard for people 45 and over to find a job, really hard to overcome the language barrier. Hard to go to school and learn."

→ "Have ushers who can help community members understand the office they need to visit and/or guide them to the office they need to go."

→ "Employees should be trained and well prepared in human relations, regardless of their position. No racism or discrimination. They should find solutions to problems."

Appendix IX. Comparison of Welcoming Standards and WSJ Strategies

Welcoming Standard: Civic Engagement

Policy/Program/Process	Standard	#	Indicator	WSJ Category		WSJ Strategy
Policies	CE1: No policy exists that creates barriers to voting in immigrant communities.	None				
Programs	CE2: A program is in place to develop immigrant knowledge of municipal workings and advance immigrant civic engagement	CE2.1	The program gives immigrants a better understanding of how the local government works and participation opportunities (i.e. processes, local codes)	Access and Engagement	8b	In partnership with community-based organizations, faith-based groups, and San José State University develop a civic leadership project that educates participants on City services, local government policies and processes, and equips immigrants to assess needs and develop community-based responses, in language.
		CE2.2	The program teaches immigrants how to navigate the different civic engagement opportunities in the community, resolve issues and obtain information.	Access and Engagement	8b	In partnership with community-based organizations, faith-based groups, and San José State University develop a civic leadership project that educates participants on City services, local government policies and processes, and equips immigrants to assess needs and develop community-based responses, in language.
		CE2.3	The program addresses barriers for participation in public hearings and council meetings.	Access and Engagement	8c	Develop alternative engagement processes and venues accessible to immigrant residents to provide feedback and direction on key policy decisions in partnership with CBOs and other civic institutions (focus groups, community meetings hosted in neighborhood settings and in native languages).
		CE2.4	The program addresses barriers to serve in commissions and boards, and advances immigrant civic leadership.	Access and Engagement	8c	Develop alternative engagement processes and venues accessible to immigrant residents to provide feedback and direction on key policy decisions in partnership with CBOs and other civic institutions (focus groups, community meetings hosted in neighborhood settings and in native languages).
	CE3: A Program is in place to work together with USCIS in	CE3.1	The initiatives provide naturalization information, applicability (dispel myths about the process), assistance, and financing options.	Access and Engagement	7a	Develop a City of San José naturalization public education and awareness campaign that leverages department interactions with the public in concert with local USCIS offices and the County of Santa Clara.

Welcoming Standard: Civic Engagement

Policy/Program/Process	Standard	#	Indicator	WSJ Category		WSJ Strategy	
	supporting citizenship / naturalization	CE3.2	The initiatives provide support with application / testing.	Access and Engagement	7a	Develop a City of San José naturalization public education and awareness campaign that leverages department interactions with the public in concert with local USCIS offices and the County of Santa Clara.	
		CE3.3	The program addresses the prevention of immigration scams.	Access and Engagement	7a	Develop a City of San José naturalization public education and awareness campaign that leverages department interactions with the public in concert with local USCIS offices and the County of Santa Clara.	
	CE4: A partnership program is in place to advance the exercise immigrant voting rights	CE4.1	The program is delivered through partnerships among public and private actors (i.e. Community organizations, NGOs)				
		CE4.2	The program educates and informs immigrant communities on voting rights and access to voting	Access and Engagement	7b	Develop a City of San José Voter Registration public education and awareness project that targets the highest population of eligible voters.	
		CE4.3	The program works with Local Election Boards to eliminate potential barriers to voting for immigrants.	Access and Engagement	6b	Create a mechanism for residents to voice their concerns regarding public services, particularly as they pertain to equal access.	
	CE5: A program is in place to advance opportunities for immigrants to give back to their receiving communities	CE5.1	The program engages immigrants in service and volunteerism activities.	Access and Engagement	8d	Develop new volunteer and leadership opportunities for City and community programs and initiatives in partnership with CBOs, faith communities, and schools (example: library homework centers, reading buddies, citizenship coaches, et).	
		CE5.2	The program includes immigrant and receiving communities	Access and Engagement	8d	Develop new volunteer and leadership opportunities for City and community programs and initiatives in partnership with CBOs, faith communities, and schools (example: library homework centers, reading buddies, citizenship coaches, et).	

Welcoming Standard: Connected Communities

Note: these are all programs.

Standard	#	Indicator	Welcoming SJ Category		Strategy
CC1: A partnership program is in place to nurture connections among immigrant and receiving communities	CC1.1	The program is delivered through partnerships among public and private actors (i.e. Community organizations, NGOs)	Access and Engagement	8d	Develop new volunteer and leadership opportunities for City and community programs and initiatives in partnership with CBOs, faith communities, and schools (example: library homework centers, reading buddies, citizenship coaches, et).
	CC1.2	The program builds relationships between receiving communities and immigrant communities, and supports immigrants in building diverse personal networks.	Safe, Healthy, and Connected Communities	19c	Develop and implement the National Helpers Program – activating neighborhood volunteers via existing neighborhood associations, to connect neighbors and build relationships.
	CC1.3	The program brings immigrants and receiving communities together to work on issues of common interest.	Leadership and Communications	4b	Support cultural exchange programs between the general San José community and immigrant community.
	CC1.4	A program promotes regular communication and interaction between immigrant and receiving community leadership.	Leadership and Communications	4b	Support cultural exchange programs between the general San José community and immigrant community.
CC2: A communication campaign is in place to promote a welcoming culture	CC2.1	The campaign defines clear objectives, research-based strategies and monitoring mechanisms to ensure effectiveness.			
	CC2.2	The campaign forms partnerships with community-based organizations and media outlets.	Leadership and Communications	1b	Publicly acknowledge the contributions of immigrants to the vitality of the city and recognize the immigrant experience of City employees as a way to build a bridge

Welcoming Standard: Economic Development

Policy/Program/ Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
Policies	EC1: Immigrant inclusion is	EC1.1	Economic Development Plans includes joint action / ownership with key	Economic opportunity	16e	Assess what stage immigrant businesses are in (financing, business

Welcoming Standard: Economic Development

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
	integrated into Economic Development plans.		institutions (SBA / SBDC)			planning, expansion, et) and link to SBDC and other resources as appropriate.
		EC1.2	Economic Development Plans make the linkage between immigrant inclusion / welcoming communities and economic prosperity.			
Processes	EC6: A process exists to engage private sector players in immigrant inclusion work and welcoming community planning for local economic development.	EC6.1	An effective engagement process is in place with employers, chambers of commerce, financial institutions and relevant NGOs to advance economic development opportunities for immigrants.	Economic opportunity	17a	Create and enhance partnerships with community-based organizations and non-profits, banks and other financial institutions, technology companies, government agencies, and others stakeholders to empower low-income immigrant residents to make informed financial decisions and have access to financial services and products that facilitate asset creation and economic self-sufficiency.
				Economic opportunity	14e	Work with refugee and immigrant serving organizations and private sector to strengthen career pathways for skilled immigrants and refugees with foreign credentials.
Programs	EC2: Effective programs are in place to serve immigrant jobseekers and employers	EC2.1	The program integrates immigrant inclusion into the public workforce development system.	Economic opportunity	15b	Convene neighborhood and business associations to identify strategies to support economic growth and progress for immigrant workers and their communities.
		EC2.2	The program is inclusive (i.e. does not exclude US born entrepreneurs or international students)			
		EC2.3	The program leverages immigrant personal networks and increases professional networking opportunities	Economic opportunity	15d	Involve corporate ethnic affinity groups to draw resources to foster community and immigrant integration.
		EC2.4	The program provides information and	Economic	14b	Leverage initiatives such as TechHire,

Welcoming Standard: Economic Development

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
			employment counseling to job seekers (e.g., information about job search programs)	opportunity		to improve access for immigrants to job training opportunities.
		EC2.5	The program connects job seekers to mentors in their occupational fields	Economic opportunity	14b	Leverage initiatives such as TechHire, to improve access for immigrants to job training opportunities.
		EC2.6	The program supports internship programs that provide immigrants with work experience	Economic opportunity	14c	Collaborate with local businesses to identify middle skills training needs and opportunities for immigrant professionals.
		EC2.7	The program provides workplace language training in alliance with businesses.	Economic opportunity	14d	Support legislation that recognizes or recertifies foreign credentials.
		EC2.8	The program supports recognition of foreign work experience. (i.e. credential recognition and bridging)	Economic opportunity	14d	Support legislation that recognizes or recertifies foreign credentials.
		EC2.9	The program addresses discrimination practices in employment.			
	EC3: A partnership program is in place to advance immigrants in starting, building and growing businesses	EC3.1	The program is delivered through partnerships among public and private actors (i.e. Employers, SBA, SBDC, Chambers of Commerce, Capital providers).	Economic opportunity	13c	Work with local private companies to support and provide on-site ESL classes.
		EC3.3	The program improves access to contracting, financing, networking and technical assistance opportunities.	Economic opportunity	17	Support the financial literacy needs of immigrant residents.
	EC4: A partnership program is in place to advance financial inclusion / build financial capacities	EC4.1	The program is delivered through partnerships among public and private actors (i.e. Public agencies, Employers, Credit Unions, Banks, Impact investors)			Support the financial literacy needs of immigrant residents.
		EC4.1	The program addresses the development of financial capacities to avoid predatory services / over-indebtedness.			
	EC5: A partnership program is in place to improve access to legal advice and 'know your rights'	EC5.1	The program is delivered through partnerships among public and private actors (i.e. Academic institutions, NGOs)	Safe, Healthy, and Connected Communities	18f	Coordinate efforts with the County District Attorney's Office, Sherriff's Office and engage the San José Police Department to prevent and prosecute Immigration and Notario Fraud

Welcoming Standard: Economic Development

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
	training for immigrant workers.	EC5.2	The Program improves access to basic information about rights / protections and addresses key issues (i.e. wage theft, visa applications, and workplace safety)	Safe, Healthy, and Connected Communities	18f	Coordinate efforts with the County District Attorney's Office, Sherriff's Office and engage the San José Police Department to prevent and prosecute Immigration and Notario Fraud

Welcoming Standard: Education

Note: these are all programs.

Standard	#	Indicator	Welcoming SJ Category		Strategy
ED1: An effective partnership program is in place to work with the K12 school system and local actors to attain more equitable educational outcomes.	ED1.1	The program advances immigrant parent engagement with the school system.	Education	10a	Engage and inform school administrators, teachers, parent, and students about the various educational after-school support services available and ways to access these services.
	ED1.10	An early learning program exists for immigrant children to strengthen school readiness.	Economic opportunity	13b	Promote existing multilingual literacy tools and early childhood education resources available through the Libraries and community organizations.
	ED1.11	The programs informs immigrant parents on local school options, resources, and student assistance services.	Education	11b	Support parents and students with the transition from high school to college in collaboration with high school districts and community colleges, City coordinate with organizations that create programs that will integrate "Families" into the College access education environment.(Summer Bridge, family forums, and College tours...)
	ED1.2	The program facilitates immigrant student access to after-school activities.	Education	10b	Strengthen and enhance partnerships between City libraries, community organizations and school sites to ensure immigrant families utilize afterschool enrichment programs.
	ED1.3	The program facilitates immigrant student access to higher education. The program must incorporate information about access to in-state tuition for			

Welcoming Standard: Education

Note: these are all programs.

Standard	#	Indicator	Welcoming SJ Category		Strategy
		immigrants. The program must review school work and credentials/licenses that immigrants possess from their home country to count towards licensing in the US			
	ED1.4	The program increases access to translation / interpretation services for immigrant parents and works with the School Boards to promote employment of bilingual / culturally competent teachers and staff.			
	ED1.5	The program provides career readiness support for immigrant students.			
	ED1.6	The program enhances cultural proficiency capacities in teachers.			
	ED1.7	A program is in place to address special needs (culturally / language) - special needs			
	ED1.8	The program provides support services for enrollment processes (i.e.ESL) and helps families navigate the system.			
	ED1.9	The program includes the receiving school community			
ED2: A partnership program is in place to work with Community Colleges and local NGOs to advance educational and career opportunities for immigrants	ED2.1	The program advances ESL	Economic opportunity	13a	Inventory English-Language Learning classes and promote programs through City networks including Parks and Recreation facilities and Libraries.
	ED2.2	The program informs, presents options, and facilitates access to professional / career opportunities development.	#N/A		
	ED2.3	The program develops capacities for access to higher education, technical degrees, certification programs and professional licensing.	Education	11a	Create certifications before students enter College.
	ED2.4	The program facilitates credentialing for new Americans as part of efforts to strengthen the workforce.			
	ED2.5	ED7: A program exists to facilitate access and leverage municipal libraries as engines for immigrant integration.		Strengthen and enhance partnerships	

Welcoming Standard: Education

Note: these are all programs.

Standard	#	Indicator	Welcoming SJ Category		Strategy
				between City libraries, community organizations and school sites to ensure immigrant families utilize afterschool enrichment programs.	

Welcoming Standard: Equitable Access

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
Policies	EA1: A comprehensive language access policy is in place that cuts across government agencies	EA1.1	The policy includes language accessibility to services / programs	Access and Engagement	6a	Work with the County's Office of Cultural Competency to identify opportunities for shared customer service trainings centered on cultural awareness and humility.
		EA1.2	The policy includes cultural sensitivity training for service providers	Access and Engagement	5b	Disseminate government information in a culturally and linguistically acceptable manner.
		EA1.3	The policy ensures city run information, emergency and alert systems (community safety services) are accessible to immigrants.	Access and Engagement	5b	Disseminate government information in a culturally and linguistically acceptable manner.

Welcoming Standard: Equitable Access

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
	EA2: No municipal policies – including codes – exist whose primary purpose is to exclude or deny access to immigrant communities.	None				
Programs	EA3: A program is in place to promote language access across local agencies to ensure equal access to programs and activities	EA3.1	The program assesses and addresses the most common language needs for accessing key information (i.e city run information, emergency and alert systems (community safety services))	Access and Engagement	6a	Work with the County’s Office of Cultural Competency to identify opportunities for shared customer service trainings centered on cultural awareness and humility.
		EA3.2	The program includes training for municipal staff	Access and Engagement	6a	Work with the County’s Office of Cultural Competency to identify opportunities for shared customer service trainings centered on cultural awareness and humility.
	EA4: Partnership programs are in place to achieve equitable access to services	EA4.1	The program is delivered through partnerships among public and private actors (i.e. Community organizations, NGOs), as well as government levels.	Access and Engagement	5d	Collaborate with County of Santa Clara, community-based organizations, business sector and other local jurisdictions to create a coordinated immigrant navigation system for Silicon Valley, that educates the community on economic, legal, social and health services available throughout

Welcoming Standard: Equitable Access

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
						Silicon Valley.
		EA4.2	The program identifies barriers to access and defines strategies to eliminate barriers	Access and Engagement	6b	Create a mechanism for residents to voice their concerns regarding public services, particularly as they pertain to equal access.
		EA4.3	The program aim provide effective and respectful quality services that are responsive to diverse cultural practices, preferred languages, literacy levels, and other communication needs	Access and Engagement	6b	Create a mechanism for residents to voice their concerns regarding public services, particularly as they pertain to equal access.
		EA4.4	The program promotes effective outreach and understanding among the immigrant community	Access and Engagement	5c	Partner with community organizations to support outreach and education about City services and civic engagement opportunities for new-comers/immigrants.
	<i>Health</i>	EA4.HE.1	The program addresses accessibility of mental health services	Safe, Healthy, and Connected Communities	19a	Provide education about and encourage access by immigrants to free-low cost health and mental health services, and recreation services.
		EA4.HE.2	The program addresses accessibility of well-being/preventive health services	Access and Engagement	8	Enhance civic engagement practices through inclusive strategies that increase the participation of immigrants and Cultivate leadership of immigrant youth and adults in civic lif
		EA4.HE.3	The program addresses fraudulent services	Safe, Healthy, and Connected Communities	18f	Coordinate efforts with the County District Attorney's Office, Sherriff's Office and engage the San José Police Department to prevent and prosecute Immigration and

Welcoming Standard: Equitable Access

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
						Notario Fraud
	<i>Housing</i>	EA4.HO.1	The program addresses non-discrimination in real estate regulations and tenant protections.			
		EA4.HO.2	The program reduces barriers to quality housing and enhances opportunities for home-ownership			
	<i>Justice</i>	EA4.JU.1	The program addresses practices that deny LEP persons meaningful access to municipal courts.			
		EA4.JU.2	The program provides technical assistance, and capacity building to ensure full language access in Municipal court proceedings.			
	<i>Transportation</i>	EA4.TR.1	The program addresses affordability			
		EA4.TR.2	The program addresses accessibility			

Welcoming Standard: Government Leadership

Policy/Program/Process	Standard	#	Indicator	WSJ Category		Strategy
Policies	GL1 A policy is in place that institutes a municipal government office / unit focused on immigrant inclusion and welcoming work.	GL1.1	The institution is formalized / has dedicated staff.		X	
		GL1.2	The institution's governance / advisory council has multi-stakeholder representation (including: immigrant / recipient communities).		X	
		GL1.3	The institution advances partnerships and collaboration across agencies, government levels and actors.		X	
		GL2.1	The municipality has a public proclamation/resolution declaring itself to be a welcoming community.		X	
	GL2: Public proclamations / resolutions are in place demonstrating the Municipality's commitment to building a welcoming	GL2.2	The municipality does not make public statements discouraging local, state, or federal refugee resettlement/immigration.		X	

Welcoming Standard: Government Leadership

Policy/Program/ Process	Standard	#	Indicator	WSJ Category		Strategy
	community.					
	GL3: A policy is in place to ensure that data is collected to evaluate and strengthen immigrant inclusion.	GL3.1	The policy defines processes to collect / track immigrant-related indicators across agencies / departments.	Access and Engagement	8a	Assess the composition of, and assess and update outreach and selection criteria for City of San José commissions, committees, and advisory boards to ensure adequate representation of immigrant resident voices.
Processes	GL10: A process exists to engage key stakeholders (local NGOs, private sector, immigrant communities and other partners) in immigrant inclusion work and welcoming community planning.	None			X	
	GL11: A communitywide planning effort / strategy is in place that is focused on immigrant inclusion that engages diverse sectors, includes immigrants, and identifies strategies in each area of the welcoming framework.	None			X	
	GL12: Accountability / continuous improvement mechanisms are in place to regularly assess immigrant integration /welcoming efforts.	None		Leadership and Communications	2a	Create a protocol to flag policies that impact the immigrant communities and a mechanism for the Office of Immigrant Affairs and partner organizations to provide input.
	GL13: Systems are in place to collect data on immigrant inclusion indicators and outcomes.	None				

Welcoming Standard: Government Leadership

Policy/Program/Process	Standard	#	Indicator	WSJ Category		Strategy
	GL9: A process is in place to regularly assess the needs and priorities of local immigrant communities.	None			X	
Programs	GL4: A program is in place to advance issues of immigrant inclusion through multiagency convening	GL4.1	The program works towards advancing / articulating immigrant inclusion across Departments and Government Levels (Federal / State / Local).			
		GL5.1	The program defines a newcomer-serving strategy (could include newcomer serving agency) and the key processes to enable and improve access to information on key integration opportunities.			
	GL5: A program is in place to provide information on integration opportunities and support immigrants in understanding /accessing services / resources	GL5.2	The program provides information on citizenship	Leadership and Communications	3c	Create “Welcome Packets” and/or a video about City services and community resources and disseminate via City offices such as City hall, community centers, libraries, airport, educational institutions, health centers, and congregations.
		GL5.3	The program provides information on ESL training	Leadership and Communications	3c	Create “Welcome Packets” and/or a video about City services and community resources and disseminate via City offices such as City hall, community centers, libraries, airport, educational institutions, health centers, and congregations.
		GL5.4	The program provides information on professional licensing & business startups	Leadership and Communications	3c	Create “Welcome Packets” and/or a video about City services and community

Welcoming Standard: Government Leadership

Policy/Program/Process	Standard	#	Indicator	WSJ Category		Strategy
						resources and disseminate via City offices such as City hall, community centers, libraries, airport, educational institutions, health centers, and congregations.
		GL5.5	The program provides information on available government resources (i.e. municipal services and public benefits)	Safe, Healthy, and Connected Communities	19d	Determine the feasibility of establishing “welcoming hubs” at community centers and libraries, where staff is knowledgeable of critical onboarding components, such as enrolling in school, access to health care, City and County services, and partner organization services.
	GL6: A program is in place to articulate and strengthen the work of Community Based Organizations CBOs serving immigrant communities.	GL6.1	The program supports CBOs and develops key capacities.		X	
		GL6.2	The program strengthens networks and connections across organizations.		X	
		GL6.3	The program accelerates collaboration and builds partnerships across sectors.		X	
	GL7: A program is in place that promotes employing a municipal workforce that reflects the diversity of the community.	GL7.1	The program intends to address issues related to the design of IT systems and qualification processes			
		GL7.2	The program supports access to information about relevant municipal job openings in an inclusive manner			
	GL8: A program is in place to advance local / minority / immigrant owned sourcing & contracting	GL8.1	The program makes contracting opportunities accessible to immigrants.	Economic opportunity	16g	City to adopt practices that outreach, encourage and support small/minority owned businesses to bid on City projects.
		GL8.2	The program addresses the development of capacities in minority and immigrant owned businesses to access contracting opportunities	Economic opportunity	16d	Support and promote local small business events in the South Bay, including Small Business Saturday each November, Small

Welcoming Standard: Government Leadership

Policy/Program/Process	Standard	#	Indicator	WSJ Category		Strategy
						Business Week, and the annual summit on innovation and entrepreneurship. Highlight businesses owned by immigrants.

Welcoming Standard: Safe Communities

Policy/Program/Process	Standard	#	Indicator	Welcoming SJ Category		Strategy
Policies	SC1: A policy is in place to ensure that safety services are provided in a culturally aware manner.	SC1.1	The policy includes victim services.	Safe, Healthy, and Connected Communities	18d	Develop a U-Visa Policy that clearly delineates the process for timely certification of U-Visa requests by victims of crim
		SC1.2	The policy includes code enforcement.	Safe, Healthy, and Connected Communities	18c	The police department to implement its language access policy and Fair and Impartial Policing Training.
Programs	SC2: No municipal policies – including codes – exist whose primary purpose is to increase the detention or deportation of undocumented immigrants.	None			x	
	SC3: A program exists to provide cultural competency	SC3.1	The program provides cultural competency training for emergency response systems (such as 911).	Safe, Healthy, and Connected Communities	18b	Highlight the roles of the Community Liaison Officers dedicated to reaching the Vietnamese and Latino community.

training for public safety agencies involved in building safe communities.	SC3.2	The program provides cultural competency training for law enforcement, public defenders, and court staff in contact with the public.	Safe, Healthy, and Connected Communities	18b	Highlight the roles of the Community Liaison Officers dedicated to reaching the Vietnamese and Latino community.
SC4: An immigrant outreach program is in place that prioritizes regular communication between police and immigrant communities	SC4.1	The program educates immigrants about their basic rights and responsibilities under the law.	Safe, Healthy, and Connected Communities	18a	Foster positive interactions between the police and community, and educate new immigrant communities about their rights and responsibilities (Coffee with a Cop, workshops, neighborhood watch).
	SC4.2	The program promote pacific resolution of potential conflicts involving immigrants	Safe, Healthy, and Connected Communities	18a	Foster positive interactions between the police and community, and educate new immigrant communities about their rights and responsibilities (Coffee with a Cop, workshops, neighborhood watch).
SC5: A program exists to increase immigrant access to free and confidential legal advice regarding immigration issues.	None				

WSJ Strategies not incorporated into the comparison tables

Welcoming SJ Category		Strategy
Access and Engagement	5a	Operationalize the Language Access Policy, assess opportunities for enhancement, and future resources required to expand and improve in-language services.

Welcoming SJ Category	Strategy	
	7c	Expand the Citizenship Corners to 10 City community centers.
Economic opportunity	13a	Inventory English-Language Learning classes and promote programs through City networks including Parks and Recreation facilities and Libraries.
	14a	Partner with the South Bay Adult Education Consortium of Adult schools, Community Colleges, and Alliance for Language Learners Integration, Education, and Success (ALLIES) to leverage skill development opportunities.
	15a	Create and disseminate a printed and online multilingual immigrant integration resources guide for San José employers and immigrant workers in the local economy.
	15c	Partner with the National Immigration Forum’s New American Workforce project to expand the network businesses offering on-site citizenship workshops.
	16a	Encourage and facilitate a local U.S.Small Business Administration office in San José or an Immigrant Small Business Center.
	16b	Equip access points for the immigrant community with information about resources for starting your own business in the City of San José.
	16c	Implement “SBA 101” classes that provide a primer on resources available to entrepreneurs and small businesses focusing on business planning, capital access, and counseling services.
	16f	Develop an ongoing mechanism to survey businesses about their needs and the needs of their clients.
	17b	Explore partnership opportunities with the City of San José, including those related to the San José Works Employment Program (Parks and Recreation Department), the work2future adult and youth programs (Office of Economic Development), and various programs support by the City’s Housing and Library Department.
Education	12a	Collaborate with school and community leaders to identify priority needs and join collaborative advocacy efforts including incentivizing immigrant education training.
	12b	Leverage the City’s cultural competency efforts to support immigrant engagement professional development efforts at schools.
	12c	Engage the County Office of Education and other agencies in seeking solutions to the housing challenges faced by public school teachers.
	9a	Convene school, City and community leaders to understand and address barriers to the full participation and integration of immigrant children and their families into the education environment.
Leadership and Communications	1a	Engage City leadership to identify resources needed to carry out a customer service training with a prominent cultural competency component.
	1c	Encourage the application of the Welcoming San José Guiding Principles by City leadership and the community.
	1d	City leadership and staff actively participate in various immigrant community events, and exhibit cultural competency and humility.
	2b	Coordinate with local organizations on state and federal legislative efforts that impact San José’s immigrant communities.
	3a	Increase visibility of the City’s commitment to and appreciation of immigrant communities and contributions
	3b	Leverage the “We Are San José” campaign and promote in different languages.
	4a	In collaboration with community organizations, host workshops that educate City employees and residents on the rich diversity of San José’s community.
Safe, Healthy,	18e	Develop an interagency (City and County) communication mechanism to ensure consistent and timely messaging of information that affects

Welcoming SJ Category		Strategy
and Connected Communities		the immigrant community.
	19b	Enhance Community Action and Pride (CAP) grants to promote “welcoming neighborhoods” through activities between long-term residents and new immigrants. (National Night Outs, community celebrations, welcoming ambassadors.
	20a	Strategic collaborations with the County of Santa Clara, community-based organizations and key stakeholders to consider local policy and systems changes that level the playing field and eliminate social inequities that lead to health disparities.