

Alza la Voz - How Nonprofit Organizations
Mobilize Immigrant Communities and Influence Policy

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INTRODUCTION:

Immigrant serving community organizations have historically been at the forefront of welcoming, supporting and engaging immigrant communities. The 2016 elections brought to light an increasingly xenophobic, racist and discriminatory environment in the United States. Nonprofit organizations have a responsibility to its stakeholders to define their role in empowering the communities they work with. It's important to understand that immigrant and refugee typically find themselves fearful of the potential pitfalls of legislation, unaware of their power and rights, and excluded from benefits.

Using the Siena Youth Center of the St. Francis Center and the YWCA Silicon Valley as case studies this project analyzes the impact of mobilizing for policy advocacy. Both organizations have been actively participating in community engagement towards mobilization for less than 3 years. The data for the project comes primarily from expert interview and focus groups, the communities and the organizations on the ground informed the research. Through a Social Impact Assessment (SIA) the project identify successful strategies to engage the immigrant community in public policy advocacy as a means to empower the community, the individuals and the nonprofit. The project also make recommendations for the organizations and the sector on best practices and sustainable growth.

This research project asks: What best practices can a nonprofit organization develop to mobilize immigrant communities and increase participation in policy advocacy? This paper attempts to define the the impact that nonprofit can have on immigrant communities when engaging them in advocacy. It will Inform the nonprofit sector on different strategies to mobilize immigrants towards public policy advocacy. Finally, it will make recommendations on how

nonprofit can strategically grow their advocacy efforts and insure that their programs establish long term sustainability.

This is done first through a literature review where we take a look at immigration and immigrant communities. Specifically the obstacles that they face in new country. The literature review will dive into an understanding of what nonprofits role is in mobilizing communities. We will look at advocacy strategies and models.

WHY THIS WORK:

From their early twenties my parents each came to the U.S looking for a better life. They grew up in rural mexican families who struggled to put food on the table. They came to the united states in search of the American Dream. They worked hard in the fields and in restaurants to be able to provide for their families back home. When they met and decide to come to the United States together, they got married and then crossed the Mexico - US border without documents. As migrant workers in the early years of their marriage they had children on both sides of the border. In 1989 they decided they need to lay down roots and chose to stay in California.

As a first generation Mexican-American I witness their hard work, determination and resiliency. I grew up helping my parents navigate a country that, to this day, they still at times struggle to understand and it struggles to understand them. In the mid nineties they had the opportunity to become legal residents provided them with the chance to live with a little less fear in this country. But even with papers there were regular encounters of xenophobia, discrimination and otherness. Laws that affected my parents, myself, my family and the

community we lived in came down from government entities that had never hear our voice and never understood our struggle.

I strongly believe in social justice and providing people opportunities to find their voice and their power. I grew up in Redwood city and still live there. I wish that when I was growing up there had been a place like the Siena Youth Center for me to attend. Most of my adult life has been in San Jose and when I was in my early 20s I accessed the YWCA services. I believe strongly in their missions. This is why this project is important to me. For it to be successful there needs to be a connection to the project and this is mine.

APPROACH:

This project takes three approaches to inform the research. First a literature review was conducted that focused on an in depth look at journal articles, web articles, and news reports about advocacy, mobilizing, immigration, immigrant communities, and Participatory Action Research (PAR).

The second approach was to conduct two expert interviews. The interviews were done with Lindsey Mansfield, Crisis Support Manager at the YWCA Silicon Valley and Rafael Avendano, Program Director at Siena Youth Center of the St. Francis Center. Eleven question were created for the expert interviews each question was both probing and open ended. This allowed the interviewer to obtain a deeper understanding of the advocacy programs at both organizations. The interview with Ms. Mansfield took place at the YWCA Silicon Valley during work hours. The interview with Mr. Avendano took place at a local coffee shop, outside of work hours. Each lasted 60-90 minutes.

The third approach was focus groups. The focus groups were conducted only with the Siena Youth Center. They were only done with the Siena Youth Center because the YWCA community advocacy group, Mujeres En Accion, had just come together and had only had 2 meetings by the time the focus groups were being conducted. The organization and the researcher agreed it would be too soon to have an outsider come in and help evaluate the program.

The Siena Youth Center has three advocacy groups, two of the three were selected to participate in the focus groups. The two groups that were selected were the newest to the center and were still developing their structure and leadership. The first was the Rents Too High Hear Our Cry Coalition, 21 people participated, 15 were youth and 6 were adults. The second was the Parents Advisory Group, 28 people participated, 5 were youth and 23 were adults.

The researcher attend their regularly scheduled meetings and lead each of the groups through a feedback activity called “I like, I wish, and I wonder.” The activity asked that they take at least three post-it and on each post-it write “I like,” for what they like, feel that is working. “I wish,” for what they want more of, what they would like to do that they aren't doing, etc. Finally, “I wonder,” for what they have questions about or are unsure of. They then went up to the wall and placed the post-its on the wall. Once they all had added their feedback, lead by the facilitators the participants then reflected on what they all saw up on the wall. This process allowed the participants to provide their feedback in a safe, open and confidential environment. The parents focus group was facilitated in Spanish.

IMMIGRATION IN THE UNITED STATES

The United States of America was built by immigrants. It's important to understand the many reasons why someone decided to leave their home travel long, sometimes dangerous distances and start a new life in the United States. Hundreds of thousands of people leave their homes looking for a better life and the opportunity of reaching the American Dream. The American dream is about safety and prosperity for many immigrants, to create a better life than the one back home. The decision to leave their homes is not one that is taken lightly and the journey to make it to the United States can often be dangerous and life threatening. For many it is a life or death decision. In this next section we will briefly go over some push pull factors that contribute to immigration in the U.S.

1. In developing countries people can be caught in war and conflict. People leave their home country because it is no longer safe for them or their family. To slay is to live in fear of bombs, murder, kidnapping, and being forced into armed conflict.
2. Oppressive and abusive government. Many leave their homes because the government that rules their homeland is abusing the people. The government decided to treat all its people or a certain group of it people as less than human, depriving them of liberties. Removing rights, and even causing physical harm. For those who end up standing up for themselves and for others end up escaping persecution.
3. Economic disparities and lack of opportunity. Poverty in third world countries is a huge push factor. Jobs that pay a living wage are far and few between and people can afford to feed themselves or their families. The opportunity to gain

employment and be able to afford to provide for their family is a strong reason to journey out.

4. For better opportunities for their children. Parents want better for their children than they had/ They want their children to get an education and be gainfully employed.
5. Finally, let us not forget the history recruitment “cheap labor” by the United States. The United States has gone into third world countries time and time again and brought people back to do the work at a lower rate or to do work that others won't do. Once they met their purpose they are discarded, pushed out and persecuted.

Fear = Silence

Moving to a country where you don't know the language, the laws or your rights can be frightening for anyone but this is especially true for the undocumented immigrant. This is why many of them don't know what will result from using your voice so it's better to stay quiet.

It is safer to keep quiet, to not say a word. To speak is to be noticed, to be visible and if people see you they might start asking questions. If they ask questions they might find out that you, or I or someone they care about is undocumented. To be exposed and visible is risking harm and deportation. Deportation means returning to a life you worked so hard to escape or be sent to a place that was never really your home.

For women their voices are silenced by a new country, by patriarchal beliefs, and by fear. Many immigrant women remain silent as they endure violence and abuse. They fear deportation or incarceration for themselves and for the person who has harmed them. The abuse

is not the worst thing that can happen to them. So they don't speak and sometimes teach their children not to speak. Finding their voice and their power can at times be difficult, but it can be done.

Staples (2004, p. xi) explained organizing and mobilizing communities as “the struggle for a measure of power by people who ordinarily have little power.” Immigrant communities have been in the shadows for so long that they are unaware of the power they hold. It is in coming together that they are able to uncover the power within and identify and grow their collective power.

IMMIGRANT CIVIL ENGAGEMENT

In a recent article by latinousa.org there was an election in Los Angeles that received national attention due to the large number of latinos running in response to Trump's win. There was an expectation by the DNC that that new Trump presidency would result in greater electoral engagement from Latino-majority district. When the election took place they found that only 9.7% of registered voters went to the polls. It shook the DNC and Michael Tyler, DNC National Press Secretary (2017) stated, “There is no doubt that we have to step up our efforts to register, mobilize and turnout our voters in every zip code across the country.”

This are hard and frightful times for immigrants, the targeted hate towards them by the current president has made it dangerous for immigrants to be seen. “Normally, undocumented immigrants do not have the tools to influence legislation on their own.” (Amaya, 2011, p. 23). This along with all of the changes that they already faced makes it difficult for them to engage in public policy advocacy.

Challenges for immigrants communities:

Ramakrishnan, S.K., & Bloemradd, I. (2008) explained that for immigrant communities there are 3 main challenges to engaging in public policy. 1. Language, for many english is not their first, at times, depending on age, education, and social economic level they might not be able to learn english proficiently and it becomes a critical barrier to engaging. 2. Cultural Gaps, the migrant experience, must now learn the new laws of a new country. 3. Undocumented, the ones in the movement who cannot vote.

NONPROFITS AND IMMIGRANT COMMUNITIES

Nonprofit organizations have been a point of contact for immigrant communities a safe haven, a source of support. For many it is a place where they are able to make genuine connections with others, a place to get food, support with their immigration issues, and resources. These nonprofit organizations are fighting against the root cause injustice.

These nonprofits are important, they are meeting community needs and providing culturally and linguistically competent services. “These nonprofits educate all immigrant to stand up and fight for change in their favor, and use networking as a tool to combine efforts.” (Amaya, 2011, p. 23). They are not only providing services but building connection and trust with the individuals. They are safe havens for them. Creating space where people can speak their language, receive services in their language, can be in community with those who speak their language.

Nonprofits should remember that they have power in public policy, they provide politicians with information about what their constituents are needing and wanting from them. They can help inform the process. When politicians connect with these nonprofits and these

groups they can gain more momentum on a policy they want to pass. This is why many times nonprofits have political figures reaching out to them and seeking their input.

But for some nonprofits it can take time to develop this kind of pull in policy advocacy. They might not be known and they must work at getting at the table when issues are being discussed.

Why Nonprofits Enter Advocacy:

It is not always a conscious choice a nonprofit organization makes to enter public policy advocacy. Some organizations enter because they are afraid to lose their funding. They are forced to speak up for their needs or risk losing what keeps their doors open. Ramakrishnan (2008) stated that nonprofits, “Realized that service provision and public policy advocacy are two interrelated activities that need to be pursued in unison to fulfill the organization's mission.”

CASE STUDY:

We will be looking at 2 nonprofit organizations in the San Francisco Bay Area. The Siena Youth Center of the St. Francis Center and the YWCA Silicon Valley. These two organizations are in the infant stages of their mobilizing efforts.

YWCA Silicon Valley

The YWCA Silicon Valley is a 501c(3) in San Jose, California. Over one million people live in the city of San Jose. The community is made up of 38.9 latinos which is the second largest racial group in the city. Of the total populations 28% of its residents are low income.

The YWCA is an organization that has been providing services to the community since 1906. Their mission is to eliminate racism, empower women and promote peace, justice, freedom, and dignity for all. In 2014 staff in the organization recognized a need to engage the

community differently than they had in the past. After attend a Promotoras training they knew that this was the next step in engaging survivors for the organization. There were two challenges, money to fund the program and a pool of participants to engage in the program.

In 2016 the organization applied for a two year grant to fund the program. Promotoras is a public health model that trained people from the community on issues that they will then go out and present to members of their community. YWCA is taking it a step further by calling their program Mujeres En Accion (MEA). They hope for 3 outcomes. 1. Biling community with in the women. 2. Reaching more of the community though the promotoras efforts. 3. Engaging them in public policy advocacy.

At the time of the expert interview with Lindsey Mansfield the program was in its second day of training. Their recruitment efforts had resulted in five members. It will be interesting to see how the program is doing a year from now.

Siena Youth Center

The Siena Youth Center of the St. Francis Center is a 501c(3) in North Fair Oaks, an incorporated area of San Mateo County. North Fair Oaks has 15,000 residents living in less than 1.2 miles. The community is made up of 71.5% latinos. Of the total population 43% are low income. The mission of the St. Francis center is to help low-income families live with dignity and become self-supporting members of the community.

Rafael Avendano explained that the Siena Youth Center has been mobilizing the community since before it was established. A group of parents and community members advocated for the center to be built in the community in 2010. In 2012 the center opened. After a year and a half of establishing programs they saw a need to get a crosswalk in in front of the

center. It wasn't safe for the kids, cars were driving by fast and they were afraid that sooner or later one of the kids would get hurt. They reached out to a board supervisor, the kids went and spoke at county meetings and in 3 months they had a new crosswalk.

The first program started as a bike program called Bull Dog Riders. The participants are all youth. Over time it has evolved into a combining advocacy with riding. They discuss what they don't have because of money compared to other communities, they focused on lack of infrastructure for bikes and they advocated for parks. From all their advocacy they started to get recognition from county and the youths voices were getting heard.

The second group that was developed was the Parents Action Team. This is an advisory board and a way to get the parent involved. It was developed 3 years ago because the center needed more involvement from parents. They meet every other week, year rounds and get the chance to have input on center programs and processes. The Siena provides them with training such as: teambuilders, given resources, they get involved in county efforts and research.

Rents too High Hear Our Cry Coalition is the third advocacy program. It is made of adult and youth and has existed for 8 months. It started as a formalized project that is funded by the North Fair Oaks Youth Initiative. This was a way for the Siena Youth Center to be a part of different projects in the community. For time that the program has existed they have attended public forums to speak about renters rights needs in the county and marched on properties where landlords had unfairly evicted residents. The center has started to combine Parent Action group and the Rents too High meetings to bridge and insure parents are aware of what is going on.

Engagement

There are two things that can come from mobilizing and organizing communities, it can grow peoples/community power and it can tackle issues and change current situations. We must understand the view that people have of the world we live in and how it works to get them to join the efforts. How will this affect them or someone that they know and care about?

People need to have ownership of the efforts, how is your organization insuring that the their voices are being included and lifted? Building the power of the participants so they can take on the leadership roles. “Success never should be achieved at the expense of constituency control.” (Staples, L. 2004, p. 20)

Small victories are important, sometimes the goals are so large and they can seem impossible to obtain, but if you are able to accomplish some small victories it can keep people motivated and engaged in the efforts.

Strategies for mobilizing:

In Staples (2004), *Roots to Power* we learn about Gary Delgado Single Issue Mobilizations (SIM). this is a critical model that explain how organizations is able to focus their efforts on a single issue. This model is commonly found in communities of color and mobilize people around crisis situations. The objective for these groups is to get this single issue resolved but this could be the beginning of more long running efforts. “This approach stems from an analysis that recognizes a continuous flow of problems, issues, and concerns facing most communities, especially those that have been disempowered or oppressed.” (Staples, 2004, p. 3)

Leadership Development

Identifying leadership potential in membership can help move efforts forward. They need someone who can guide the process and inspires, who is committed and capable. It can be more

than one person, sharing leadership responsibilities can create a more democratic feel to the process. Nonprofits should make sure to bring in training for the participants that focus on developing or strengthening specific skills.

What nonprofits should be careful not to do

Many nonprofits think they know what is best for the immigrant community and don't let the lead, they don't empower them but instead use them for their own interests. It is a form of tokenize them and their efforts. Organizations must understand that “Success never should be achieved at the expense of constituency control.” (Staples, 2004, p.20).

Advocacy Strategy Framework

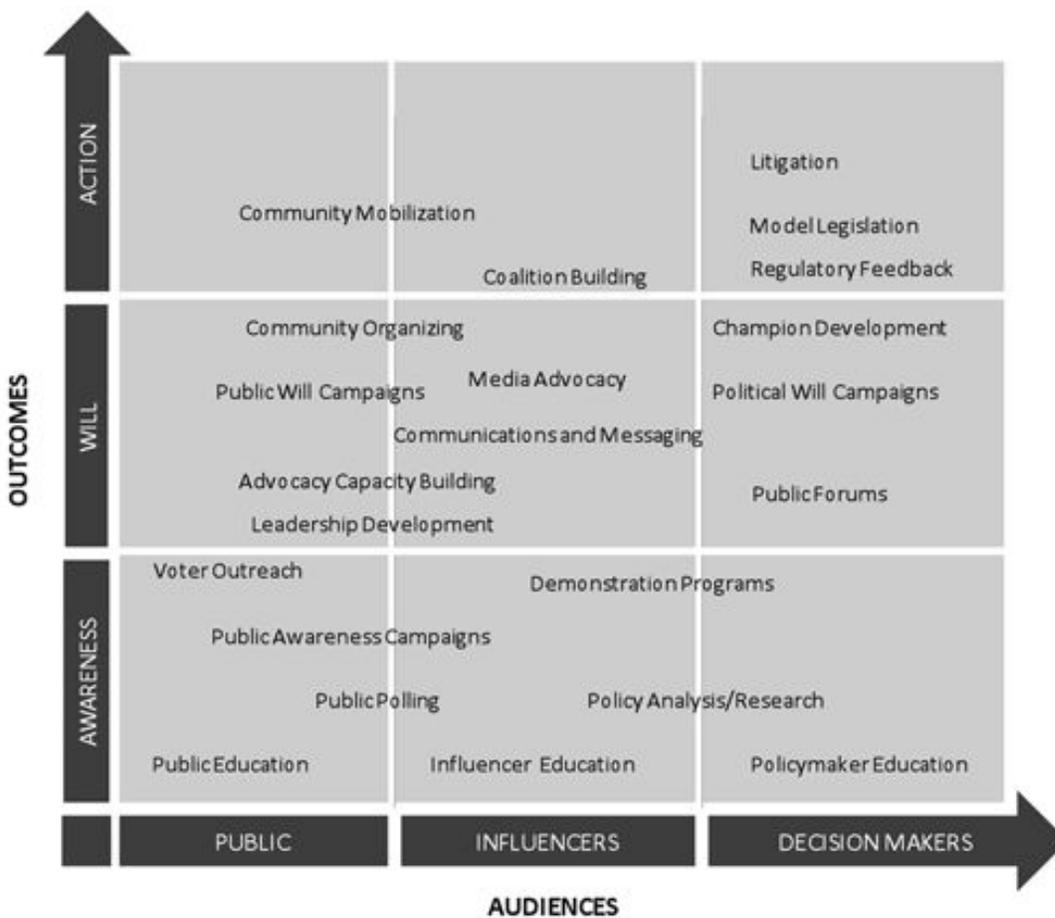


Figure 1. Advocacy Strategy Framework

As immigrant serving community organizations when mobilizing the community and developing their advocacy groups need to make sure that they have an understanding on the different strategies that they can enact to obtain the outcomes that they would like to have. The Advocacy Strategy Framework tool that shows the theory of change in advocacy. Highly recommend that organizations use this tool.

This tool will help organizations:

1. Think specifically about who their audience is. Who is it that they are trying to reach, for what purpose, and how what they need to do to get them there.
2. Think about what tactics will be useful in their efforts and what are some interu outcomes they can expect.

The tool focuses in two dimensions of advocacy strategy, the audience and the outcome. It is a helpful highlighting the two different dimensions, they can help organizations figure out their strategy. The framework also outlines different tactics that can be sued to affect policy.

Audience: this is the target and influence. It can be an individual or a group of people. The framework defines three main actors, the public, policy influencers and decisions makers. Outcome: is the change that results from the advocacy efforts. There is a continuum that advocacy groups should be trying to move audiences up. First is awareness which purpose is to help the audience gain or grow knowledge. Second will which purpose is to get the audience to want to do something. And third action, is getting the audience to do something.

Inside the framework are different tactics that advocacy groups and organizations can use. It can help those using the framework understand what audience they can use the tactic on and the potential outcome or change that they can achieve by using this tactic.

This tool can be used at a meeting for the advocacy groups. They can use it to map out their efforts, who they want to target and what strategy or strategies do they want to utilize. The strategies can focus on one of the audiences or more than one. They can focus on one at time or all at the same time. (Coffman, J. & Beer, T. 2015)

FINDINGS:

The expert interviews:

The interviews with the experts revealed that for organizations that are in the development and infancy stages of mobilizing for advocacy efforts the top priorities are around education and leadership development, this is both for the organizations and the program participants. At the beginning of the program development the organization, staff and the participants are learning at the same times how to do advocacy, how to take on the leadership role, and how to support the efforts. The experts strongly believe in investing in the participants to achieve the outcomes they desire. Their goal is two fold, creating community within the participants and affect policy change.

The primary challenges that came up for the organizations were recruitment and engagement. For Siena Youth Center it was recruiting and engaging young girls in advocacy. Leadership at Siena Youth Center has made efforts to engage the girls that come to the center in advocacy but the girls are not participating to the same degree as the boys. Questions around lack of female role models at the center and advocacy programing that is more male focused came us to try and understand the “why” of the lack of engagement and come up with some ideas to recruit and engage.

For the YWCA the challenge was around the recruiting more participants for their promotoras project. Their first group was in its first leadership development stages. Although they had 10 people sign up, only 5 attended. They reflected on where this was a good size group and how to recruit more women next time. Funding was the second challenge for both organizations. The organizations either had little funding available for the advocacy groups or time limited funding. This put the future of their programs at risk.

The focus groups:

Figure 2 and 3 are the result of the qualitative analysis from the focus groups. Figure 2 demonstrates the important themes that the “Rents too High Hear Our Cry Coalition” presented. Figure 3 demonstrates the important themes that the “Parents Advisory Group” presented.

Question	Themes	Key Words	Example Quotes
Rents too High Hear Our Cry Coalition			
I like:	Coming together as community	Help others	<i>"I like to have our community, because if we didn't have it we wouldn't [be] doing this."</i>
		Community fight against high rents	
		People came together	
		Community	
	Leadership Development	Youth able to be part of change	<i>"I like [that] youth speak up about what is lacking in front of city and county leaders."</i>
		Youth leadership and engagement	
		Participate in Leadership	
		Youth speak	
	Idea Development	Came up with ideas	<i>"I like that we're having advocacy meetings because we're always brainstorming."</i>
		Always brainstorming	
		Get to share our ideas	
	Learning from others	Guest who share knowledge	<i>"I like speakers from communities working on tenant protection."</i>
		Guest speakers	
I wish:	Field trips	More field trips	<i>"I wish we had more field trips."</i>
		Visits and trips to locations	
		Go to SF and SAC	

	More people involved	Get more people involved in movement More people help community Bigger following	<i>"I wish that we had more people involved in our community."</i>
	Resources	Bus More speakers Terminology directory	<i>"I wish we had more speakers who shared their living experience and their solutions."</i>
I wonder:	Future	Future of coalition the groups existence after summer Will the center still be here in future	<i>"I wonder what our future would look like for this coalition."</i>
	More Learning	More guest speakers Policy pass process Leadership skills Shadow other groups	<i>"I wonder if we could shadow another group like us and get more info and tips."</i>

Figure 2. Qualitative Data results from “Rents too High” Focus Group

Question	Themes	Key Words	Example Quotes
Parent Advisory Group			
I like:	Collaboration	All coexisting Parents collaborate	<i>"I like the motivation for the kids and the parents to collaborate."</i>
	Youth Activities	Youth Involved Activities for the kids Sports activities	<i>"I like the program because they maintain the students active."</i>
	Support	Support daughter receives Help with homework Help with my kids	<i>"I like that they help me with my kids and they have compassion."</i>
	Involvement Opportunities	Youth involved Being able to help Volunteering Get involved in community	<i>"I like to share, have communication, being able to help and being a volunteer."</i>
I wish:	More parent involvement	Parents get involved More parent participation More parents attend meetings	<i>"I wish that more parents were involved. Thank you to the parents that already come to this meetings."</i>
	More support for kids	More support and tutor	<i>"I wish that there was more help for the kids that suffer</i>

		homework help	<i>from bullying. Like for example that there was counseling."</i>
		Help with bullying	
		Expand child abilities	
	Support for the center	Motivate my neighbors to help and participate	<i>"I wish that there was more support for this program so they don't take it away, it is a great help for all of us that work. Thank you."</i>
		More support for program	
I wonder:	Increase parent involvement	More parents	<i>"How it would be if all the parents came to the meetings and all participated more."</i>
		More parents at meeting	
		Get friends involved	
		Motivate parents to be involved	
	Strategies for better programming	More help for coaches	<i>"I wonder if we can improve, I think we can, unity is strength."</i>
		More time for kids	
		Sports team	
		More activities	
		Healthy eating classes	
		Better parent meetings	
		Outreach to churches	
	Personal Involvement	Do more to help	<i>"If there is a possibility to volunteer."</i>
		Other kinds of meetings to have	
		volunteer	
		Parents at outdoor activities	

Figure 3. Qualitative Data result from “Parent Advisory” Focus Group

Through the “I like, I wish, I wonder,” exercise both the groups were able to state that what they enjoyed most about the advocacy groups was the change for *collaboration* and the opportunity to *coming together* as a community. The ability to be *involved* and make a difference was very powerful for the participants. Giving back and making a difference allowed them to feel good about themselves. They also liked and wanted to keep *learning* and development of skills and knowledge, they felt that the learning was a great part of the program. Primarily around *leadership development* which is incorporated into the majority of the group's activities.

For the focus groups the challenges came around what they felt they need more of or did not have. For example the groups really wanted more of was *field trips* and opportunities to be *involved* in different ways. The mentioned needing resources for the center to able to go on fieldtrips. Field trips was one of the ways that they were engaged by the Youth Center and they learned something new. Both groups mentioned needing *support* for the center. They wanted more of the parents and the *community to be involved*. There was a pattern of fear of the *future* for the center. It's is still so new and they are trying to grow but there is this feeling about wondering if the center will be there for ever or not. Finally, the groups wanted more *learning* opportunities.

MOBILIZING IMMIGRANT COMMUNITIES (MIC) MODEL

From the research conducted for this project the Mobilizing Immigrant Communities (MIC) Model, demonstrated in figure 4, was created. The purpose of the model is to help organizations understand the process of mobilizing immigrant communities. The model helps guide the nonprofit organization through each step of developing and establishing an advocacy group through mobilization. There are six steps that organizations planning on mobilizing immigrant communities can take. This next section goes into each of the six areas.

As nonprofit organizations move through the model they should remember that mobilizing communities for policy advocacy is not a linear process. The process eves and flows; it needs to move with the organization and with the community.



Figure 4. Mobilizing Immigrant Communities (MIC) Model

The Idea

The process of mobilizing immigrant communities for advocacy is and should be developed organic. There are two ways that it can be developed: 1. Internally created, the organization sees a need and decides to mobilize its stakeholders. To figure out the need and what potential engagement it is highly recommended that the organization do a community needs assessment. 2. External creation, this is when the community approached a nonprofit and ask for support in coming together and addressing a certain issue. Either approach can work and it is possible that both could happen at the same time.

When discussing whether or not to mobilize the community you must ask: What, why, how?, taking a page out of Simon Sinek approach make sure you “Start with Why?” What are you trying to do?

1. Why are you doing it?
2. What are you doing?
3. How will you do it?

Resources:

The following a list of resources a nonprofit should consider when developing their idea:

People - What staff to dedicate to the program coordination

Money - funding, do you have any? Are you willing to apply for some? Can you reallocate any funds? Can you do it without it?

Space - physical location and "safe space" where people can open up.

Time - Develop a timetable, how long can you afford to do this? how long do you want to do this? Is it a single issue or long term issues?

Energy - Do you, your organization, your community have the energy or desire to do this?

Focus - Does it fit your organization's mission and vision?

Recruitment

Getting the people in the program is very important, so you need to make a plan and figure out who is the target audience? Below are some questions to ask internally as the program focuses on recruitment.

- Who has what role within the organization?
- What is your recruitment strategy?
- Do you have any champions?
- Are there clients/participants who interest in doing more or giving back?
- Can an existing program evolve?

Engagement

Now that you have people at the table that want to participate make sure that you can keep them involved and engaged. Start with education creating consciousness and deeper understanding and awareness around the issue area of choice for the participants. Then help them with skill building such as public speaking and how to leading meetings. Help build

leadership within the participants. Potentially bring in someone or a curriculum that focuses on leadership development for all the participants. Finally, don't forget the fun. Find out what they like to do. Organizations like Siena Youth Center take the youth on field trips where they can learn about advocacy.

Raising their Voices

This is when the group starts making its moves. Help them define priorities, now do these priorities their needs with the needs of the organization and how will link the organization and the group this is about the efforts and the focus. Its advised that the group focus the issue they plan to advocate for or against, when possible to role of the organization should be more advisory than leadership focused. During this time is when you will see connectedness happens. They are Building a networks and creating community, helps lower the feelings of isolation.

Advocacy

This ia great place to use the Advocacy Strategy Framework. The group must figure out how do they want to affect policy. Do they want to do demonstrations and rallies? Are they willing to use the power of testimony and show up at public address opportunities.

Creating Change

One of the important findings of the research analysis is how mobilizing immigrant communities and supporting them in advocacy efforts results in a multi-level change outside of the political system. For the individual they are able to find their voice, build power, self actualization, and reduce isolation. For the community is about build network of support. They a are able to be more connected to organization and to each other, issues are addressed. For the

organization it can help refocus their programs, they are more accountable to stakeholders, and they can obtain an increased positive image in the community.

RECOMMENDATIONS:

The following recommendations come from an analysis of the expert interviews, focus groups and the literature review. The researcher also drew on her expertise and experience from 12 years of work in community engagement and the advocacy field.

Using the MIC Model:

Recommend that organizations use this model at the early stages of mobilizing immigrant community for policy advocacy. Can help the organization plan out the steps that they need to take and see if they are ready to take on this type of community engagement. It can help them weigh the benefits and risks. Ultimately it can help guide the process, a tool that they can build upon. Organizations should also Advocacy Strategy Framework along with the MIC Model, once you have mobilized you need to strategize the advocacy efforts, know how to keep the momentum going and create a sense of accomplishment along the way to obtaining the larger goal.

Recruitment:

Getting people at the table is one of the biggest challenges organizations face. One approach to getting people involved is to reach out to those already connect to services such as activity groups or support groups, engage them in conversation around needs and concerns. Second, connect with other organizations who already have advocacy group and ask to speak to their participants, invite them to join your cause. Third, go where the community is and recruit there, get to know their interests and add it to your programming.

Engagement and Retention:

Listen to the groups needs, let them lead the efforts, and make sure to include fun/joy in the activities. Politics aren't usually something people call fun. Siena Center attaches field trips and recreational activities as an added bonus to the advocacy. YWCA creates a community for women who are usually isolated or relegated to the home.

Increase Efforts:

For programs to be successful make sure you have a Leadership Development and education component in the advocacy group, it will provide an opportunity for programs to be more self sustainable. Once there is a solid advocacy group they can be taken a step further with the following steps:

1. Create an advisory board that can inform the organization or the field and help guide its strategic direction.
2. Consider developing a Participatory Action Research (PAR) group, help them research, create and inform policy on their terms instead of having outside groups come in and use them for research.
3. Create a pipeline for participants to become paid employees, their work is valuable.

Sustainability:

As nonprofit organizations it's important that there is an investment in advocacy programs for sustainability. As the researcher found with the case studies many organizations don't have a lot of funds allocated to mobilizing communities. Organizations must not forget about funding, many programs do the work without funding but they will not last if the organization doesn't invest time and funds long term.

A tool that is helpful to show the effectiveness of their efforts is Evaluation. Evaluation can help the organization understand if they are reaching the outcomes they expected. They can also use it a a time to reflect on the work and receive feedback and input from stakeholders. The data that is collected can help the organization understand what is working and what is not. It can also help the organization show its effectiveness and receive funding. .

Organizations must remember the power of collaboration. Building collaboration and network with similar organizations can increase power of your work. Let's look for example at the housing rights movement that the Siena Youth Center is involved in. There are many others groups in the Bay Area doing the same work in their counties. If they came together they could learn from each other and do work together to enhance the efforts of each organization.

Finally, but equally important make time to develop leadership within the participants, they want it and it will equal less staff time. It will create a larger sense of ownership with participants and it will help them drive their efforts further.

Siena Youth Center Recommendations:

The Siena Youth Center is a place where they are ready to take their efforts to the next leave. There is an eagerness from the members of the advocacy groups to be effective, continue growing and continue learning. The first recommendation for the center is that they plan for for smaller victories in their pursuit for larger victories. For the Siena Youth Center and their housing rights advocacy it will be important that they plan out most of their efforts for the next year. Their goal for this group is fair housing and tenant rights. To reach their goal they will be a long battle and do their allies throughout california. The Figure 5 shows strategic efforts that that the Siena Youth Center can take in the next school year:

Audience	Tactic	Action	Timeline
Public	Leadership Development	Obtain training from YUCA or other organization to develop groups leaderships skills	Summer/Fall 2017
	Public Education	Hold community forums that inform the community about the issue, their rights and why they need to be involved.	3 during the 2017-2018 year.
Influencers	Coalition Building	Bring together other Bay Area coalitions	Winter 2017
	Influencer Education	Connect with political advisors get them to listen to the issues	Spring 2018
Decision Maker	Public Forums	Speak at advocacy issue at different forums	Year round
	Regulatory Feedback	Understand existing policy and bring them to policymakers attention when not upheld/the impact of the regulations	Educate leadership Fall 2017 Regulate Spring 2018

Figure 5. Proposed Siena Youth Center Advocacy Strategy

It is multifaceted approach that can provide members with wins throughout the year. During their meetings a conversation should be facilitated with the members about about what could be a positive outcome/victory in the efforts. For example, for public education if the group is able to get the forum together and have people attend that would one outcome. The next step for his tactic would be if they get someone from the forum to attend a march, and next level is that one of them joins the coalition.

It is also recommended that they look for funding to hire additional staff and bring in training. What Siena Youth Center currently has invested in money and people power can run out quickly. The youth and the parents are very interested in growing their efforts and continuing to be involved.

YWCA Silicon Valley Recommendations:

As the YWCA continues to develop their strategy to mobilize the immigrant community that access their services they are looking to define the way that they engage the community. It's recommended for the organization that they provide ways to further engage their participants and provide more than one way they can mobilize for policy advocacy. The “Survivor Defined Pathway to Leadership” that I developed to help the YWCA plan their mobilizing efforts in a way that encompasses their mission and vision as an organization while at the same time

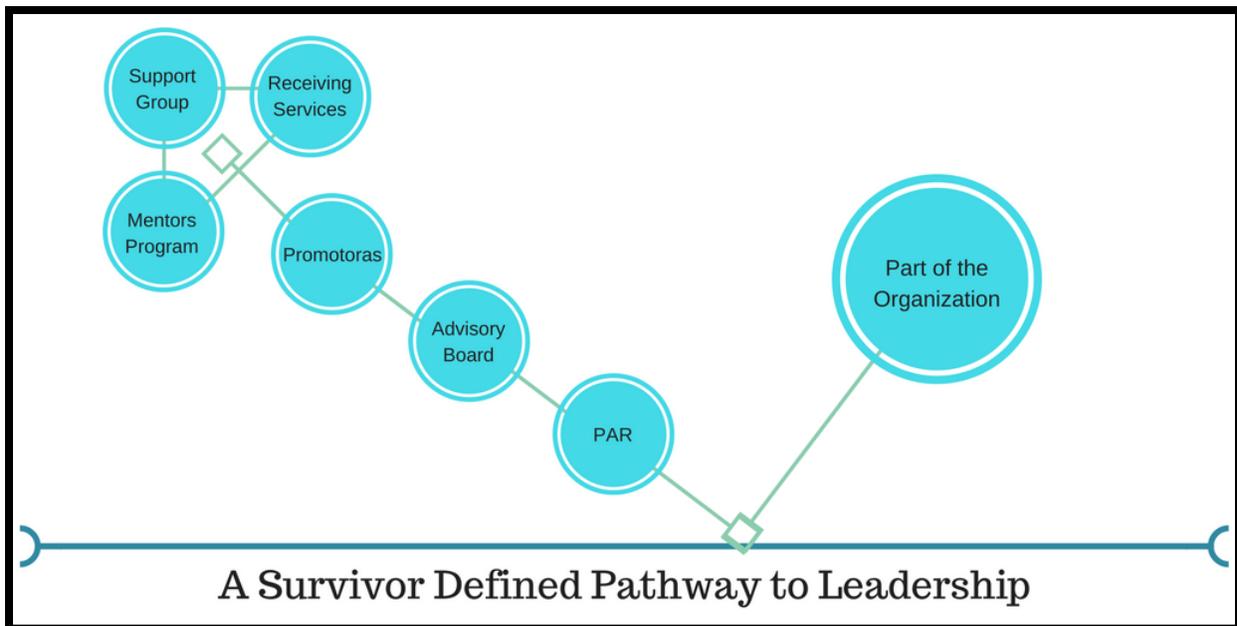


Figure 6. Survivor Defined Pathway to Leadership Model

ensuring that survivors are at the heart of their efforts and leading the pathway towards policy advocacy.

At the top left of the “Survivor Defined Pathway to Leadership” Model is the entry point from internal stakeholders, these participants are already connected to the organization and are invested in the organization. The three potential points of entry for survivors are the support groups, receiving individual client services, and the mentorship program. From there the program participants can feel into the three levels of the immigrant mobilizing programs, the *promotoras*, advisory board, participatory action research.

Participants can join one or all three of the mobilizing programs. The *promotoras* program provides participants the opportunity to go out in the community and educate others on issues of their choice. The *promotoras* will also attend city and county forms to advocate for their needs and those of their community. The *Advisory Board* will be a group of survivors who advise the organization and the county on issues of domestic violence, sexual assault and human trafficking to insure that survivors are at the center of funding, program structure and local policy. The Participatory Action Research (PAR) group would focus research efforts to inform the sector on issues that survivors face. By doing PAR the studies and research they do will be of their choice, be conducted by them and they will create a report on the issues instead of having people come in and do studies on them.

CONCLUSION

Immigrant serving organizations role in mobilizing immigrant communities will be essential to the physical and mental health or the community. To have these organizations stand by them and mobilize their efforts will benefit the organization and the people. Now is the time

to engage immigrant communities. There is too much hate and too much fear taking up space.

The steps that nonprofits take will will create safe spaces for immigrants. This is how we change the narrative, we remind them that they do have power.

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