2019 NEW AMERICANS FELLOWSHIP

REPORT

Additional appendices include
- Attachment A: Fellows & Placements
- Attachment B: Survey Results

COUNTY OF SANTA CLARA
OFFICE OF IMMIGRANT RELATIONS
DIVISION OF EQUITY & SOCIAL JUSTICE
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EXECUTIVE SUMMARY
2019 NEW AMERICANS FELLOWSHIP REPORT

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02 I am DACA-mented and proud.

03 Come from cities or neighborhoods in Santa Clara County
Average age is 24 years old

04 Selected from 40 applicants

05 I am from the saying "Si, se puede!"

06 I am from shoes hung on power lines, palteros ringing their bells in the heat, and from the smell of tacos on every corner.

BACKGROUND

Initiated in 2016 by the County of Santa Clara Board of Supervisors at the request of Board President Dave Cortese, the New Americans Fellowship (NAF) provides Deferred Action for Childhood Arrivals (DACA) recipients a paid opportunity to serve Santa Clara County’s immigrant communities. Through the NAF, fellows are able to gain valuable professional skills that make them highly desirable candidates in their career and educational paths.

The Office of Immigrant Relations (OIR) provides full oversight and program management for the NAF. From the initial planning phase to completing the report, the NAF is a 9-month project.

Designed as a leadership pipeline, the NAF provides a paid, full-time, 10-week program during the summer to DACA recipients. Various County departments guide fellows as they navigate immigrant integration at the intersection of local government and the services provided to residents.

Upon completion of the program, fellows gain knowledge of the intricacies within local government, understand the depth of the County’s safety net programs, conduct independent research and develop policy recommendations, fine-tune communications and design marketing, and advance the County’s mission to create a more equitable society in the context of social justice.

1 DACA, or Deferred Action for Childhood Arrivals, is an administrative relief from deportation. The purpose of DACA is to protect eligible immigrant youth who came to the United States when they were children from deportation. DACA gives young undocumented immigrants: 1) protection from deportation, and 2) a work permit. The program expires after two years, subject to renewal. For more information, visit the USCIS website.
GOALS & OUTCOMES

The NAF advances the County’s commitment to build Welcoming Communities through harnessing the full potential of immigrants by ensuring that workforce systems can leverage their unique experiences and skills.

GOALS

1. Create and maintain a leadership pipeline for DACA recipients where fellows continue to
   • Actively participate in civic life
   • Work for social change and public service
   • Professional development for economic opportunity: transition to jobs with sustainable wages

2. Critical policy analysis and recommendations to improve County services
   • With mentorship support, independently research and analyze policies that impact immigrant communities
   • Develop policy recommendations to improve County services

OUTCOMES

1. The program grew from 10 fellows in 2018 to 15 in 2019. OIR placed fellows who demonstrated academic excellence and research abilities within 12 County departments: 7 offices within the Division of Equity & Social Justice, 1 in the Public Health Department, 1 in Behavior Health, and 2 in the County Board of Supervisors (District 2 and District 3). To view the complete breakdown of host sites, see Attachment A.
   • All 15 fellows completed their research and policy recommendations
   • Upon completion of the program, 6 fellows were extended job opportunities at the County

2. The research projects combined immigrant integration and the host site’s focus
   • Fellows developed policy recommendations by reviewing scholarly journals, published reports, and interviewed stakeholders
   • Fellows presented their research to the public and a panel of subject matter experts
   • Members of the panel expressed interest in extending job opportunities to 3 fellows after their presentations

“The most valuable aspect of my experience included the project presentation, especially making recommendations to the County Board of Supervisors, County executives, and stakeholders.”

—2019 fellow
FINANCE
An investment in work opportunities for DACA recipients creates space for them to emerge as leaders in their communities. Additionally, they are able to contribute their unique and innovative perspectives to advance the County’s commitment to all residents, regardless of immigration status.

Former 2017 and 2018 fellows expressed that the NAF provided them with the skills and networks to navigate their career and educational paths. **Three of these fellows are now County employees and many are working in government or other community centered fields.**

“There are very few paid internships for DACA recipients. The New American Fellowship opened doors for me and my cohort. We got to meet with elected officials, community organizations, County departments and many more to learn how Santa Clara County continues to be a welcoming space to the immigrant community.”

—2018 fellow Alejandra Garcia, California State Legislature, Assembly Appropriations Committee

The Santa Clara County Board of Supervisors invests $200,000 a year to support the NAF. The County of Santa Clara Office of Immigrant Relations (OIR) provides full oversight including administrative aspects and program management. In addition, OIR promotes, interviews, selects, assigns placements, and develops the programming. Throughout the program, OIR provides ongoing support to the fellows and their host sites through 1:1 guidance and mentorship.

OIR works to ensure that the 2019 New Americans Fellowship cohort receives a living wage and is reflective of OIR’s high expectations of their work product. The NAF allocates $10,000 per fellow to work up to 40 hours per week.

COST BENEFITS
For the complete write-up on the Cost Benefits, see the full 2019 Report on page 10.

County Government Impact
- Increase County visibility, which also increases sought-after student talent wanting to work with the County

Community Impact
- Promote intersectional approach to equity and social justice to address the needs of immigrant communities

Economic Impact
- County-invested work opportunities for DACA recipients translate to significant contributions to the economy: higher wages, therefore higher tax revenue and stronger economic growth

Academic Impact
- Fellows gain skills in policy analysis, practical experience, and other highly desired skills that would diversify academia’s culture of theoretical practice

The Santa Clara County Board of Supervisors invests $200,000 a year to support the NAF. The County of Santa Clara Office of Immigrant Relations (OIR) provides full oversight including administrative aspects and program management. In addition, OIR promotes, interviews, selects, assigns placements, and develops the programming. Throughout the program, OIR provides ongoing support to the fellows and their host sites through 1:1 guidance and mentorship.

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2019 FINDINGS, STRATEGIES FOR 2020 PROGRAMMING

Diversity of the 2019 NAF Cohort

Findings
- The diversity of fellows in the 2019 NAF cohort is dependent on the percentage of race and ethnic background of DACA recipients in California
- Given that only 20% of individuals of Asian descent in California applied for DACA, the diversity of the 2019 cohort make up was limited
- OIR extended offers to applicants of Asian descent but those offers were not accepted

2020 Strategy
- Conduct research meetings with colleges, community based organizations (CBOs), and County departments to identify best practices in reaching DACA recipients from the Asian American and Pacific Islander community and more

NAF Research Project

Findings
- OIR’s combined mentorship and cohort model helped fellows complete their research projects along with day to day work, however the research project required a large part of the fellows’ time

2020 Strategy
- In an effort to increase fellows’ capacity to better support their host sites, OIR plans to integrate seminars with research guidelines to streamline the project

Program Management

Findings
- The 2019 programming had 1 official start date, however the program experienced fellows with different timelines that impacted their start dates
The growth from 10 to 15 fellows resulted in an exponential workload. It is important to note that OIR maintained the same amount of staff as previous programming years and also experienced understaffing.

**2020 Strategies**
- Consider official start date(s) based on selected fellows
- Increase in OIR capacity by gaining additional administrative and program support from DESJ, County Executive Office (CEO) Admin, and OIR

**Host Sites**

**Findings**
- Diversity of host sites: most of the fellows were placed within the Division of Equity & Social Justice’s (DESJ) seven offices. Those placed outside of the DESJ included Behavior Health, Public Health, the Public Defender’s Office, and the Board of Supervisors’ Offices District 2 and 3. *To view the complete breakdown of host sites, see Attachment A.*
- Host sites expressed the desire for more program guidance such as support in creating work plans for their fellows, additional OIR trainings, additional program check-ins, and other general areas of support

**2020 Strategies**
- OIR expects to expand the diversity of host sites in 2020 by conducting workshops, trainings, and webinars across all County departments to promote opportunities to become a host site
- Host informational workshops and emphasize the program’s goal of providing inexperienced, first generation college students who are DACA recipients (and were only able to apply for a work permit within the 2012 to 2018 period) with entry-level opportunities that will build their skills in a local government setting

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EXECUTIVE SUMMARY
NAF FORECAST / 
5 YEAR PLAN

Federal changes in immigration policies and practices occur quickly, specifically changes related to DACA
- While there are some existing structures to support students without DACA, OIR identified a general “unreadiness” in addressing the needs of students without DACA
- OIR would like to formally prepare an infrastructure for undocumented high school students that are currently graduating without options like DACA

Maximizing the New Americans Fellowship
- To expand programs like the NAF, OIR proposes creating a companion program open to all immigrant statuses
- To ensure the success of the NAF and for OIR to continue advancing its mission, OIR proposes an increase in staff capacity for program management
- To maximize the intersection of local government and the community, fellows’ work plans should include their placement’s projects with community based organizations (CBOs)

Expand Fellows’ Professional Development
- Increase cohort interaction with additional professional development support
- Maintain professional headshot services provided by OIR
- Continue providing support in developing their bios and personal branding

- Implement workshops such as resume review, interview preparation, and salary negotiation training
- Provide opportunities for 1:1s with County staff or CBO partners within the fellow’s professional interests
I believe the New Americans Fellowship was a valuable experience for my academic growth

- Strongly Agree: 50%
- Agree: 21.4%
- Neutral: 14.3%
- Strongly Disagree: 14.3%

My overall experience with this fellowship was positive

- Strongly Agree: 21.4%
- Agree: 71.5%
- Neutral: 14.3%
- Strongly Disagree: 7.1%

The fellowship allowed me to feel more confident about a career in County government

- Strongly Agree: 35.7%
- Agree: 28.6%
- Neutral: 21.4%
- Strongly Disagree: 7.1%

I believe the NAF program was a valuable experience for my professional growth

- Strongly Agree: 78.6%
- Agree: 14.3%
- Neutral: 7.1%
- Strongly Disagree: 7.1%

Below are highlights from the NAF exit survey from 14 fellows who submitted feedback anonymously. To view more survey highlights from both fellows and host sites, see Attachment B.
BACKGROUND

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Designed as a leadership pipeline, the NAF provides a paid, full-time, 10-week program during the summer to DACA recipients. Various County departments guide fellows as they navigate immigrant integration at the intersection of local government and the services provided to residents.

Upon completion of the program, fellows gain knowledge of the intricacies within local government, understand the depth of the County’s safety net programs, conduct independent research and develop policy recommendations, fine-tune communications and design marketing, and advance the County’s mission to create a more equitable society in the context of social justice.

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GOALS & OUTCOMES

I would like to thank OIR for this opportunity as the fellowship allowed me to gain professional skills that I can use in the next step of my life. I am grateful for the networking and friendships made here. I would recommend this program to everyone.

—2019 fellow

The NAF advances the County’s commitment to build Welcoming Communities through harnessing the full potential of immigrants by ensuring that workforce systems can leverage their unique experiences and skills.

GOALS

1. Create and maintain a leadership pipeline for DACA recipients where fellows continue to
   • Build on what they learned and actively participate in civic life
   • Work for social change and public service
   • Contribute to the sustainability of the New Americans Fellowship
   • Professional development for economic opportunity: transition to jobs with sustainable wages

2. Critical policy analysis and recommendations to improve County services
   • With mentorship support, independently research and analyze policies that impact immigrant communities
   • Engage stakeholders
   • Develop policy recommendations to improve County services and present them to the public

OUTCOMES

1. The program grew from 10 fellows in 2018 to 15 in 2019. OIR placed fellows who demonstrated academic excellence and research abilities within 12 County departments: 7 offices within the Division of Equity & Social Justice, 1 in the Public Health Department, 1 in Behavior Health, and 2 in the County Board of Supervisors (District 2 and District 3). To view the complete breakdown of host sites, see Attachment A.
   • All 15 fellows completed their research and policy recommendations
   • Upon completion of the program, 5 fellows were extended offers to become County employees

2. The research projects combined immigrant integration and the host site’s focus
   • Fellows developed policy recommendations by reviewing scholarly journals, published reports, and interviewed stakeholders and community members
   • Fellows created a slide deck and a poster to present their research to the public and a panel of subject matter experts
   • Members of the panel expressed interest in hiring 3 fellows after their presentations

The most valuable aspect of my experience was included the research project, poster, and presentation—especially making recommendations to the County Board of Supervisors, County executives, and stakeholders.

—2019 fellow
The New Americans Fellowship provided valuable connections and lifelong mentors within the County government. This fellowship program also proved to be crucial by providing the work experience necessary towards advancing my professional career.

—2019 fellow Kevin Lee, Policy Aide at the Office of Supervisor Dave Cortese, District 3.

An investment in work opportunities for DACA recipients creates space for them to emerge as leaders in their communities. In addition, they are able to contribute their unique and innovative perspectives to advance the County’s commitment to all residents, regardless of immigration status.

At the April 12, 2016 Board of Supervisors meeting, the Board approved one-time basis funding for the New Americans Fellowship program for a total amount of $200,000. The NAF was developed by OIR at the request of Board President Dave Cortese. This allowed OIR to participate on behalf of the County in the White House Task Force on New Americans Building Welcoming Communities Campaign.

On June 16, 2018, Board of Supervisors meeting, the Board approved the $200,000 to become ongoing funding for the continuation of the New Americans Fellowship program. This action resulted in the permanent allocation of funds to continue the New Americans Fellowship on a yearly basis. The funds allocated to the program are used to identify, recruit, and employ DACA recipients and to provide them with a paid work opportunity. Each fellow is paid on an hourly basis and is placed in a participating host site such as County departments and the Board of Supervisors offices.

OIR works to ensure that the 2019 New Americans Fellowship cohort receives a living wage and is reflective of OIR’s high expectations of their work product. The NAF allocates $10,000 per fellow to work up to 40 hours per week.

NAF FUNDING ALLOCATION

- Stipends 75%
- Reception 5%
- Administrative 10%
- Onboarding 5%
- Kick-Off 2%
- Posters 3%

FINANCE: INVESTING IN A DACA LEADERSHIP PIPELINE
The NAF is exemplary of equity by providing disadvantaged students and recent graduates an opportunity to impact and drive decisions at a policy level. In addition, there are numerous cost benefits when considering their skills and lived experiences as DACA recipients.

County Government Impact

“By hosting a fellow, our department increased capacity by having strategic research we’ve wanted to do for quite a while but haven’t had the bandwidth...it’s made the work of the office much stronger!” —2019 host site

1. Increase County visibility and public relations
   - Increases sought-after student talent wanting to work with the County
2. Foster leadership and mentorship skills for current employees and increase current employee productivity
   - Fellows’ high-level tasks such as data analysis, problem-solving, and logistics free up current employees to accomplish other projects that require expertise
3. Enhance unique, innovative perspectives specific to the DACA community and identify long-term hires

Community Impact

1. Create safe and transformative healing spaces for DACA recipients to connect
2. Promote intersectional approach to equity and social justice to address the needs of immigrant communities
3. DACA recipients emerge as leaders in their community with on-the-ground experience/practical experience

Economic Impact

1. Fellows gain specialized work in public service and/or community-centered areas
2. Fellows gain more opportunities to transition to jobs with better pay—increase in wages and average earnings
3. County-invested work opportunities for DACA recipients translate to significant contributions to the economy, including higher wages and therefore higher tax revenue and economic growth

Academic Impact

1. Fellows gain skills in policy analysis, practical experience, and other highly desired skills that would diversify academia’s culture of theoretical practice

COST BENEFITS

As a DACA recipient there are very few paid fellowships. The New American Fellowship opened doors for my cohort. We got to meet with elected officials, community organizations, county departments and many more to learn how Santa Clara County continues to be a welcoming space to the immigrant community.

—2018 fellow Alejandra Garcia, California State Legislature, Assembly Appropriations Committee
PROGRAM STRUCTURE

MODEL
The NAF follows a cohort-based model that provides fellows with the opportunity to work together and develop the skills and framework to better address Santa Clara County’s challenges in providing a safety net for marginalized communities.

The benefit of a cohort-based program includes the understanding that people learn and grow better as a group—as a cohort or a community. Cohort programs provide an interactive and dynamic setting for fellows to grow professionally, bring people together to build community, foster creativity, and enhance leadership skills. The NAF also balances the cohort-based model with 1:1 mentoring from OIR staff in order to provide support and guidance needed for the high-quality work expected from the fellows.

WORK PLAN
To successfully promote, develop, and monitor this program, staff positions should include a full-time program manager, a program assistant, a communications and marketing specialist, a contracts and invoice monitor, and administrative support.

The 2019 9-month work plan encompassed four phases:

Phase 1: Planning (Jan - Mar)
- January 2019: Create work plan and programming
- March 2019: Call for host applications and to be submitted by May 2019
- March 2019: Call for fellows’ applications and to be submitted by Mid April 2019

Phase 2: Preparation (Apr - May)
- Mid April 2019: Vetting begins
- May 2019: Interviews with notice of offer by mid May
- Mid May 2019: Placement recommendations and provide notification to host sites
- Mid May 2019: Schedule luncheons and speakers
- Mid May 2019: Begin onboarding process
  - Connect with CEO Admin, ESA, County Counsel for equipment and other onboarding items
  - OIR provides payment process orientation, which includes invoices timesheets, and progress reports

Phase 3: Programming (Jun - Aug)
- June 10, 2019: Fellowship begins
- June 2019: Execute Service Agreements with selected fellows
- July 1, 2019: Fellowship begins for late starts (DeAnza College students)
- Mid August 2019: County of Dreamers: Presentations & Policy Recommendations

Phase 4: Wrap Up (Aug - Sept)
- Mid August 2019: Release online survey and conduct exit interviews
- Mid August 2019: Compile learnings from the 2019 programming and forecast the 2020 programming
- September 2019: Submit report
CURRICULUM DESIGN

The NAF curriculum incorporates aspects from learner-centered and problem-centered models. **Learner-centered** revolves around the fellow’s needs, interests, and goals. This approach aims to empower fellows to shape what they learn from this program. **Problem-centered** teaches fellows how to look at a problem and formulate a solution. Fellows are therefore exposed to real-life issues and develop skills that are transferable to the real world.

Drawing from learner-centered and problem-centered models, fellows are trained on the following 3 categories:

**Collaboration**
- Engage with mentors and supervisors to successfully meet the objectives of the program
- Collective learning: fellows share what they learned from their placements, supervisors, and mentors among their peers
- Engage in group communication to foster problem solving

**Leading Change & Creating Action Plans**
- Build critical thinking skills to analyze policies and government processes
- Conduct site visits and interviews
- Identify strategic approaches that ensure successful implementation
- Formulate policy recommendations for the County

**Communicating Complex Ideas**
- Develop skills to successfully communicate research, analyses, and recommendations
- Learn how to apply both verbal and visual modes of communication
  - Public speaking
  - Print and digital material
OUTREACH

OIR developed original content with an emphasis on copywriting and visual design to promote and outreach for the program.

Priority outreach areas include:

**Colleges in and surrounding Santa Clara County**
- School counselors and advisors
- Professors and instructors
- Universities
- Junior Colleges
- DACA scholarship programs
- Graduate programs
- Undocu-Centers
- College radio stations

**Media**
- Mainstream media, ethnic media, and social media
- Drafted a press release which resulted in both TV and radio interviews in Spanish and English

**Elected Representatives**
- Board of Supervisors, City Council Members, and School Board Members

**Community Based Organizations and County Departments**
- Specifically those working with immigrant communities

**Former Cohorts from the New Americans Fellowship**

OUTREACH RESULTS

During the interview process, applicants responded that they learned about the program through scholarship programs, school counseling services, graduate programs, school radio and flyers, the Equal Opportunity Program, mentors (who learned from Facebook and Newsletter), former fellows, and parents through TV (Telemundo interview).
ONBOARDING

Onboarding is an essential part of the program that sets fellows up for success, adjust to their new roles, receive equipment to perform their tasks, understand office protocol, and more. Onboarding is an extensive process that requires communication with all fellows, host sites, and administration.

2020 Strategies

- OIR will adopt best practice to appoint one person to be the point of contact for onboarding to maximize communication and overall success
- Begin the onboarding process 3 months before the program start date to ensure a successful onboarding process. This includes partnering with County Executive Office’s Administration and County Counsel to finalize equipment, contracts, and other onboarding items
ACTIVITIES

KICK-OFF
To welcome fellows and connect them to their host sites, OIR hosted a Kick-Off to provide fellows an opportunity to build community with one another and learn about each participating host site. Host sites welcome their fellows and present the scope of work for their departments. Further, OIR provided a training on immigration updates and invited a panel of former NAF fellows to share experience, best practices, and their personal journeys upon completing the fellowship.

LUNCHEONS
I enjoyed Health and Hospital and the Jail and Criminal Justice Reform the most. The work that Dr. Tiffany Ho and Mariel Caballero do fit many of the fellows' research topics. By connecting us to panelists through these luncheons, we felt more comfortable reaching out independently for interviews pertaining to our research topics...
—2019 fellow

To introduce fellows to the County’s multifaceted work, OIR organized four interactive series of luncheons. OIR selected panelists ranging from directors, managers, executives, community leaders, and other subject matter experts. Panelists shared their work and their personal journeys that led them to the County.

Results:
87% of fellows responded agree or strongly agree when asked if they enjoyed the luncheon.
Luncheon topics included:
- The Safety Net in Depth
- The County of Santa Clara’s Leadership in Building an Inclusive Community
- Health and Hospital
- Jail and Criminal Justice Reform in Santa Clara County
- The Immigrant Rights Movement in Santa Clara County

COUNTY OF DREAMERS PRESENTATIONS & POLICY RECOMMENDATIONS

At the end of the Fellowship, fellows presented their research and provided policy recommendations to the public at the annual County of Dreamers event with a slide deck and a poster. This year, over 100 guests were in attendance.

Fellows’ research projects were grouped into four topics:

I. Protecting Immigrant Communities
II. Challenges in Immigrant Communities
III. Cultural Competency
IV. Santa Clara County Staff Present & Future

Each presentation was allotted 7 minutes with questions from the panel after each group.

Results:
Members of the panel approached fellows afterwards and expressed interest in hiring 3 fellows. Decision makers and decision drivers expressed taking fellows’ recommendations into careful consideration.

“The most valuable aspect of the New Americans Fellowship was the research project, the presentation, and especially making recommendations to the County Supervisors and Executives as well as answer their questions.”

—2019 fellow
PREPARATION & SUPPORT

Considering the limited experience most fellows have working in local government, OIR supported each fellow’s research by scheduling ongoing 1:1 to brainstorm, to connect them to networks pertaining to their research, accompanied them to interviews, and provided feedback for their research paper.

To prepare for the presentations, OIR scheduled 2 mandatory and 1 optional practice sessions with feedback provided by OIR staff.

OIR also provided tutorials and trained fellows in creating a visual interpretation of their research into a 24” x 18” poster. These posters were displayed during the presentations and the reception.

Results:
County staff and community members expressed enjoying the posters’ educational and appealing qualities. OIR plans to publicize the posters and slide decks online at the NAF microsite and display posters at various County buildings.

“I wanted to express how profoundly my colleague and I both loved the way OIR framed the Fellowship itself—a “County of Dreamers” is simply perfect—and the absolutely gorgeous way in which your printed materials presented it all. We had a moment this morning connecting over the materials’ beauty and feeling the goosebumps of inspiration from the New Americans Fellowship. It was such a wonderful chance to be rejuvenated about the opportunities we have to facilitate and support the County’s exceptional and progressive work.”
—County staff
FAREWELL RECEPTION

To celebrate the fellows and thank everyone involved in the program, OIR hosted a reception that drew over 100 attendees. Guests included the fellows’ friends, family, and mentors, as well as County Office of the Executive (CEO) staff and staff stationed at Component. Fellows placed within the Division of Equity & Social Justice were tasked with organizing logistical aspects of this event.
Diversity of the 2019 NAF cohort

Findings
- The diversity of fellows in the 2019 NAF cohort is dependent on the percentage of race and ethnic background that are DACA recipients in California
- Given that only 20% of individuals of Asian and Pacific Islander descent in California applied for DACA, the diversity of the 2019 cohort make up was not strong
- OIR extended offers to individuals of API descent but were not accepted. This is an example of the number of competitive internships available for college students and recent graduates

2020 Strategy
- Conduct research meetings with colleges, community based organizations (CBOs), and County departments to identify best practices in reaching DACA recipients from the Asian American and Pacific Islander community
- Strengthen promotion of the program’s competitive benefits that other student internships do not offer

NAF Research Project

Findings
- OIR’s combined mentorship and cohort model helped fellows complete their research projects along with day to day work, however the research project required a large part of the fellows’ time

2020 Strategy
- In an effort to increase fellows' capacity to better support their host sites’ day-to-day activities, OIR plans to integrate guidelines and best practices to streamline the research project
**Program Management**

**Findings**
- The 2019 programming had 1 official start, however the program experienced fellows with different timelines that impacted their start dates
- The growth from 10 to 15 fellows resulted in an exponential workload. It is important to note that OIR maintained the same amount of staff as to previous programming years and also experienced understaffing

**2020 Strategies**
- Consider official start date(s) based on selected fellows
- Increase OIR capacity for program management

**Host sites**

**Findings**
- Diversity of host sites: most of the fellows were placed within the Division of Equity & Social Justice’s (DESJ) seven offices. Those placed outside of the Division included Behavior Health, Public Health, the Public Defender’s Office, and the Board of Supervisors’ Offices. To view the complete breakdown of host sites, see Attachment A.
- Host sites expressed the desire for more program guidance such as support in creating work plans for their fellows, additional OIR trainings, additional program check-ins, and other general areas of support

**2020 Strategies**
- OIR expects to expand the diversity of host sites in 2020 by conducting workshops, trainings, and webinars across all County departments to promote host site opportunities
- Increase in OIR capacity by gaining additional administrative and program support from DESJ, County Executive Office (CEO) Admin, and OIR
- Host an informational workshop and emphasize the program’s goal of providing inexperienced, first generation college students who are DACA recipients (and were only able to apply for a work permit within the 2012 to 2018 period) with entry-level opportunities that will build their skills in a local government setting
NAF FORECAST / 5 YEAR PLAN

Federal changes in immigration policies and practices occur quickly, specifically changes related to DACA

- On November 12, 2019, the Supreme Court will hold a hearing on DACA. The outcome of the Supreme Court judgment will be in spring of 2020
- While there are some existing structures to support students without DACA, OIR identified a general “unreadiness” in addressing the needs of students without DACA
- OIR would like to formally prepare an infrastructure for undocumented high school students that are currently graduating without options like DACA

Maximizing the New Americans Fellowship

- To expand programs like the NAF, OIR proposes creating a sister program open to all immigrant statuses
- To ensure the success of the NAF and for OIR to continue advancing its mission, OIR proposes an increase in staff capacity for program management
- To maximize the intersection of local government and the community, fellows work plans should include their placement’s projects with community based organizations (CBOs)

Expand Fellows’ Professional Development

- Increase cohort interaction with additional professional development support
- Maintain professional headshot services provided by OIR
- Continue providing support in developing their bios and personal branding

- Implement workshops such as resume review, interview preparation, and salary negotiation training
- Provide opportunities for 1:1s with County staff or CBO partners within the fellow’s professional interests
THANK YOU

Special thanks to the 2019 New Americans Fellowship cohort and their friends and families.

Host Sites
- Board of Supervisors’ Office, Supervisor Cindy Chavez D2 and Supervisor Dave Cortese D3
- Behavioral Health Department
- Division of Equity and Social Justice
- Office of Cultural Competency
- Office of Labor Standards Enforcement
- Office of LGBTQ Affairs
- Office of the Census
- Office of the Public Defender
- Office of Women’s Policy
- Public Health Department
- Re-Entry Resource Center

Luncheon Speakers
- Benita McLarin, Chief Operating Officer, SCVMC
- Cecilia Chavez, Silicon Valley DeBug
- Debra Porchia-Usher, Chief Deputy Director SSA
- Diana Sandoval, Program Manager, Re-Entry Resource Center
- Dianna Zamora-Marroquin, South Bay Labor Council
- Don Long, Program Manager, Office of Cultural Competency
- Dr. Sara Cody, Public Health Officer, SCVHHS
- Dr. Tiffany Ho, Medical Director, Behavioral Health Services
- James Ramoni, Director, Adult & Aging Services
- Jesus Ruiz, Rapid Response Network
- Jose Guzman, Assistant Public Defender
- Mariel Caballero, Deputy Director, Probation
- Martha Wapenski, Deputy County Executive
- Miguel Márquez, Chief Operating Officer
- Sameena Usman, CAIR-SFBA

County of Dreamers Panelists
- Alejandra Bologna, Consul General, Mexican Consulate
- Arcel Blume, Director, Office of Cultural Competency
- Ben Field, South Bay Labor Council
- Betty Duong, Manager, Office of Labor Standards Enforcement
- Brian Darrow, Program Manager, Office of the County Executive
- Cindy Chavez, Board of Supervisors, District 3
- David Campos, Deputy County Executive
- Dr. Jeff Smith, County Executive
- Dr. Tiffany Ho, Medical Director, Behavioral Health Services
- Enrique Flores, Office of Supervisor Dave Cortese
- Fran Palacio, Financial & Admin Services Manager, County Executive Office
- Gloria Chun Hoo, League of Women Voters
- Juan Vela, Program Manager, Re-Entry Resource Center
- Kevin Lee, Office of Supervisor Dave Cortese
- Maribel Martinez, Manager, Office of LGBTQ Affairs
- Mary Ann Dewan, Superintendent, SCCOE
- Nicole Farkouh, CultureWonk
- Protima Pandey, Manager, Office of Women’s Policy
- Rene Santiago, Director, SCVHHS
- Salvador Bustamente, Latinos United for a New America

Partners
- County of Santa Clara Board of Supervisors
- County Executives
- County Office of the Executive, Financial and Administrative Services
- Division of Equity & Social Justice
ABOUT THE OFFICE OF IMMIGRANT RELATIONS

As part of the Division of Equity and Social Justice, the Office of Immigrant Relations is dedicated to providing a welcoming experience for all immigrants. We believe in celebrating, empowering, and supporting the integration of our diverse immigrant communities. In addition to providing policy analysis, the Office funds numerous initiatives including unmet civil legal needs for vulnerable populations, legal services for unaccompanied minors, pathways to citizenship and other programs for immigrant integration, deportation defense, Know Your Rights, the Rapid Response Network, and more.

Mike González | Teresa Castellanos | Milina Jovanovic  
YuAn Lee | David Acevedo | Carolyn Lê

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Layout Design: Carolyn Lê, OIR  
Report Content: Carolyn Lê, OIR

ANGEL D., 2019 NEW AMERICANS FELLOW:

"I am DACA-mented, part of a mixed-status family, 1st generation college student, AND I COUNT!"
ATTACHMENT A

The most valuable aspect about participating in the New Americans Fellowship was having community and youth voice in the work. It gave us a new perspective, especially for DACA and the undocumented community.
—2019 host site

PLACEMENTS & FELLOWS

PLACEMENTS

Under the general supervision of OIR, fellows were placed in various County departments varying from offices within the Division of Equity & Social Justice, Public Health, Behavior Health, and the County Board of Supervisors.

Participating County Departments were the following:

- District 2 Board of Supervisor Cindy Chavez
- District 3 Board of Supervisor Dave Cortese
- Division of Equity and Social Justice
- Office of Immigrant Relations
- Office of Women’s Policy
- Office of LGBTQ Affairs
- Office of Cultural Competency
- Office of Labor Standards Enforcement
- Office of the Census
- Re-Entry Resource Center
- Public Health Department
- Behavioral Health Department
- Office of the Public Defender
ASSIGNMENTS

Fellows’ host site assignments were generally reflective of their research. Fellows worked on:

- Applying trauma-informed frameworks
- Better understand the ways in which English proficient speakers navigate the criminal justice system
- Compiling research on DACA resources for students
- Increase County’s best practices for immigrant LGBTQ wellness
- Provide recommendations to build trust among immigrants and local government
- An analysis of ethnic media coverage on suicide
- Civic engagement and voting engagement for immigrant communities
- Developing County frameworks for equity in the context of social justice
- Address challenges related to social isolation among older adults
- Undocumented status as a barrier in the reentry process
- Address challenges related to undocumented DV survivors in the context of services provided by the County
- Developing immigrant-worker profiles

FELLOWS

The 2019 New Americans Fellowship brought the County bold and impactful thinkers who offer both personal and innovative perspectives that enrich the County’s mission. Fellows were selected for their academic excellence and demonstrated a passion for working with immigrant communities.

Of 40 applicants, 15 were selected with an average age of 24. They come from 11 cities or neighborhoods in Santa Clara County. 5 fellows were recent college graduates, 4 are transitioning from a community college to a university, and 6 are pursuing their bachelor degrees at their current schools.
Alitcel C.

Fellow at the Re-Entry Resource Center

Alitcel immigrated to California from Oaxaca, Mexico at the age of four. Alitcel is a sophomore at Sonoma State University, majoring in Sociology. Alitcel has a strong passion for helping people in her community and making a difference. In the future, Alitcel wants to help reinforce the Foster Care System.

"Immigration Status: An Added Barrier to Reentry"

The common barriers when exiting our jails and prisons are transportation, identification, employability/income and mental health/substance use. Having a non-permanent legal immigration status adds additional barriers. This research focuses on six providers that Reentry partners with, specifically the barriers and trauma undocumented individuals face post-incarceration.

Recommendations:

- Increase employment opportunities for undocumented individuals
- Remove questions that ask for SSN from intake/registration forms
- Provide in-custody immigration legal services such as Know Your Rights immigration resources
- Expand peer-mentoring employment for undocumented individuals
- On-going evaluation to determine how partners/contractors serve immigration needs

Ana E.

Fellow at the Office of Cultural Competency

Ana lives in San Jose, CA and attends UC Santa Cruz where she is studying Science Education with a focus in Biology and Chemistry. Through her experience with the Office of Cultural Competency, learning about how equity is implemented in the County has helped Ana understand the necessary framework needed for communities to thrive.

"Experience with Secondary and Vicarious Trauma in the Workplace: A Sampling from the Field"

Secondary and vicarious trauma have major impacts on people, especially those working with populations who have experienced it. Engaging in conversations about trauma leads to other subtopics such as compassion fatigue and burnout.

Recommendations:

- Incorporate team trainings and exercises that address trauma & help establish stronger team bonds
- Ensure all departments have the necessary training in addressing trauma
- Establish reflective practice in the workplace especially in departments that have direct contact with the community
- Continue supporting the efforts of the Trauma and Healing Informed Program Manager
Angel D.

Fellow at the Office of the Census

Angel is from Guadalajara, Jalisco and grew up in Seattle, Washington. He is currently studying Political Science at Santa Clara University. Through the Office of the Census, he worked to ensure the community is informed of the 2020 Census and is empowered to make their voice count and be heard.

"Silenced – The Undocumented and Mixed-Status Experience with Government"

The government has a record of discriminatory actions against certain populations, including the undocumented immigrant and mixed-status communities. Immigrant communities therefore fear government, experience mistrust, and are less likely to reach out to the government or for services they are entitled to.

Recommendations:
- Implement UndocuAlly workshop programs across County departments
- Create programs for the youth in the community in question
- Prioritize community outreach programs and presentations for these communities
- Focus on fixing the justice system that unfairly target these communities

Daniela G.

Fellow at the Office of Immigrant Relations

Daniela identifies as an immigrant womxn, the 1.5 generation in her family. She holds to heart the Nahuatl word, nepantla, which is translated to always being in a state of in-between nations. Daniela not only has passion for immigrant rights but also fights for BIPOCs, the LGBTQ+ communities, Native Americans, Indigenous, and First Nation peoples (#MMIW), and fights against colonialism every day.

"Trickle-Down Effect: Mistrust in Federal, State, and Local Government Among Mexican Immigrants"

This research project discusses the trickle-down effect of mistrust in federal, state, and local government. News outlets use fear-mongering tactics that further contribute to the mistrust of government, which causes immigrants to avoid interacting with the government. Examples include providing personal information, reaching out for public benefits, or participating in civic activities. This avoidance causes gaps in data and therefore results in the inability to respond to the unique needs and issues that immigrants, specifically Mexican immigrants, experience.

Recommendations:
- Develop and fortify a leadership pipeline
- Reconsider U.S citizenship as a requirement for all County jobs, specifically in the justice system
- Adopt culturally competent and welcoming language when referring to immigrants
- Strengthen safety nets for immigrants to avoid constant housing displacement
Marcela H.

Fellow at the Office of Women’s Policy

Marcela is a student at San Jose State University with a major in Business Administration with an emphasis in Accounting. She is a first-generation student, and with her husband’s support, she setting an example to their 3 children. The Office of Women’s Policy was a good fit for her because growing up in female-led household, she knows the importance of empowering women.

“Let’s Get Involved: A Look into Civic Engagement in the Immigrant Community”

To be civically involved isn't just about voting—it includes participation in church, government and advocating for political, economic, civic environmental and quality of life issues. The purpose of this project is to show the benefits of including immigrant communities who aren't eligible to vote to be civically engaged and provide recommendations on how to do so.

Recommendations:
- Create a subcommittee to work with local organizations to broaden the reach of getting the immigrant community involved
- Go out and listen, really listen, to the community, and create better outreach methods
- Follow and track voting initiatives and advocate for parents to vote in school boards so that they can get their children needs addressed

Jesus M.

Fellow at District 2, Office of Supervisor Cindy Chavez

Jesus identifies as Mexican, an immigrant, and a taxpayer. Jesus is a senior at San Jose State University and he is majoring in Business Administration. With his experience being called an 'illegal' and working on a project about the ways teens view racism, Jesus wants to educate and change the community’s perspective on implicit bias. After receiving his bachelor’s degree, he will continue to work in public safety and justice.

“Teens Talk About Racism”

In Santa Clara County, teenagers of color believe racism follows them every day. According to the 2017 Juvenile Justice report, Latinos represent 35% of the population but in the juvenile system they represent 72% of the population. A lot of youth surveyed are experiencing a "loss of hope.” This report is an in-depth look at the root causes for the loss of hope in teens and the disproportionate number of youth of color in Juvenile Hall.

Recommendations:
- Create and execute a pilot conference with participants from East Side Union High School District
- Credible Messenger Program Initiative: based on the idea that teens respond more positively to adults that share similar experiences, live in the same neighborhood and can relate to them on a cultural, economic or social level
- Teacher accreditation programs to develop a curriculum for teachers working toward their credentials on how to work one-on-one with second language learners
Graciela C.
Fellow at the Division of Equity & Social Justice
Graciela grew up in Sonoma County, in a small town called Windsor. She recently graduated from San Jose State University with a B.A. in Political Science. Graciela likes to spend her time working with marginalized communities through tutoring and mentoring students of all ages. She aspires to be a lawyer in immigration or civil rights.

"Informing the DESJ Strategic Plan: Working Together to Achieve a More Equitable Experience"
This research centers on informing the creation of the strategic plan to best serve the needs of the County residents. Given the diversity, it is necessary to move this work forward to provide an equitable experience for every service the County provides.

Recommendations:
- Inform Equity County Plan: help inform a County-wide equity plan and tools that measure equity
- Integrate Community: make the community an integral part of the DESJ process and equity work to come
- Build Partnerships: building intentional partnerships that move equity work, with nontraditional partners
- Track Collective Impact: create and install metrics that track the progress and implementation of equity and social justice in terms of the impact of residents

Karla M.
Fellow at the Office of Women’s Policy
Karla is an undocumented student from Michoacan, Mexico. Raised and living in East Side San Jose, she is the first in her family to attend college. She recently graduated from UC Santa Cruz and majored in Sociology with a minor in Legal Studies. Growing up in a marginalized community, she has learned to turn her family’s struggle and trauma into strength, and to gain the tools needed to advocate for her community and other marginalized folks.

"Uplifting the Voices of Nontraditional Voting Communities"
Low income and communities of color have faced generations of systematic and institutional racism and one of those ways is through their political exclusion. These communities are often dismissed and disengaged when it comes to politics. This research proposes a developmental model for the political incorporation of nontraditional voters through education institutions and political parties/candidates.

Recommendations:
- Learn from poc models of community engagement, such as the 1960s and young civil rights activists
- Invest in nontraditional voter communities
- Create a leadership pipeline academy to train and engage: diverse and representative
- Work towards extending voting rights to all
Jocelyn M.

*Fellow at the Office of LGBTQ Affairs*

Jocelyn is a recent San Jose State University graduate with a BA in Sociology. Through her experience with the Office of LGBTQ Affairs, she utilized her knowledge and awareness of intersectionality to identify and recommend ways to support the LGBTQ immigrant and refugee population regarding health disparities and well-being. Jocelyn aspires to make positive contributions to marginalized communities and continue the efforts for equity and social justice.

"Living with Uncertainty: LGBTQ Immigrant and Refugee Healthcare"

The purpose of this research project is to determine gaps and necessary improvements in existing health and wellness resources for the LGBTQ immigrant and refugee communities in Santa Clara County. The intersecting identities of these groups result in an increased vulnerability which impact their health, wellness, and overall safety.

Recommendations:
- Implement LGBTQ specific mandatory ongoing training for all staff with culturally competent facilitators. Develop curriculum with the input of community members
- Intentional community outreach by identifying communities least likely to access existing resources. In addition, strengthen outreach strategies such as radio, television, religious institutions, etc.
- Extend LGBTQ inclusive language access
- Provide affordable, if not free, primary care services

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Karla P.

*Fellow at the Office of Immigrant Relations*

Karla identifies as a first-generation Mexican immigrant. She was born in Cuautla, Morelos, Mexico and came to the United States when she was two years old. Her family settled in Mountain View, CA. Lacking the opportunity to attend college, Karla’s parents have always encouraged her to pursue higher education. She is a sophomore at San José State University majoring in Graphic Design and hopes she can be a role model for younger people with a similar background.

"High School Students Without DACA"

California is home to about 27,000 of 100,000 undocumented high school graduates. They are often unaware of their options after high school and are less likely to pursue higher education. Educating students on the resources available can promote the access to higher education and civic engagement.

Recommendations:
- Collaborate with college Undocu-Centers to provide Know Your Rights workshops and conduct undocumented student trainings for high school staff and students in Santa Clara County
- Provide workshops within the Family Universities program that is specifically for undocumented students
- Resource brochure
- Outreach to funders: start a fund for undocumented high school students to get access resources such as scholarships and legal support to pursue higher education
Kevin

*Fellow at the Office of Labor Standards Enforcement*

Kevin identifies as a Mexican-American and San Jose native. At the Office of Labor Standards Enforcement, Kevin researched vulnerable workers living in Santa Clara County. Kevin has a deep appreciation for his various intersecting identities that help provide a unique perspective to the Hispanic/Latinx community. He strives to bridge the gap between people and their different cultures.

"Santa Clara County: Hispanic / Latinx Immigrant Worker Profile"

This research identifies key labor violations that consistently affect undocumented and DACAmented Hispanic/Latinx workers. The analysis discusses the ways in which the U.S. and Santa Clara County benefit from Hispanic/Latinx immigrants and the importance of ensuring labor standards for this community.

**Recommendations:**
- County to conduct direct promotion and engagement with immigrant workers to reduce fear
- County-wide self-assessment survey to help workers determine whether they may be at risk of labor violations and provide resources for further review
- Maintain and respect functional anonymity to not only keep this population safe but to also build trust
- Occupational Safety and Health Administration (OSHA) violations should be included within the scope of the Office of Labor Standards Enforcement as part of its enforcement power

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Luis M.

*Fellow at the Public Health Department*

Luis is a first generation student that self-identifies as Latino. Luis has been living and going to school in San Jose for the past eleven years. Luis was placed in the Public Health Department because of his interest in addressing the health disparities in communities of color and immigrants. He is studying sociology to better understand the disadvantages that communities of color have due to barriers such as lack of healthcare and access to other fundamental resources.

"Social Isolation in Older Immigrant Communities: Navigating Santa Clara County on Their Own"

This research addresses the root causes of social isolation in the immigrant community and how that has affected lives in Santa Clara County. The project primarily focuses on Asian and Latin communities—the two largest ethnicities immigrating into the United States.

**Recommendations:**
- Form a team of people that come from the same immigrant background to connect seniors to organizations and build trust
- Increase culturally specific facility and staff
- Organizations should provide accessible English classes where seniors can learn the basics
Regina A.

Fellow at the Behavior Health Department

Regina works in San Jose but attends UC Santa Cruz. She is currently studying Psychology with an emphasis in Neuroscience and a minor in Political Science. Regina was placed in the suicide prevention program under the Behavioral Health Department. The fellowship fit her perfectly because it allowed her to learn about existing efforts to prevent suicide and to better mental health.

"Suicide Prevention Among Immigrants in Santa Clara County"

This research discusses how the Behavioral Health Services Department's Suicide Prevention Program incorporates cultural competency into their work in order to more effectively reach Santa Clara County's diverse population and prevent suicides. A few projects that involve cultural competency efforts include working with the media, outreach materials, suicide prevention, and mental health trainings.

Recommendations:
- Work with the Spanish-language media to prevent suicide contagion
- Provide outreach materials in multiple languages
- Provide trainings on awareness, mental health, and suicide prevention in multiple languages
- Gather data on suicide among immigrants

Yajaira C.

Fellow at District 2, Office of Supervisor Dave Cortese

Yajaira is a first-generation immigrant, UCSC Alumni, and a future immigration lawyer. Yajaira feels fortunate to connect with people that work to help the County provide services and learn about how we can do more for the people we serve and represent. She adds that the Board of Supervisors is a great environment to learn how Santa Clara County operates and how County government decisions can impact the communities we live in.

"Santa Clara County Assessment for Undocumented Women Surviving Domestic Violence"

The objective of this research is to highlight the need for immigration legal aid support for undocumented women survivors of domestic violence. The research attempts to identify the barriers that undocumented women survivors of domestic violence face.

Recommendations:
- Provide immigration legal services in collaboration with community based organizations
- Invest in focus-groups with undocumented DV survivors in Santa Clara County to discuss survivor demands
- Develop family separation mental health programs
- Bring DV conference awareness and more high school outreach on early relationship violence
- More staff resources to outreach and ensure that match-funding dedicated to undocumented and other hard to serve DV victims is in process
- Update law enforcement for DV training through victim interview-based and an interactive scenario
Sintia M.
Fellow at the Office of the Public Defender

Sintia identifies as a Latina, specifically Mexican, and is a first generation college student attending the University of Redlands. She is working towards a degree in Economics. She is passionate about working to address inequalities and injustices that minorities experience—including people of color, immigrants, women, and more. She strongly believes that different people need different things to gain equity.

"Reflections & Impressions of the Criminal Justice System from a Limited English Proficient Immigrant’s Perspective"

While observing various court proceedings, Sintia noticed disadvantages that Limited English Proficient (LEP) clients experienced. It inspired her to create a proposal that would enhance their experience. The goals of this research is to: 1) attain a more holistic perspective of the criminal justice system from non-citizen LEP’s perspective, 2) bring light to the overall courtroom experience and issues regarding potential immigration consequences, and 3) use this information to recommend policies and procedures inside the courtroom to enhance the experience.

Recommendations:
- Expand interpreter employment to focus on specific, limited assignments
- Address legal concepts for clients unfamiliar with advanced terms
- Translate important pretrial release documents and post-sentencing documents
- Knowledge is Power: “Know Your Rights & Resources” cards and pamphlets: clients are disadvantaged by a lack of knowledge of the system and added language barriers/dialects from the outset
- Informal clinics hosted off-site on days when Court is not in session
I believe the New Americans Fellowship was a valuable experience for my academic growth.

My overall experience with this fellowship was positive.

2019 FELLOW SURVEY RESULTS

Below are highlights from the New Americans Fellowship exit survey from 14 fellows who submitted feedback anonymously.
The fellowship positively exceeded my initial expectations

I was able to think critically and creatively throughout the fellowship experience

I was able to improve my skills in creating visuals

I received adequate explanations and training from my supervisor to do my job effectively

I received sufficient feedback from my supervisor on my job performance:

I was able to complete all assignments given to me in the specific amount of time:
I enjoyed the lunch/table discussions

- Strongly Agree: 57.2%
- Agree: 35.7%
- Strongly Disagree: 7.1%

I enjoyed my research project topic

- Strongly Agree: 64.4%
- Agree: 21.4%
- Strongly Disagree: 7.1%

I received guidance throughout my research project from my supervisor

- Strongly Agree: 57.2%
- Agree: 21.4%
- Strongly Disagree: 21.4%

My supervisor provided sufficient resources to help me with my research

- Strongly Agree: 50.1%
- Agree: 21.4%
- Neutral: 7.1%

I received guidance throughout my research project from the Office of Immigrant Relations

- Strongly Agree: 64.4%
- Agree: 21.4%
- Neutral: 7.1%

The Office of Immigrant Relations provided sufficient resources to help me with my research

- Strongly Agree: 50.1%
- Agree: 35.7%
- Neutral: 7.1%
I successfully completed the research project

- Strongly Disagree: 7.1%
- Agree: 28.6%
- Strongly Agree: 64.3%

I felt prepared for the final presentation on Aug 15th

- Strongly Disagree: 7.1%
- Strongly Agree: 35.7%
- Neutral: 21.4%
- Agree: 35.7%

I will add my research project to my professional portfolio

- Strongly Disagree: 7.1%
- Agree: 28.6%
- Strongly Agree: 64.3%

I will continue to pursue career opportunities in the specific field of my fellowship

- Disagree: 7.1%
- Strongly Agree: 35.7%
- Neutral: 21.4%
- Agree: 35.7%

I was culturally aware and appreciated the diversity within the Division and through my fellowship

- Strongly Disagree: 7.1%
- Strongly Agree: 35.7%
- Agree: 57.2%

I am interested in pursuing a role in local government and would like to receive support and guidance

- Maybe: 42.9%
- Yes: 57.1%
**2019 HOST SITE SURVEY RESULTS**

Below are highlights from the New Americans Fellowship host sites survey from 9 hosts who submitted feedback anonymously.

The fellowship program positively exceeded my initial expectations

- Strongly Agree: 33.3%
- Agree: 44.4%
- Disagree: 11.1%
- Strongly Disagree: 11.1%

I was the primary supervisor/one of the supervisors and I had a positive experience with the fellow

- Strongly Agree: 55.6%
- Agree: 22.2%
- Neutral: 11.1%
- Disagree: 11.1%
- Strongly Disagree: 11.1%

I had a positive experience working with the Office of Immigrant Relations staff that coordinated this program

- Strongly Agree: 11.1%
- Agree: 66.7%
- Disagree: 22.2%

My communication with the fellow was overall positive

- Strongly Agree: 66.7%
- Agree: 11.1%
- Neutral: 22.2%
Our department benefited from hosting a New Americans Fellow

- Strongly Agree: 55.6%
- Agree: 22.2%
- Neutral: 22.2%
- Strongly Disagree: 11.1%

Did the fellow exceed your expectations?

- Strongly Agree: 33.3%
- Agree: 33.3%
- Neutral: 22.2%
- Strongly Disagree: 11.1%

Would you be willing to host a fellow next year?

- Yes: 77.8%
- No: 22.2%

Is your department interested in working on other aspects of this program next year?

- Yes: 55.6%
- Maybe: 33.3%
- No: 11.1%

Program goals and specifics were clearly stated

- Agree: 66.7%
- Neutral: 22.2%
- Disagree: 11.1%

My department benefited from day-to-day work of the fellow

- Strongly Agree: 44.4%
- Agree: 33.3%
- Neutral: 11.1%
- Disagree: 11.1%