

The United States Conference of Mayors

Latino Alliance

2024 Best Practice Playbook

June 2024



THE UNITED STATES
CONFERENCE OF MAYORS



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CONFERENCE OF MAYORS

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The United States Conference of Mayors is the official non-partisan organization of cities with each city represented in the Conference by its chief elected official, the mayor.

Foreword

Our mission through this first-ever series is to demonstrate how city leaders and local groups are coming together to uplift efforts to support Latino communities; to spotlight the stories of intentional work, actions, or policies taking place in cities; and to share local initiatives and best practices that can be replicated.

We invited mayors to share local examples from their cities that feature a current initiative or partnership that is supportive and embracing of the Latino/Hispanic/LatinX community. These diverse programs highlight initiatives where each city has partnered with a local non-profit, government institution, or local business.

Hispanic Heritage Month

Hispanic Heritage Month celebrates the contributions of Americans tracing their roots to Spain, Mexico, Central America, South America and the Spanish-speaking nations of the Caribbean each year, stretching from September 15 to October 15. But at the Latino Alliance of the U.S. Conference of Mayors, we celebrate Hispanic Heritage every day.

Did You Know?

The following facts are possible thanks to the invaluable responses to U.S. Census Bureau surveys.

- The Hispanic population of the United States as of July 1, 2022 is 63.7 million, making it the nation's largest racial or ethnic minority — 19.1% of the total population.
- The number of states with one million or more Hispanic residents in 2022 were — Arizona, California, Colorado, Florida, Georgia, Illinois, New Jersey, New Mexico, New York, North Carolina, Pennsylvania, Texas and Washington.

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Albuquerque, New Mexico

Mayor Tim Keller

Asylum Seeker Assistance Project

Program Partners

City of Albuquerque and local organizations that belong to the Community of Asylum Partners (CAP) including: ABQ FaithWorks, Catholic Charities, Lutheran Family Services, Las Cumbres, Saint Michael's All Angels, NM Immigrant Law Center, Centro Savila, APS McKinney Vento Homeless Program, and Albuquerque Asylum Seeker Welcome

How long has the program been in service?

2019 - Present

Topic Area/Theme

Asylum/Migrant Services

Program Mission/Description

Albuquerque's proximity to the border means that we are an important crossroads for immigrants and refugees who are legally seeking asylum in the United States. U.S. Immigration and Customs Enforcement (ICE) screens the asylees, processes their requests for asylum, and releases them on their own recognizance.

To keep them from being released on the streets, City, non-profit, and faith-based partners in Albuquerque have organized to offer support to those traveling by bus and airplane into our city.

Approximate percentage of Latino/LatinX/Hispanic population in Albuquerque: 49.8%

How has this program/partnership specifically supported the Latino community?

This network has engaged to provide temporary shelter (2-4 nights) while refugees await their sponsorship, including intake process support, access to showers and bed space, and bilingual Spanish translators to help connect families with services and sponsors. Services include hotel costs, which average \$2,000 per group of 50 refugees for their 2-4-night average stay.

An emerging trend we've identified is that a growing number of people are wanting to stay in Albuquerque as opposed to passing through to a final destination, and so the work of this partnership is increasingly important, especially as migrants are barred from many programs due to lack of credit history, no housing history, no identification, etc. For example, in just one month (February - March of 2024), Albuquerque Public School's McKinney Vento Program reported 641 new students from immigrant/refugee families.

How many people have been served by this program?

From the City of Albuquerque's role alone, in 2023, 1,061 unique migrants were served through the city's efforts, largely utilizing FEMA Grant support. In 2024 so far, 528 unique migrants have been served with a total of 962 room nights, and 1,773 meals served.

Why should this program be shared with other cities as a featured best practice?

Although the City of Albuquerque is uniquely positioned in a border state, communities across the nation will be impacted as the rise of refugees and asylum continues to grow across the United States. These individuals, all of whom have arrived legally in the U.S., will be in need of critical services such as food and housing.

This partnership has been effective in establishing the groundwork for immediate response, coordinating grass-roots volunteer trainings, and engaging in capital campaigns to support their ongoing work. With regional and national partners, the project has formed a web of wrap-around response services; from meeting new arrivals at the airport on a bi-weekly basis to transitioning them into longer-term solutions. As the number of political and environmental refugees rise, replicating effective programs in other cities will be increasingly crucial.

From navigating FEMA requirements to developing best-practices, the Asylum-Seeker Assistance Project has been paramount to Albuquerque.

Additional Information

The Asylum Seeker Assistance Project partners have alleviated the demand on federal and municipal resources by partnering together to provide volunteer capacity, fill their work sites with appropriate bed space, and provide transportation to meal sites and other services.

They work to meet the physical needs of our refugee-seeking neighbors, provide Spanish-speaking translators, and provide transitional support to those who are fleeing hunger, violence, and environmental disasters. Some of the volunteer roles that are available include: a Spanish-speaking family liaison, interpreter/translator, transportation, medical team support, and project volunteers.

For more information about the program and contact references, please visit:

www.cabq.gov/office-of-equity-inclusion/about-office-of-equity-inclusion/immi-grant-refugee-affairs/asylum-seeker-assistance-project

Arlington, Texas

Mayor Jim Ross

Latino Advisory Council

Program Partners

Latino Advisory Council

How long has the program been in service?

2021 - Present.

Topic Area/Theme:

Community Building

Program Mission/Description:

During his first term, Arlington Mayor Jim Ross created Advisory Councils for various communities (Asian, Black, Jewish, Muslim, LGBTQ, Women, Older Adults, Young Adult, Veterans, Education Coalition, Wellness Coalition) in order to have first-hand insight into the needs of these populations. As a result, the Latino Advisory Council's mission is to provide judicious (sensible) advice to the City of Arlington Mayor, from a citizen perspective.

Approximate percentage of Latino/LatinX/Hispanic population in Arlington, Texas: 31%

How has this program/partnership specifically supported the Latino community?

The vision is to create and enhance sustainable health and wealth in the Arlington Latino Community through innovation, strong family values, increased civic engagement, and positive social impact.

How many people have been served by this program?

Organized by the Latino Advisory Council, over 5,000 people attended the Hispanic Heritage Festival held in 2023.

Why should this program be shared with other cities as a featured best practice?

Through the work of the Advisory Councils, Mayor Ross hopes to gain insight and make connections that will lead to improved livability for all communities within Arlington.

Auburn, Washington

Mayor Nancy Backus

The Auburn Blue Ribbon Committee with a vision of “Healthy Auburn for Life” and the Gildo Rey Latino Community Program

Program Partners

City of Auburn, Auburn Blue Ribbon Committee, Auburn School District, Gildo Rey Elementary School, Auburn Police Department, Valley Regional Fire Authority, Auburn Parks Department, Mt. Baker Middle School, Green River College, Auburn Grocery Stores – Safeway and Albertsons

How long has the program been in service?

2017 - 2021.

Topic Area/Theme

Environmental Justice

Program Mission/Description

After a couple of years of working together on their most critical needs, several moms from the Gildo Rey Latino Community asked for help on an issue. They really enjoy taking their children to Auburn City Parks, but this past year there was so much smoke, they didn't feel it was healthy and had to leave. “What can we do?” they asked. We talked about possible options and the moms asked if we could work together to develop a new ordinance to stop all smoking or tobacco use in City Parks.

Our mission was to obtain and follow the City process of creating a new ordinance that “stops all smoking/ tobacco use in City Parks.” Working with the Auburn Parks and Recreation Director, the Auburn Parks Board, Auburn Police Department and the Auburn School District, the process journey began.

Approximate percentage of Latino/LatinX/Hispanic population in Auburn: 19.0%

How has this program/partnership supported the Latino community?

The process of creating a draft ordinance for the City of Auburn demonstrated the commitment of the Latino moms and demonstrated their strong support in their community. It also showed that the City listened to them and followed through regarding their issue. The Latino community became familiar with the actual process of developing a draft ordinance and taking it to the City Council for approval.

It demonstrated that residents of the city, regardless of race or background, can become an integral part of creating a new City ordinance.

When they testified in favor of their draft ordinance at the City Council Meeting and received a unanimous vote by Council Members, they were not only excited but proud of their accomplishment for not only their Latino community but all community people who supported this vote. They also mentioned that they learned the importance of “if you believe strongly in something, you need to follow-through!”

How many people have been served by this program?

The population of the City of Auburn is approximately 90,000 people. Although some may not approve, many of the Auburn residents seem positive as the new ordinance was enforced at City parks.

Why should this program be shared with other cities as a featured best practice?

The Gildo Rey Latino Community Program provided education that should be shared with other cities to encourage working together with other cultures, creating a stronger and more unified city.

This program promoted equity and provided a better understanding of how city government functions. The Latinos were proud of their accomplishment, and it gave them more courage to increase their involvement in other City activities.

Additional Information

This program with the Latino community has led to developing other multicultural activities and programs in Auburn. For example, an Annual Multicultural Holiday Festival showcasing seven multicultural communities in year one and nine multicultural communities in year two.

In addition to beautiful displays by each culture, a red-carpet fashion show highlighting stunning holiday dresses described by their MC who also shared other cultural holiday activities, and a finale of cultural talent/entertainment for each community.

Lansing, Michigan

Mayor Andy Schor

Latino Historical Figure & Educational Events

Program Partners

City of Lansing, Letts Community Center

How long has the program been in service?

Although previous Latino events have been held, 2024 will be the start of Lansing's annual Legacy of Cesar Chavez event.

Topic Area/Theme(s)

Education, Immigration, Civil Rights, Social Justice & Equity

Program Mission/Description

Engagement of communities and neighborhoods for the education and celebration of Latino culture and history. Highlighting local and national historical figures by showcasing speakers and educational presentations, partnering with local business sponsors, and highlighting Latino area businesses through marketing and food catering events.

Approximate percentage of Latino/LatinX/Hispanic population in Lansing: 12%

How has this program/partnership supported the Latino community?

The first annual "Legacy of Cesar Chavez" event, highlighting the life and views of Cesar Chavez, was held in Lansing and open to the public with video recording/live tv available. Held for the first time this past April, the purpose of this event along with other cultural events throughout the year, is to support the Latino community by raising awareness and educating on labor rights, immigration reform, and social justice. These events will also provide a platform for community members to come together, share their experiences, and discuss strategies for advocacy and empowerment.

How many people are served by this program?

The event hosted 150+ attendees in person and many more through the recording and live stream.

Why should this program/partnership be shared with other cities as a featured best practice?

Any city can take charge and plan events like this one to celebrate and unify the public. Communities seeing the local government taking initiative to host cultural celebrations promotes a sense of belonging and inclusivity.

Additional Information

Overwhelming positive public response and engagement proves the inclusion of cultural celebrations to be crucial for any city's growth and sustainability. The mayor and his administration understand the importance of cultural representation for a strong and united city.

For more information, visit:

<https://www.facebook.com/CityofLansingMi> Event

Las Vegas, Nevada

Mayor Carolyn G. Goodman

Spanish Business Incubator Program, Food Truck Expo, and Latino Business Outreach Efforts

Program Partners

City of Las Vegas, Nevada Small Business Development Center, University of Nevada Las Vegas Office of Economic Development

How long has the program been in service?

2022 - Present.

Topic Area/Theme(s)

Small Business Development / Entrepreneurial Ecosystem Support

Program Mission/Description

The City of Las Vegas, in collaboration with the Small Business Development Center and University of Las Vegas Nevada, has successfully hosted a 6-week Spanish Business Incubator Program for aspiring entrepreneurs at City Hall since 2022.

Three cohorts have successfully completed the program that covers business essentials for current and aspiring entrepreneurs. Subject matter experts present on topics that include business planning, licensing, taxation, financial planning, business growth, grants, legal services, marketing, grants, small business loans, and more.

All the presentations are in Spanish and cater to the Latino community, providing culturally responsive resources and assistance for the growing Latino entrepreneurial ecosystem. Additionally, a grant for food truck business owners, and a food truck expo providing grant application assistance in Spanish as well as a one-stop shop for all inspections required, highlighted the efforts by the City of Las Vegas to support an industry that historically has been made up of majority Latino - owned businesses.

Approximate percentage of Latino/LatinX/Hispanic population in Las Vegas: 34%

How has this program/partnership supported the Latino community?

The Latino community makes up 34% of the population within the City of Las Vegas, with one third of the Latino community speaking Spanish as their primary language. Although there are a variety of resources available for small business owners throughout the greater Las Vegas area, historically there has been an absence in these programs that are available in the Spanish language. This 6-week incubator program offers everybody in the Latino community an opportunity to fully engage with their city, community and entrepreneurial ecosystem.

All participants of the program are Latino, with various industries being represented in the workshops. At the end of the program a graduation ceremony featuring a previous program participant providing catering, and a certificate presented by the first Latina councilwoman, highlights the importance of providing culturally responsive resources and spaces for our Latino community.

How many people are served by this program?

To date, three cohorts of thirty Latino community members who are current small business owners or aspiring entrepreneurs have completed the 6-week incubator program.

Additional Spanish language workshops are being coordinated for 2024, in addition to category specific workshops such as artist and entrepreneur workshops for the local Latino artist community for Hispanic Heritage Month.

Why should this program/partnership be shared with other cities as featured best practice?

Language access efforts and vibrant entrepreneurial ecosystems are increasingly becoming a priority for municipalities across the nation. Numerous issues affecting the Latino community are intersectional, and therefore require solutions that are also intersectional. By providing resources, programs and support in multiple languages, local governments can remove a huge barrier for a significant portion of the Latino community.

Although Spanish is not the only language spoken by the Latino community, there are a growing number of Indigenous language speakers within the Latino community, prioritizing language accessibility in services provided will have a long-term positive impact in how we engage with our Latino communities.

Additional Information

The City of Las Vegas also provides funding for the Small Business Incubation Program that is a collaboration with numerous nonprofits including the Latin Chamber and Chicanos por la Causa. This incubation program is another great resource that prioritizes diverse entrepreneurs. To find out more information about this program, please visit: <https://smallbusiness.vegas/>

However, the Small Business Incubation Program is offered in English, and although there are Latino participants, having the 6-week Spanish Business Incubator program allows Latino community members, who face language barriers in accessing resources, the opportunity to fully participate and highlights the importance of the city's language access efforts.

For more information about the Spanish Business Incubator Program, visit:

www.lasvegasnevada.gov/residents/events/detail/small-business-development-free-six-week-course-in-spanish

Little Rock, Arkansas

Mayor Frank Scott, Jr.

Emprende

Program Partners

City of Little Rock, Winthrop Rockefeller Foundation, Arkansas Capital Corp., Arvest Bank, TruService Community Federal Credit Union

How long has the program been in service?

2022 – Present.

Topic Area/Theme

Small Business Development

Program Mission/Description

Financial empowerment and building generational wealth within historically excluded communities are central tenets of Mayor Frank Scott, Jr.'s Administration. Small business development is a critical component of our economic equity strategy. We know that putting more dollars into the hands of our Black and Hispanic/Latino communities, who in Little Rock comprises the majority of our population, will not solve all of society's ills; however, we know that it can go a long way in addressing complex issues such as the grocery gap, health disparities, access to education, and more.

Approximate percentage of Latino/LatinX/Hispanic population in Little Rock: 15%

How has this program/partnership supported the Latino community?

Each spring, the City of Little Rock's Emprende program offers 30 Hispanic/Latino small business owners and entrepreneurs a series of free classes on establishing, managing, and growing a business. This comprehensive, cohort-based program is uniquely tailored to an estimated 20,000 adult residents who speak only Spanish. Emprende focuses on the construction, professional services, landscaping, janitorial, food services, and real estate/housing industries, providing participants with the knowledge, resources, and connections to do business and bid on contracts with the city.

How many people are served by this program? 118

Why should this program/partnership be shared with other cities as a featured best practice?

We have found that it's critical to orient immigrants to our local business environment so that they can become legally established, engage in the local economy, and grow. Government can benefit from a wider array of products and ideas while also providing a sustainable source of income to developing businesses, thus boosting our economy.

Additional Information:

Local lessons learned administering this program:

Lesson 1: Program sustainability requires multiple funding sources, including departmental budgets, donations and sponsorships, and grants. Many organizations are interested in funding initiatives to economically empower historically excluded communities.

Lesson 2: Develop a thorough program application, build a selection committee comprised of community members who work in business, finance, and banking, and provide a rubric for participant selection. This ensures fairness and transparency.

Lesson 3: The only constant is change. Ensure you collect feedback from program participants and redesign programs to meet current needs—this is especially important in the rapidly changing post-pandemic business environment.

Lesson 4: There is power in listening to small diverse business owners' ideas. The City can promote economic equity by providing the business support our residents need and empowering them to become successful entrepreneurs.

For more information, visit:

<https://www.littlerock.gov/emprende>

Lorain, Ohio

Mayor Jack Bradley

El Centro de Servicios Sociales

Program Partners

City of Lorain, El Centro de Servicios Sociales, Sacred Heart Chapel, Coalition for Hispanic Issues in Progress, Mexican Mutual Society, the Hispanic Fund, Lorain Police Department, Second Harvest Food Bank, Lorain Public Library, Lorain County Urban League, Lorain County Metropolitan Housing Authority, The Cleveland Clinic, Mercy Hospital, Lorain County Community Action Agency, Lorain County Community College, Main Street Lorain, The United Way, Lorain County Community Foundation, Nord family Foundation, Nordson Foundation, Stocker Foundation, Community West Foundation.

How long has the program been in service?

As a Latino nonprofit advocacy, El Centro has had a strong relationship and partnership with the City of Lorain since their inception in 1974, over 50 years ago.

In 2007 the City of Lorain and El Centro swapped buildings, giving El Centro a vacant bank building located in the heart of the Latino community.

Topic Area/Theme

Social Services / Workforce Development

Program Mission/Description

El Centro is a bilingual/bi-cultural Latino non-profit advocacy organization serving the greater Lorain County community. Our mission is to enhance the socio-economic status of our community by providing essential social, educational, cultural, and community development services.

Approximate percentage of Latino/LatinX/Hispanic population in Lorain: 28%

How has this program/partnership supported the Latino community?

Mayor Bradley has demonstrated his commitment to the Latino community by being the first Mayor in Lorain to have a high representation of Latino Leaders in his administration.

The city continues to partner on a number of initiatives with El Centro to support the Latino community, including but not limited to: supporting food pantry operations, awarding grant funding for a new Wellness Center, and leading planning efforts for a new community redevelopment project through HUD, located in the Latino community. Additionally, El Centro played a crucial role back in 2020 working with city staff to take the lead on Census counting efforts.

- During the Pandemic, the city supported El Centro with the food pantry, providing space and different locations through the city to accommodate for the high demand of services. As of today, El Centro continues to use Oakwood Park for our food pantry drive-thru for distribution.
- The City of Lorain and their Building, Housing and Planning Department is collaborating with El Centro in a special project to build a Wellness Center and Work Force for the Latino Community. El Centro purchased a building that is currently in the renovation phase, which the city has awarded grant funding to support building renovations.

- 2020 Census – El Centro had been charged by the County Commissioner and the local community foundations to lead the Census work for the County. The City of Lorain played a key role as being the largest city in the county and also having some of the “Hard to Count Communities”. The mayor assigned staff to work closely with El Centro and the Census 2020 Complete Count Committee and they took a leadership role with the city committee. Lorain County was ranked on Census Self Responded on 210 out of 3,215 counties in the US and its territories.
- The City of Lorain, in collaboration with the LMHA, has been taking a leading role in the planning grant for the HUD Choice grant. El Centro is a partner in this project and is centrally located in the area that has been identified to be redeveloped in the Latino community, known as the Southside of Lorain.

How many people have been served by this program?

El Centro individual served.

- 2021 – 7,195
- 2022 – 8,665
- 2023 – 8,916
- 2023 - Youth Services – approximately 350 youth
- 2023 - Summer camp – 150 youth
- 2023 - A total of one-hundred ten (110) individuals attended the Financial Literacy and First-Time Homebuyer seminars.

Please note that this does not include the individuals served by other agencies that partner with EL Centro providing services from El Centro’s Building. For example, the LCCC English classes, Legal Aid Free Clinic, and the Cleveland Clinic Medical Outpatient Clinic.

Why should this program be shared with other cities as a featured best practice?

Our partnerships focus on building a network of strong agencies that rally and collaborate with El Centro, to help bring the services these outside agencies provide to El Centro, and therefore reaching the residents and community that trust our agency.

These partnerships have made El Centro stronger with many services that are considered unique and fall under the “Best practice” in Ohio.

El Centro is known as one of the stronger and healthy Latino social services in Ohio. El Centro enjoys strong affiliations with national Latino organizations, such as Unidos US and the National Puerto Rican Alliance.

Additional Information

The City of Lorain, Ohio, boasts the largest per capita Latino community in the state, making El Centro’s services crucial to the area’s well-being. As one of the oldest Hispanic agencies in Ohio, El Centro is the only agency in Lorain that offers bilingual services for the Latino community. While we pride ourselves in our ability to meet the needs of underserved Latinos who face language barriers in accessing basic services, we are committed to meeting the needs of all community members. We serve over 8,000 individuals annually, with approximately 30% of our clients being non-Latino and 98% from low to moderate-income backgrounds.

We attribute the growth of this ratio to the ease of accessibility and location of El Centro, the variety of services making the agency a complete stop for social services, the services offered by partner agencies, the welcoming culture of the agency, and our excellent reputation for quality services.

For more information about El Centro, our core programs, and our initiatives, please visit:

cityoflorain.org/elcentro.com

Los Angeles, California

Mayor Karen Bass

FamilySource System (FSS)

Program Partners

Partners listed below with area of the city followed by non-profit partners. In addition to below, LAUSD and other city/county organizations are strong partners.

Boyle Heights
El Centro de Ayuda
Canoga Park
New Economics for Women
Echo Park/Cypress Park
El Centro del Pueblo
Hollywood
P.F. Bresee Foundation
Koreatown
Central City Neighborhood Partners
North Hollywood
Latino Resource Organization
Northeast Los Angeles
Barrio Action Youth & Family Center
Pacoima
El Nido Family Centers
Panorama City
El Centro de Amistad
South LA I

El Nido Family Center
South LA II
The Children's Collective, Inc.
Southeast LA I
All People's Community Center
Southeast LA II
Watts Labor Community Action Committee
Van Nuys
New Economics for Women
Watts
Watts Labor Community Action Committee
West Adams/Leimert Park
West Adams/Leimert Park Center
Westlake/Pico-Union
Central City Neighborhood Partners
Wilmington/San Pedro
Toberman Neighborhood Center
Wilshire
Koreatown Youth & Community Center

How long has the program been in service?

2009-present

Topic Area/Theme

Anti-poverty program

Program Mission/Description

Established in 2009, the FSS is a network of community-based centers, referred to as FamilySource Centers (FSC), funded by the City that works to break the cycle of intergenerational poverty. Through a competitive selection process, Community Investment for Families Department (CIFD) works with community organizations and guides the implementation of a comprehensive menu of services. Services will be delivered through a two-generational approach that targets low-income children up to the age of 17 and parents from the same household. It will also combine child and parent interventions to disrupt the cycle of poverty. The approach is to provide services through a prevention continuum that addresses a family's crisis, stabilizes their economic security, and builds economic resilience by focusing on three primary outcomes: 1) improve housing stability, 2) increase financial security, and 3) improve academic achievement.

Approximate percentage of Latino/LatinX/Hispanic population in Los Angeles: 48.1%

How has this program/partnership supported the Latino community?

Currently, CIFD funds 19 FamilySource Centers strategically located in communities with the highest poverty concentration, predominantly comprised of Latino/a/x and African American households. The FSS system serves all Angelenos regardless of immigration status. In 2023, 44,997 Individuals were served, of which 34,227 were of Latino descent. All FSC centers have bilingual staff and access to translation services for indigenous languages.

Demographics:

- Male: 18,250
- Female: 26,590
- Other: 62
- Unknown/not reported: 95
- Total: 44,997

Ethnicity:

- Hispanic, Latino or Spanish Origins: 34,227
- Not Hispanic, Latino or Spanish Origins: 10,770
- Total: 44,997

Approximate percentage of Latino/LatinX/Hispanic population served:

The FSC system serves over 45,000 annually. Additional highlights as of July 2016 to January 2024:

- 460,083 people served
- 1,759,399 services provided
- 4,631 households assessed to prevent eviction (as of July 2022 to present)
- 24,838 educational assessments conducted by LAUSD
- 37,643 taxpayers assisted to claim \$23M in Earned Income Tax Credits and \$13.9M in Child Tax Credits
- 268,831 academic support services provided
- \$3,224,920 secured in financial aid and scholarships or post-secondary education
- FSS provides a 160% return on investment; for every dollar invested, 1.6 is returned to the local economy.

Why should this program be shared with other cities as a featured best practice?

The FamilySource System offers a comprehensive approach to combating poverty and, more recently, has taken a proactive approach to avoiding eviction and displacement to curb the number of Angelenos falling into homelessness.

Bringing together one of the largest urban school districts and cities in the nation to address attendance and decrease social-emotional barriers to student learning in low-income communities, LAUSD Pupil Services and Attendance (PSA) Counselors, assist child welfare and attendance advocates, who serve as educational advisers, co-located in all FamilySource Centers.

The FamilySource System has been recognized as a national best practice by the National Community Development Association, the National Community Action Partnership, and the California Community Action Partnership Association. The CIFD team managing this system is frequently invited to share our model at conferences nationwide.

Considering the City's 48.1% of Latinos, of which 20% are in poverty, or 1 in 10 Angelenos is a Latino in poverty, this system serves as the largest anti-poverty program, serving over 34,000 Latinos annually.

Additional Information, please visit us at:

communityinvestment.lacity.gov/opportunity-la
 @cif.la on Instagram
 www.LA4Families.org

Orlando, Florida

Mayor Buddy Dyer

City of Orlando Hispanic Office for Local Assistance (HOLA)

Program Partners

Second Harvest Food Bank Benefits Connection Program, University of Central Florida Global Department, Primary Care Access Network, Orlando Center for Justice, Hispanic Federation, Goodwill of Central Florida, Ebenezer Ministries and the Engelwood Center for Families.

How long has the program been in service?

Since 2004 - 20 years.

Topic Area/Theme(s)

Government and Community Services

Program Mission/Description

Our mission is to connect the residents, families, businesses, and newcomers to the City of Orlando with its city, government agencies, community-based organizations, and professional entities, with information, resources, and tools necessary to strengthen the quality of life of its residents.

Approximate percentage of Latino/LatinX/Hispanic population in Orlando: 35%

How has this program supported the Latino community?

Our office was opened to guide the Latino residents and newcomers, in their own language, through services available in the government and the community. Our Staff are all bilingual (Spanish-English).

How many people have been served by this program?

Since 2004, our program has served in person, via telephone, and e-mails over 200,000 people. During Hurricane Maria, between October to December 2017, at the Orlando International Airport Welcome Center and the HOLA Office, we assisted 6,000 Puerto Ricans that came to Florida looking for help.

Why should this program be shared with other cities as a featured best practice?

HOLA is an integral part of the City of Orlando and its growing Latino population. Since opening its doors, the office has made its mission to empower those in need of assistance and aid in removing barriers that may limit our resident's ability to thrive in our city. As one of the city's programs, HOLA has connected the Latino population to job opportunities, small business support, ESOL classes, immigration assistance, and public assistance programs amongst others ensuring that residents feel supported, seen and welcomed.

Additional Information

Communities are strong when residents feel supported and understood. The HOLA office has been key in connecting residents and newcomers to their city's programs and government; this has helped create a stronger Latino community where residents are encouraged to participate and engage with their city and its government.

For more information, visit:

www.orlando.gov/HOLA

San Antonio, Texas

Mayor Ron Nirenberg

San Antonio Ready to Work (RTW)

Program Partners

City of San Antonio, Alamo Colleges District, Project Quest, Workforce Solutions San Antonio, Restore Education and more than 400 local employers.

How long has the program been in service?

May 2022 - Present

Topic Area/Theme (s)

Workforce Development

Program Mission/Description

Ready to Work is San Antonio's premier workforce initiative to help residents of San Antonio access professional training, education, and quality careers. San Antonio is implementing Ready to Work with the support of hundreds of pledged employers, training providers and colleges, community organizations and workforce agencies to enhance and expand our local talent pool.

This one-of-a-kind program connects San Antonians to education and quality jobs – and, ultimately, well-paid careers that can sustain their families.

Approximate percentage of Latino/LatinX/Hispanic population in San Antonio, Texas: 65%

How has this program/partnership supported the Latino community?

The overwhelming majority of participants that have been served by this program, over 60%, are Hispanic/Latino and living in poverty.

How many people have been served by this program?

To date, over 11,000 individuals have completed RTW intake and assessment interviews, and over 6,700 participants have enrolled in approved training aligned with well-paid careers that are in high demand. Over 1,200 participants have already completed their training, which reflects a 71% successful training completion rate. Of the 1,200 that have completed training, more than 700 have been placed in quality careers with potential for economic mobility.

Why should this program be shared with other cities as a featured best practice?

San Antonio's \$240 million dollar investment in RTW is unprecedented as we create a coordinated workforce development ecosystem at a scale that is unparalleled. For RTW, job placement is paramount. Over 400 employers have pledged to support RTW by engaging in employer initiatives and by hiring RTW participants. Employers are proving to be the dynamic force behind RTW.

Over 437 different employers have hired RTW participants. 730 Ready to Work participants have been placed in quality jobs, with 52% of training completers finding quality employment within 6 months of completing training.

Of those placed, median hourly wage is \$20/hour, which equates to a median annual salary of \$44,023.

Additional Information

Ready to Work's projected return on investment is significant. Based on a study performed by Dr. Steven Nivin and Dr. Belinda Roman reviewing participants that had enrolled through June 30, 2023, every single dollar spent on the program is projected to yield sixty-one dollars.

Thus, relative to the total amount of planned spending on training for those enrolled by June 30, 2023 (\$28 million), the projected economic impact equates to \$1.7 billion. Such impacts stem from increased earnings of Ready to Work participants, economic impacts of spending, and reduced social spending.

For more information, visit:

<https://readytoworksa.com/>

South Bend, Indiana

Mayor James Mueller

South Bend ID Program (SBID)

Program Partners

City of South Bend and La Casa de Amistad

How long has the program been in service?

January 2017- present.

Topic Area/Theme(s)

Immigration, Inclusivity, Empowerment

Program Mission/Description

The South Bend ID program offers residents living in South Bend an optional identification card and aims to help populations that have difficulty obtaining acceptable forms of photo identification including older adults, formerly incarcerated individuals, people experiencing homelessness, and immigrants.

La Casa de Amistad, who empowers the Latino/Hispanic community within Michiana by providing educational, cultural and advocacy services in a welcoming, bilingual environment, offers SBID days twice per month and have an appointment system set. The ID card is more than just an ID card, it's providing residents in our community a new world of opportunities to get the resources that they need, that they otherwise wouldn't be able to access without proof of ID.

Approximate percentage of Latino/LatinX/Hispanic population in South Bend:17%

How has this program/partnership supported the Latino community?

The South Bend ID program is designed to help keep our community safe. The SBID allows residents to identify themselves for instances when picking up children from school, borrowing from the library, obtaining financial statements, and ordering official transcripts from a local college or university.

A primary benefit will be to interact with City of South Bend services such as the South Bend Police Department, South Bend Fire Department, and city buildings and services. It is up to companies, vendors, and offices outside of city departments if they will accept the card for official purposes.

How many people have been served by this program?

Over 10,000 South Bend ID's have been issued to date.

Why should this program be shared with other cities as a featured best practice?

This program is a model that has been replicated across four cities (Goshen, Elkhart, Plymouth, Fort Wayne) in the state of Indiana and we have consulted various communities across the country on this project including from Virginia, North Carolina, Michigan, Ohio, and Texas. It provides much needed identification for the undocumented immigrant Latino community to access services within the municipality.

When you go to pick up your son/daughter at school, an ID is required. Families that are facing food insecurity and visit a food pantry many times get asked to proof of address and an ID. Places like hospitals and clinics also ask for identification.

The South Bend ID program has been a program that has bridged those gaps (amongst others) and has provided access to much needed services to thousands of people.

Additional Information

The South Bend ID program has provided access to services to our most vulnerable neighbors. It has equally forged new partnerships and collaborations within our community.

A good example of this would be the expansion of the program in partnership with our local library system. Now, thanks to a partnership with St. Joe County Public Library, every South Bend ID also gets a barcode (coded by the library) to also serve as a library card. Every SBID holder also has access to the countless resources our library system has to offer. It has made our city and others more welcoming, as our community not only has access but can also engage with the community they reside in.

The Latino population accounted for about 90% of the growth in our city and programs like this are in part the reason our community is choosing to call the City of South Bend home.

For more information, visit:

<https://www.lacasadeamistad.org>

St. Louis, Missouri

Mayor Tishaura O. Jones

Office of New Americans

Program Partners

The City of St. Louis, International Institute of St. Louis, St. Louis Mosaic Project, STL Juntos, St. Francis Community Services - Abriendo Puertas, Hispanic Leaders Group, International Spouses/Expats, International Mentoring Program, Casa de Salud, Cartel, Venezuelan Society of St. Louis, Hispanic Young Leaders, Hispanic Festival Inc, Latinx Arts Network, Puerto Rican Society, Office of Violence Prevention, St. Louis County, Washington University - English Professional Training Program, Webster University International Students program Migrant & Immigrant Community Action Project, Inter-Faith Committee on Latin America, Hispanic Scholarship Alliance, and Hispanic Chamber of Commerce.

How long has the program been in service?

2023 - present.

Topic Area/Theme(s)

Inclusion

Program Mission/Description

The Office of New Americans aims to connect and foster collaborations that transcend traditional boundaries. It also serves as the soundboard for City services geared towards encouraging engagement and participation and providing services to embrace diversity and the inclusion of New Americans to enhance their experience of residing in our city.

Approximate percentage of Latino/LatinX/Hispanic population in St. Louis:

Foreign-born in the region - 6%

(U.S. Census Bureau, American Community Survey, 5-year estimate, 2022)

St. Louis City Foreign-born population - 6% approximately

(Transform STL, 2022 data, Ness Sandoval)

How has this program/partnership supported the Latino community?

The Office of New Americans assists direct service providers who offer services to Latino new arrivals as a convener, serving as a bridge to ensure our city government provides the tools for Latino residents to access the information and programs the city government offers.

A few examples are flyers and online information in Spanish, the development of a sudden arrival task force with community service organizations to make sure the city is a welcoming space for immigrants abandoned or intentionally left behind in our city, and including Latino advisors in the St. Louis Land Reutilization Plan that will drive strategy on how best to use our land resources for the next fifty years.

How many people has this program served?

The Office of New Americans has operated for the past six months. The office has served in various capacities, primarily engaging the direct service organizations working with the community; a real number is yet to be available as data on how the services have helped the community still needs to be compiled.

Why should this program be shared with other cities as a featured best practice?

The approach of creating a sudden-arrival task force with community organizations and government agencies is a unique concept and worth sharing as a best practice on how to handle the sudden arrival of immigrants bussed to a city outside of the major metropolitan areas already targeted.

Example - Jeannette E. Horwitz, M.A., the Welcome Dayton Coordinator, recently asked for the task force contingency plan to consider implementation as part of their strategy to handle a surprised busload of immigrants sent to their city.

Additional Information

The creation of the Office of New Americans for the City of St. Louis has had an immediate impact on direct service providers. The assurance that the city government has an ear to the ground works as a partner with direct service providers on finding solutions to the increasingly complex navigation of helping new arrivals feel welcomed and has proactively listened and, in certain cases, implemented recommendations from community providers, is an impact that is now taking traction. Community organizations now see us as a trusted and reliable partner.

Tucson, Arizona

Mayor Regina Romero

City of Tucson Youth Workforce Development Program

Program Partners:

City of Tucson and Pima County Summer Youth Program, Borderlands Theater, and Tucson Clean and Beautiful

Pima County: The Summer Youth Employment Program (SYEP) is an opportunity for youth ages 14-21 who are interested in learning new skills while working as interns throughout the City of Tucson. This program is administered by Pima County Community and Workforce Development and is available during the summer months.

Borderlands Theater: During the summer, Borderlands Theater provides an opportunity for youth employment through innovative and meaningful theater and cultural programming. This theater is also dedicated to making clear the connection between public health and participation in the arts.

Tucson Clean and Beautiful: This program is designed to build a strong work ethic, develop practical skills, and promote environmental stewardship. Youth help make Tucson cleaner and more sustainable through activities like urban forestry, recycling projects, and community beautification. This program enhances the city's environmental health and provides young people with essential skills and experiences for their future careers.

How long has the program been in service?

2022 - Present.

Topic Area / Theme of Partnership:

Youth Workforce Development and Violence Interruption Program

Approximate percentage of Latino/LatinX/Hispanic population in Tucson: 44.8%

How has this program/partnership supported the Latino community?

There are areas in Tucson that have historically experienced a high degree of disinvestment. This results in everything from higher rates of crime and experiencing the effects of climate change first and worst in terms of the urban heat island effect to lower rates of educational attainment and unemployment. Many of these areas are in parts of our city with high Latino populations. In fact, homicides disproportionately impact minority communities, and most homicides are fueled by gun violence.

These programs are available to youth, especially Latino youth and youth of color, from zip codes experiencing these issues. By engaging in meaningful workforce development within City of Tucson departments and elected offices, theater and urban forestry programs, youth are earning money and learning valuable job skills while engaging in productive activities offering a vision of a future career path.

Partnering with community organizations working in fields that are of high interest is an important part of this work. Borderlands Theater engaged youth in everything from developing a play to be performed in area schools to help students deal with the impacts of loneliness and aftereffects of the pandemic to learning stage management and set design. Tucson Clean and Beautiful is training youth to be arborists who can help to maintain drought tolerant native trees to help us mitigate the effects of climate change.

Offering a positive vision of the future is a powerful motivator to youth to continue with their education and engage with their city government and community.

How many people has this program served?

For the past three years, approximately 150 youth have participated each summer.

Why should this program be shared with other cities as a featured best practice?

Tucson is not unique in terms of the need to work on reducing violence among youth, and developing meaningful workforce programs for young people. This holistic and layered approach to violence interruption through meaningful workforce development is innovative and effective.

West Sacramento, California

Mayor Martha Guerrero

Microenterprise Business Recovery Classes

Program Partners

California Hispanic Chamber of Commerce

How long has the program been in service?

2022-2023.

Topic Area/Theme:

Small Business

Program Mission/Description

The mission of this program is to provide business and financial counseling and training to local microenterprises or residents wishing to begin a microenterprise in West Sacramento. The program was targeted towards low-income microenterprise business owners and disadvantaged communities.

Approximate percentage of Latino/LatinX/Hispanic population in West Sacramento: 34%

How has this program/partnership supported the Latino community?

In partnering with the California Hispanic Chamber of Commerce (CHCC) this program was specifically targeted to help Latino small and microbusiness owners, as well as those looking to start their own businesses. These workshops were conducted in English and in Spanish to ensure that the City's Latino community could benefit from them.

Additionally, the hands-on training provided by the CHCC was specifically tailored to uplift the City's Latino business community and show the City's support for Latino entrepreneurs. CHCC has extensive experience in this field and was a valuable partner in implementing this program.

How many people has this program served?

18-20 business or prospective business owners.

Why should this program be shared with other cities as a featured best practice?

We believe this creative use of CDBG funds can be a model for other cities that wish to invest in their Latino small business community. Additionally, our partnership with the CHCC illustrates how partnerships with experts in the Latino business community can enhance such programs and provide additional benefits for Latino residents. Finally, this program is a potential model for encouraging microbusinesses, an often-overlooked subset of businesses that are typically more accessible for disadvantaged communities.



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