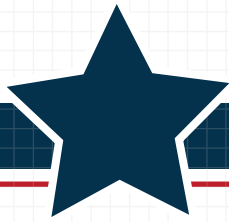


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A BLUEPRINT FOR IMMIGRANT INTEGRATION

CIVIC ENGAGEMENT



A BLUEPRINT FOR IMMIGRANT INTEGRATION

ONE NYC ONE NATION

ISSUE AREAS: Civic Engagement, Leadership Development, Community Development, Community Participation, Community Unity & Bridge-Building Efforts

SUMMARY:

One NYC One Nation is a citywide civic engagement initiative established to increase the participation of immigrants in New York City's civic life, activate immigrant New Yorkers to strengthen their communities and enhance understanding across diverse populations. Through strategic partnerships, One NYC brings together the City's philanthropic, government and community leadership to leverage resources, programs and opportunities that strengthen immigrant communities. The initiative targets key audiences, especially new and emerging immigrant communities, to build their capacity, form city-community partnerships and ensure access to key resources, programs and government services.

OBJECTIVES:

- + Connect immigrant communities to information and resources about City services and additional resources for community development
- + Provide information and access to help immigrant communities integrate more thoroughly into the City's civic fabric
- + Identify and cultivate emerging and established immigrant leaders who will act as ambassadors and liaisons between municipal government and immigrant communities
- + Introduce emerging and established immigrant leaders to leadership development programs to build skills and tools to activate immigrants to volunteer, strengthen their communities and connect with formal and informal civic opportunities
- + Forge meaningful and trusting partnerships between immigrant leaders and government representatives
- + Build bridges of communication, understanding, and respect among diverse communities and all city residents

BACKGROUND

Nearly sixty percent of New York City's 8.4 million residents are either immigrants or the children of immigrants. Mayor Michael Bloomberg identifies them as the "lifeblood" of the City and significant contributors to the City's economic strength and cultural vitality. Yet immigrants are generally underrepresented in the city's civic fabric, especially the newest communities of immigrant New Yorkers. Cultural and linguistic differences, lack of understanding and awareness of government and civic systems, and, in some cases, mistrust of government may all be contributing factors.

Civic and public institutions such as schools and community boards are central to neighborhood and community-focused engagement, yet in some instances these entities have become clubs of exclusion rather than halls that welcome their new neighbors into community-building conversations. Bridging these gaps and engaging all communities, immigrants and their U.S.-born neighbors, requires creative partnerships involving government and businesses, community organizations and philanthropic institutions. Working together, these sectors can demonstrate how civically-engaged immigrant communities can enhance quality of life for all by creating opportunities for residents to unite around shared values such as safe neighborhoods, good schools, access to quality health care, economic opportunities, and, most of all, respect for and celebration of diverse communities.

One NYC One Nation is a robust civic engagement initiative that covers four key areas:

- + **Civic Leadership and Community Bridge-Building.** This program area connects City services and civic engagement opportunities to immigrant communities, supports the training of emerging immigrant leaders, and brings together immigrant and non-immigrant New Yorkers with shared goals and values to solve challenges affecting their communities.
- + **Education and Economic Opportunity.** This program area aims to strengthen low- and moderate-income immigrant communities by increasing access to information about government services, expanding opportunities for economic security, and researching ways to better integrate immigrants into the mainstream economy.
- + **Arts and Media.** This program area encourages and supports projects that use public art and innovative media tools to foster greater tolerance and understanding of immigrant communities.
- + **Health and Wellness.** This program area engages partners such as the Health and Hospitals Corporation and the Mayors' Office to Combat Domestic Violence to help immigrant communities and health care providers share information and develop strategies for closing health care and information gaps.

Within each of these program areas, the NYC Mayor's Office of Immigrant Affairs (MOIA) employs programmatic strategies to create civic leadership development opportunities and pipeline immigrant civic leaders into roles of influence across the City, helping amplify key messages and mobilize communities to participate in civic life. The One NYC portfolio has many additional programs, however, this Blueprint focuses on Civic Leadership and Community Bridge-Building.

"Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make that difference. It means promoting the quality of life in a community, through both political and non-political processes."

- THOMAS EHRLICH, NATIONALLY-RECOGNIZED SCHOLAR ON CIVIC ENGAGEMENT

DEVELOPING A CITYWIDE IMMIGRANT CIVIC LEADERSHIP AND COMMUNITY BRIDGE BUILDING INITIATIVE



KNOW YOUR RIGHTS AND RESPONSIBILITIES FORUMS

Know Your Rights & Responsibilities Forums (KRRFs) directly connect City services and opportunities for civic engagement to immigrant communities. The Mayor’s Office of Immigrant Affairs manages and organizes the forums in collaboration with partner City agencies and community partners to meet the following parameters:

- + **Direct interaction with government.** Forums bring City agency speakers to community gatherings in response to expressed interests and concerns of the community partner, providing a participatory format to interact with local government representatives.
- + **Identify community partners.** Community partners include but are not limited to community and faith-based organizations, library branches, YMCAs, and ESOL classes.
- + **Preferred language and location.** Forums are held in the preferred language of the partner, with interpretation provided by City agency staff, the City’s Volunteer Language Bank, or by the community partner. Forums are held in a space identified by the partner.
- + **Capacity building.** Forums aim to increase knowledge and awareness in communities and provide information on topics such as education, safety, emergency preparedness, health (healthcare access, insurance and specific health topics), and financial empowerment (tax services, small business development, financial counseling, and fraud prevention).

Each forum outlines the role of MOIA and the partner City agencies present. They highlight policies that help support immigrant engagement with City agencies and City services, namely New York City’s confidentiality policy and its language access policy. In addition, workshops include a “responsibilities” component that introduces community members to the opportunity for them to be involved in the decision-making processes in their neighborhoods and communities and in civic associations such as community boards, PTAs and police precinct councils. Forums provide an opportunity to engage existing community leaders and identify potential emerging leaders.

“My experience as a presenter with the Know Your Rights and Responsibilities Forums has been very rewarding. We are able to reach out to a large population of foreign-born persons and share information about domestic violence and violence in the home resources available to them, resources that can have a great impact on their lives and their families. Participants learned about free and low-cost resources to help them stay healthy and safe. I have heard from participants that they didn’t know some of these resources existed and that they didn’t know they could access many of them around the clock and in their own language by calling 311. It is a real pleasure to meet the participants and fellow city-agency service providers.”

- ALEXANDRA PATINO, EXECUTIVE DIRECTOR, NYC FAMILY JUSTICE CENTER, QUEENS



IDENTIFY HUMAN RESOURCES IN CITY OFFICES AND AGENCIES

Identify City personnel who can help construct a template or menu to clarify City agency services and information for immigrant communities. If there are existing outreach teams in agencies (e.g., External or Community Affairs teams in City’s Department of Public Health, Education and Youth Services, Parks, Police Department, etc.), meet with the directors to confirm their existing outreach plan includes immigrant and multilingual communities.

Be sure to assess:

- + Who can present the information? Does anyone speak languages other than English?
- + Can staff or agencies present once per week, two times per month? Are staff available on the weekends?
- + Are plain-language and multilingual materials available for distribution?

SAMPLE MENU OF FORUM TOPICS

Education	Health and Wellness	Public Safety
<ul style="list-style-type: none"> + Public school information, parent engagement opportunities, family advocacy, parent-teacher associations and community education councils + Free Adult ESL, GED, computer, and skills training classes + Admissions and funding for public university, programs of study and higher education options 	<ul style="list-style-type: none"> + Public hospitals’ medical care, health information, financing options + City programs and policies supporting public health + Services and assistance for victims of domestic and family violence 	<ul style="list-style-type: none"> + Police-community relations, immigrants’ rights with law enforcement, crime prevention + Emergency preparedness and response + Fire safety information

KNOW YOUR RIGHTS AND RESPONSIBILITIES FORUMS – CASE STUDY

MOIA and partner agencies remain committed to understanding and addressing New York City's most urgent health and wellness issues in immigrant communities. Following conversations with the Mayor's Office to Combat Domestic Violence (MOCDV), a need was identified for more community outreach, within the communities with high rates of family and domestic violence. The MOCDV was particularly interested in connecting with the Russian-speaking and Spanish-speaking communities in Astoria, Queens after a spike in DV-related homicides. In response, a new forum model was developed to welcome victims of domestic violence without alienating them by combining safety, public health, and reproductive health. MOIA partnered with HANAC, a major social services provider in Astoria, which serves a diverse Latino and Eastern European/Russian community through their ESOL program. There were a series of highly successful bilingual forums held with the Mayor's Office to Combat Domestic Violence – Family Justice Centers, Health and Hospitals Corporation, and Department of Health and Mental Hygiene to inform the students about an array of health and wellness topics, including domestic violence. Partnering with an established organization created a valuable opportunity for MOCDV to achieve their outreach objectives, and to connect with a vulnerable community by providing a safe space to ask personal questions and receive accurate information and service referrals.



OUTLINE KEY MESSAGES ON CITY SERVICES, RIGHTS AND RESPONSIBILITIES

Engaging immigrant communities through forums helps accomplish two goals at once:

- + Informing communities about opportunities to access city services
- + Sharing opportunities for communities to engage civically and understand their role as residents and neighbors

The sample menu included provides suggestions, but all cities will have different priorities and messages.

Example: Launching a new universal pre-kindergarten (UPK) initiative. Forums provide a great mechanism to directly reach and engage immigrant communities around areas of priority, such as education. Cities can craft messages that highlight UPK and the enrollment process, where parents can go for assistance and the educational opportunities UPK provides children and families. The message can include how families can help their children academically thrive by enrolling their children in UPK.



EXPLORE ABILITY TO PROVIDE TRANSLATION AND INTERPRETATION

Assess what messages and agency materials need to be translated and in what languages to share with the communities in your city. As materials are identified for your menu of services confirm that they are in plain-language. Mayor's Office should also identify multilingual agency staff that can speak at forums.



IDENTIFY COMMUNITY PARTNERS TO HELP REACH IMMIGRANT COMMUNITIES

Work with key community partners like YMCAs, libraries, community-based providers, schools (both K-12 and adult ESOL providers), consulates and faith-based partners to reach immigrant communities.

Partners should agree to provide space, outreach to the community and language interpretation needs, if needed. Partners should also decide dates and times for consideration as they know the best times and days for their audience.



BUILD RELATIONSHIPS

- + Attend community, cultural and religious meetings and events to meet leaders and convey the City's mission and identify shared goals.
- + Plan forums that respond to community needs.
- + Facilitate on-going communication and partnership to build trust and accomplish shared goals.
- + Provide translated outreach materials.

The most successful forums are held as conversations with the community instead of the traditional PowerPoint focused presentation. The community conversations allow for introductions between community and City agency representatives. It allows for City agency partners to share information about available City services and allows community members to ask questions and share concerns. The community conversations model also allows for trust-building between community residents and City agency representatives.

SUCCESSFUL OUTCOMES FROM NYC KNOW YOUR RIGHTS AND RESPONSIBILITIES FORUMS:

- + Following a safety forum in Sunset Park, Brooklyn, ten members of the Chinese Community joined the City's Office of Emergency Management Community Emergency Response Team (CERT) training to become CERT members.
- + At a forum for the Garifuna community in the South Bronx, the community met, for the first time, the NYC Business Solutions Center Bronx, a satellite office of the City's Department of Small Business Services. Since then, the community has partnered with the Center, has recommended several small-business owners to the center for services, accessed free business development training, and identified opportunities for entrepreneurship. For both the community and the city agency - these were mutual interests.
- + A YMCA adult education English as a Second Language (ESOL) program hosted a forum on health care services and the agency partner included the local public hospital, Gouverneur Hospital. After the forum, the ESOL program and the hospital formed a strategic partnership resulting in several bilingual diabetes prevention and nutrition/wellness community events for students and community members.



NEIGHBORHOOD LEADERSHIP INSTITUTE

In partnership with Citizen's Committee for New York City, a leading organization that works to support volunteer-led neighborhood groups committed to improving the quality of life in their neighborhoods, One NYC One Nation launched Neighborhood Leadership Institutes (NLI). The NLI supports MOIA's goal of connecting emerging immigrant community leaders to City government in order to resolve neighborhood issues and strengthen communities through the following strategies:

- + **Skill-building.** NLI offer free skill-building workshops for emerging immigrant leaders.
- + **Target neighborhoods.** NLI identify and target priority neighborhoods with the greatest concentrations of immigrants, as well as those with the fastest-growing and newest communities of immigrants.
- + **Community partners.** NLI are offered in venues strategically located in a cross-section of each community. A community-based organization, library branch, community college, or local hospital partners with MOIA and offers a venue and space free of charge.
- + **Nomination process.** Participants are recruited and recommended by community partners. 30 participants are recruited in each borough.

The NLI aims to cultivate meaningful cross-cultural relationships between emerging leaders from a diverse range of immigrant groups and community-rooted institutions. Workshops cover a range of topics, including: Navigating City Government; Fundamentals of Organizing; Fundraising; Networking with Local Leaders; and include a visit to a formal civic organization, such as a community board. Groups are then introduced to and invited to apply for micro-grant funds provided by Citizens Committee for NYC and receive project planning assistance to help address some of the quality of life issues they identify in their neighborhoods.



IDENTIFY A COMMUNITY PARTNER OR ENTITY THAT CAN LEAD A COMMUNITY-LEVEL LEADERSHIP DEVELOPMENT PROGRAM

Emerging community leaders can be developed by offering skills development trainings that city governments often do not provide. In order to provide these trainings, City governments should explore the possibility of partnering with organizations or individuals who have experience in providing high-quality leadership development training.

- + In New York City, MOIA partners with Citizens Committee for NYC. Other cities may have analogous groups or may be able to connect with universities, professors or professionals that are dedicated to working with emerging leaders.
- + Many cities across the country are partners in Cities of Service and develop and implement citywide plans to increase volunteerism and target volunteers to address their city's greatest needs. A Neighborhood Leadership Institute (NLI) can be included in a Service Plan to support training for impact volunteerism and cultivating emerging community leaders who will respond to community needs. For NYC, the immigrant civic engagement efforts support and work to ensure immigrant New Yorkers are activated and respond to Mayor Bloomberg's Call to Service.



DEVELOP A COMMUNITY ENGAGEMENT CURRICULUM FOR EMERGING LEADERS

The Mayor's Office of Immigrant Affairs recognizes Citizens Committee's curriculum as a strong framework for community engagement. The curriculum includes:

- + **Basics of Community Organizing**, which helps highlight how an emerging leader can bring neighbors together to work on issues that matter in the community.
- + **Navigating City Government**, which provides greater understanding and context for how government functions, which agency/entity is responsible for what, and how to have your community issue addressed.
- + **Grassroots Fundraising**, which provides some guidance on how the group can think about supporting its work with community and peer-based fundraising efforts.
- + **Field Trip Visit to a Local Community Board**, allowing participants to witness formal neighborhood-level civic engagement in action.



IDENTIFY FUNDING TO SUPPORT PROGRAM COSTS

External resources may be needed to support leadership training programs. Costs may be off-set by support from local community foundations, philanthropic partners in the community or corporate sponsors. A unique partnership with a university or college may also creatively off-set costs by having students, undergraduate or graduate, who are involved in leadership development programs become trained akin to a *Train the Trainer* model to lead the leadership development workshops with immigrant and non-immigrant community members.



IDENTIFY AND RECRUIT PARTICIPANTS

- + Ideal participants are interested in the well-being of their neighborhoods and working within their communities to make a difference.
- + Assistance in the outreach process should be provided by forum partners and leadership alumni to recruit their colleagues and community members who exhibit leadership potential.
- + Primary strategies to outreach and recruit potential Neighborhood Leadership candidates include: one-on-one meetings with leadership alumni, attending cultural and civic events to speak and distribute recruitment materials and attending community meetings.

"This evening's workshop/field trip was a success, and our conversation about community boards was rich and thorough! The class is comprised of an incredible cross section of Staten Islanders and their comments and questions spoke to that diversity. The field trip itself was a complete success. Our participants understood the importance of community involvement and were eager to see the community in action."

- WILFREDO FLORENTINO, NLI FACILITATOR, CITIZENS COMMITTEE FOR NYC PROGRAM/LATINO OUTREACH COORDINATOR





IMMIGRANT CIVIC LEADERSHIP PROGRAM

In partnership with Coro New York Leadership Center, a leading leadership development organization with a national footprint, One NYC One Nation supports a six-month Immigrant Civic Leadership Program (ICLP) for leaders in New York City's immigrant communities. Participants in ICLP are recruited through community partners and by MOIA. Applicants are invited to apply because of their community leadership efforts. ICLP enhances the leadership skills of these immigrant leaders through the following strategies:

- + **Professional networks.** Participants of the ICLP program are introduced to a network of influential alumni across New York City, and across sectors and communities to support them in reaching their goals.
- + **Engaging government and philanthropy.** Participants learn to better work with all levels of government and philanthropic organizations.
- + **Community change projects.** Each ICLP participant identifies a community change project that seeks to strengthen their community assuring that the impact from their participation goes beyond the classroom and directly affects change in NYC's neighborhoods.



IDENTIFY A COMMUNITY PARTNER OR ENTITY THAT CAN LEAD A ROBUST LEADERSHIP DEVELOPMENT PROGRAM

The goal is to support both leadership development of immigrant leaders and support nonprofit leadership development for organizations serving immigrant communities. Many universities or colleges offer the opportunity to provide leadership development for non-profit leaders, the nuance of the Immigrant Civic Leadership Program with Coro New York is that the program is designed for active and engaged leaders who seek to strengthen and bring about improvement and change to the city's immigrant communities.

Key program components:

- + **Leadership Training.** Training helps develop purpose and vision, goal-setting, giving and receiving feedback, sustainability, decision-making, and leadership styles.
- + **Government Structures and Policy.** City government is the classroom, facilitating an exploration of the policy-making process and ways individuals can influence public decisions. Participants meet with City agencies staffers to understand available resources and how the city budget works.
- + **Media.** Participants meet with stakeholders from different media outlets to help media learn new strategies for engaging immigrant leaders and promoting the work they are doing in their communities.
- + **Community Change Projects.** Incorporate independent projects into the curriculum, supporting the infrastructure of immigrant communities. Throughout the program, participants have the opportunity to refine their vision, apply their learning, share project developments, receive feedback, and share successes with their cohort.



IDENTIFY FUNDING TO SUPPORT PROGRAM COSTS

External resources may be needed to support leadership training programs. Costs may be off-set by support from local community foundations, philanthropic partners in the community or corporate sponsors. A unique partnership with a university or college may also creatively off-set costs.



IDENTIFY AND RECRUIT PARTICIPANTS

Participants should be recruited through community partners and by the Mayor's Office and be invited to apply because of their demonstrated community leadership efforts. The ideal candidate:

- + Has a vision for change yet is open to self-reflection about their goals;
- + Has at least three years of related work experience; and
- + Has the capacity to successfully coordinate and implement programs that can lead to change in their organizations or community.

IMMIGRANT CIVIC LEADERSHIP PROGRAM – CASE STUDY: JENNIFER GRAY-BRUMSKINE

For several years, Liberian community leader Jennifer Gray-Brumskine has been the chief organizer of a "Staten Island Diversity Soccer World Cup," bringing numerous nation-based teams together in competition. The Cup has been a triumph in community building, leveling the playing-field among groups of different national origins and creating lasting relationships. Upon hearing about One NYC One Nation, Jennifer was pivotal in recruiting her peers to sign up for the first annual Neighborhood Leadership Institute. Jennifer and more than fifteen of her African colleagues enthusiastically participated in the institute.

Following the NLI, Jennifer and her colleagues attended a local community board meeting. Noticing a lack of representation of the African community on the board, Jennifer applied for a position. She then went on to participate in the Coro Immigrant Civic Leadership program, where she was an outspoken advocate for the African diaspora community in Staten Island and focused on improving the scope of the Soccer World Cup as her community change project. Furthermore, Jennifer and other NLI alumni took the extra step of mobilizing African community leaders to organize a new civic group, the Staten Island African Coalition, to bring together community leaders from various African nations to discuss shared issues. Jennifer and members of the African Coalition applied for the UnityNYC Grant Awards. The "Staten Island Diversity Soccer Games" as well as the "Staten Island Diversity Dinner" were chosen as UnityNYC Grant Award winners.

Jennifer continues to be an enthusiastic voice for her community, participating in citywide improvement efforts such as the MillionTreesNYC planting day and disseminating information about Universal Pre-K. In Jennifer's own words, she is "very proud of her culture and of the African diversity in Staten Island and looks forward to creating a positive change in the community by unifying the cultures." Jennifer exemplifies the driven, unifying leadership that has been vital to the success of One NYC One Nation and New York City.





UNITYNYC GRANT AWARDS

The UnityNYC Grant Awards provide an opportunity to highlight how communities can thrive when neighbors work together to create a City that respects and celebrates the breadth and beauty of its diversity. Managed by Citizens Committee for New York City in partnership with the Mayor's Office of Immigrant Affairs, with support from One NYC One Nation and additional private funders, UnityNYC aims to remind New Yorkers about the importance of immigrant contributions to our City's well-being and success.

- + **Micro-grants.** Micro-grants of \$500-\$3,000 are allocated for neighborhood-based projects in which non-immigrant and immigrant New Yorkers come together to proactively address a community-interest or concern.
- + **Collaboration.** Awards support projects that increase communication and cooperation between the target communities.
- + **Service.** The UnityNYC program also supports the City's commitment to service, volunteering and civic engagement and provides a key opportunity to help immigrant New Yorkers offer their time and skills to help strengthen their communities.

Unity Awards can support a city's effort to bring together diverse communities to help solve neighborhood problems. New York City's Unity Awards bring together faith-based, immigrant and non-immigrant groups through collaboration on community projects that improve the quality of life for all city residents. Grant awards support the following objectives:

- + **Improving quality of life.** Micro-grant awards should focus on quality of life projects that bring together diverse residents (e.g., park beautification, neighborhood clean-ups, school painting programs, community conversations, public art projects, cultural performances, etc.)
- + **Sustaining healthy communities.** The grants support ongoing commitments to sustaining healthy communities through high-impact service projects, highlighting the incredible value of volunteerism.
- + **Community cooperation.** Cooperation and communication between diverse groups thrive by involving residents to proactively address critical needs.
- + **Building human capital.** The grants tap into neighborhood reserves of human capital and innovation, widely promoting opportunities that directly contribute to the public good.



RAISE FUNDS TO CREATE A SMALL GRANTS PROGRAM

Identify philanthropic partners such as community foundations and corporate sponsors who are interested in promoting community improvement projects and community development. Selling points include the program's focus on cross-cultural communication and collaboration, the community improvement nature of the projects, and the mobilization of community members to take an active role in addressing community issues through volunteerism.



IDENTIFY PARTNER GROUP TO MANAGE SMALL GRANTS PROGRAM

If not overseen by the Mayor's Office, the Grant Awards should be managed by a community partner that has capacity to issue and manage micro-grants and provide technical assistance to grant winners.

- + Meet with the partner to assess their capacity to monitor and conduct outreach, application process, funding, re-granting responsibility, technical assistance and evaluation.
- + Craft the project and pending application, develop appropriate questions for the application process and articulate criteria for selection for awards.



PUBLICIZE GRANTS PROGRAM AND SOLICIT PROPOSALS ON COLLABORATIVE PROJECTS

Publicize grants program soliciting proposals on collaborative projects between faith-based groups and immigrant and non-immigrant groups from volunteer-based neighborhood and community associations. To promote the program:

- + Send staff to civic group meetings in neighborhoods with diverse populations or in neighborhoods that have experienced intergroup challenges. Other groups to consider include community boards, parent-teacher associations, and police precinct community council meetings.
- + Send staff to community and interfaith meetings through identified groups and bodies that bring diverse groups together.
- + Send announcement to citywide elected officials and local and ethnic press publications.
- + Conduct a rigorous concurrent social media campaign via Facebook, Twitter and Tumblr with carefully and consistently planned postings.



CREATE GUIDELINES AND CRITERIA FOR EVALUATING AND SELECTING WINNERS

The guidelines should focus on ensuring that applicants are resident-led volunteer groups bringing faith-based, immigrant and non-immigrant communities together to implement community collaboration projects.

- + Eligible groups include but are not limited to block associations, tenant associations, community gardening groups, cultural groups and religious groups implementing non-sectarian projects benefitting neighbors regardless of faith.
- + Groups are selected based on their demonstrated ability to unite residents from diverse backgrounds, mobilize at least 20 volunteers, and execute a well-planned project.
- + Preference is given to groups operating in low-income, underserved communities.



TRACK AND EVALUATE SMALL GRANTS PROGRAM AND IMPACT ON COMMUNITIES AND NEIGHBORHOODS

The Mayor's Office and the community partner's staff conduct monthly visits to the awardees, analyzing the progress of each volunteer project and ensuring the funds are being spent effectively, within grant guidelines. An evaluation rubric should be developed and completed for each project in order to adhere to pre-determined metrics defined by the Mayor's Office and the community partner.

CITIES FOR IMMIGRANT INTEGRATION aims to support the expansion of programs and policies that facilitate the economic, civic and cultural integration of immigrants across the United States. The NYC Mayor's Office of Immigrant Affairs (MOIA) has provided and will continue to provide technical assistance and guidance to other municipalities in their efforts to support immigrant communities and encourages local governments to network and share best practices in this important field.

Blueprints for Immigrant Integration, as well as additional tools and resources, are available on nyc.gov/integration and will continue to grow over the coming months. Please feel free to write us and share feedback by contacting integration@cityhall.nyc.gov.

ACKNOWLEDGEMENTS

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Community Development



Office of
Immigrant Affairs
Fatima Shama
Commissioner



Rockefeller Brothers Fund
Philanthropy for an Interdependent World