



The Role of Immigrants in Growing Baltimore

RECOMMENDATIONS TO RETAIN AND ATTRACT
NEW AMERICANS

September 2014

A Message from Mayor Stephanie Rawlings-Blake

Throughout our rich history, Baltimore City has welcomed hardworking and diverse residents from across the world whose unique talents, energy, and perspectives have influenced our culture and economy. Building open and inclusive communities speaks to our core values as a city and to our greatest aspirations for prosperity, economic growth, and global competitiveness.

Today, Baltimore City continues to be a place of hope and opportunity for the thousands of immigrants who have chosen Baltimore as their home.

As Baltimore continues to welcome New Americans, it is imperative that we recognize the unique opportunities immigrants bring to our communities, while we continue working together to break down barriers and increase access to the aspirations we all hold dear: economic stability, inclusion, and wellbeing.

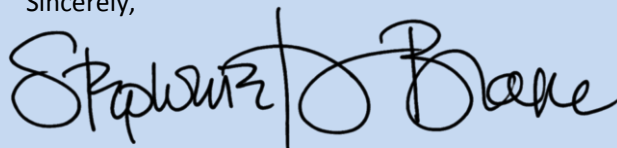
Last year, my administration and the New Americans Task Force worked together to develop a sustainable plan to support and retain immigrants. The public-private collaboration was essential in exploring ways to improve existing resources and identify new ones to better address the needs of immigrants throughout Baltimore City.

I would like to thank the New Americans Task Force for their time and commitment to developing recommendations that will help us retain and attract immigrants as part of my administration's goal of growing Baltimore by 10,000 new families over ten years.

The following report, "The Role of Immigrants in Growing Baltimore," outlines the recommendations made by the New Americans Task Force and offers a blueprint for the future from experts who have dedicated their careers to building a better, safer, stronger, and welcoming Baltimore.

This is an unprecedented time for Baltimore City as we set our eye on the future. Our foundation for creating a city of welcome and growth is strong. We look forward to building on this foundation and witnessing the results of our collective commitment to strengthening Baltimore together.

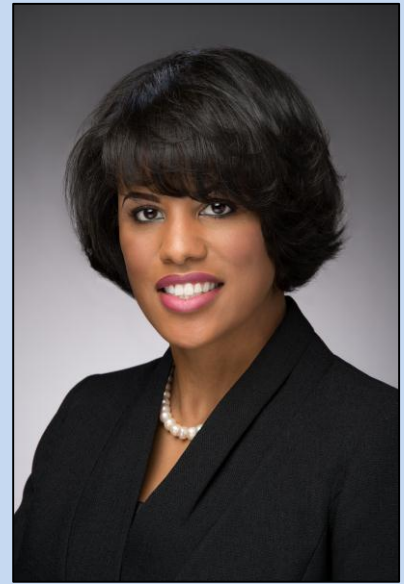
Sincerely,

A handwritten signature in black ink that reads "Stephanie Rawlings-Blake". The signature is fluid and cursive, with the first name "Stephanie" and last name "Blake" clearly legible.

Stephanie Rawlings-Blake

Mayor

City of Baltimore



ACKNOWLEDGEMENTS

This report is the result of a collaborative effort between the Mayor's Office, The New Americans Task Force and The Abell Foundation.

The team would like to expressly acknowledge Mayor Stephanie Rawlings-Blake and her administration for facilitating the development of the Task Force and the resulting recommendations. A special note of thanks is given to Catalina Rodriguez-Lima and Travis Tazelaar of the Mayor's Office for their guidance and innovative leadership. The team also recognizes mayoral fellow Lindsey Bishop and the Baltimore City Mayoral Fellowship program for providing support during the summer of 2013.

Vital support provided by the Abell Foundation and their research consultant, Jeff Wachter, strengthened the team's research and expedited the publication of the report. The team also expresses its ongoing gratitude to the members of the New Americans Task Force for their commitment, persistence, and creativity. A specific acknowledgement is extended to the Chairs of the Task Force, Michael Mitchell, Vice President for Programs and Protection at Lutheran Immigration and Refugee Service, and Lourdes Montes-Greenan, Assistant Vice President for Community Development Banking at PNC Bank. For the complete list of Task Force members and their roles, please refer to Appendix C.

With these partnerships, the work initiated by the administration of Mayor Stephanie Rawlings-Blake and the New Americans Task Force continues through ongoing collaboration. Updates and opportunities for involvement can be located at the website for the Mayor's Office of Immigrant and Multicultural Affairs (MIMA), <http://mayor.baltimorecity.gov/MIMA>.

Thank you for your interest and we look forward to the results of our collective commitment to serving all Baltimoreans and growing Baltimore together.



STEPHANIE
RAWLINGS-BLAKE
MAYOR

THE
ABELL
FOUNDATION

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Baltimore as a City of Immigrants

Over the course of the 20th century, Baltimore has welcomed many immigrants from all around the world. From the late 19th century through the 1920s, more than 10% (and as much as 20%) of the city was comprised of immigrants, many of whom came from Russia, Germany, Poland, and Italy.¹ In the post-War years, however, Baltimore became a much less international city, with only 3.5% - 4.5% of the population having been born outside the country.² The trend, however, began to reverse during the 1990s and has accelerated over the first decade of the new century (Appendix A).

Since 2000, Baltimore's reputation as a city of immigrants is being revived. This new wave of immigrants most often arrive not from Europe, as many did a century ago, but from Central and South America, Asia, and Africa. The increase in foreign new arrivals has led the Metropolitan Policy Program at Brookings to name Baltimore a "re-emerging gateway."³ Due to this new wave of international arrivals, Baltimore's immigrant population has increased by 20,000, to more than 45,000, 7.3% of the city's population.⁴

Over the past few years, there has been a great deal of discussion about the revival of major cities around the country and a stemming of population flow out of cities into the suburbs. Between 2000 and 2010, 41 of the 50 largest cities saw their populations increase, many for the first time in decades.⁵ When you dig deeper into these numbers, however, it's less a story of Americans choosing cities over suburbs (though that does play a role) and much more a story of large influxes of immigrants bringing new vibrancy to America's storied, yet aging, cities.



Baltimore has many features in common with cities experiencing significant growth due to immigration, such as a low cost of living, abundant and inexpensive housing, and employment opportunities. While we cannot know the reason that each and every immigrant came to Baltimore, studies point out that the social network effects of an already established immigrant community plays a central role in many decisions to choose one city over another.



"Immigrants waiting to debark at Locust Point," City of Baltimore Comprehensive Master Plan 2007-2012: A Business Plan for a World-Class City, Planning Commission Adoption, June 15, 2006

¹ U.S. Census Bureau, 1920 Decennial Census.

² U.S. Census Bureau, <http://www.census.gov/population/www/documentation/twps0029/tab19.html>

³ Matthew Hall, Audrey Singer, Gordon F. De Jong, and Deborah Roempke Graefe, *The Geography of Immigrant Skills: Educational Profiles of Metropolitan Areas* (Washington, DC: The Brookings Institution, Metropolitan Policy Program, June 2011), 12.

⁴ U.S. Census Bureau, 2007-2011 American Community Survey.

⁵ U.S. Census Bureau, 2000 Decennial Census & 2007-2011 American Community Survey.

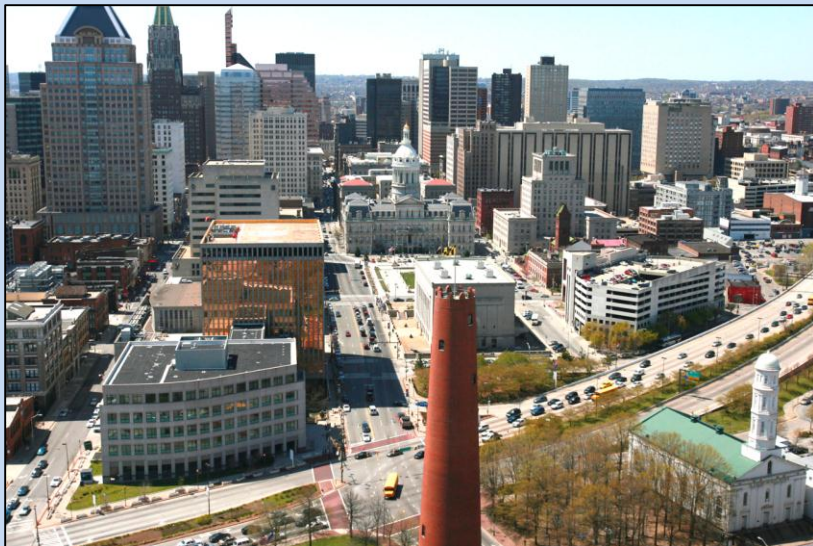
It is crucial that the City recognizes, expands, and develops new strategies to welcome immigrants and help facilitate an easy transition to life as Baltimoreans so these immigrants choose to make Baltimore their permanent home.

Baltimore's New American Communities

As of 2011, more than 45,000 foreign-born immigrants called Baltimore home. The majority of New Americans, more than 75%, have arrived since 1990. 52% of the foreign-born population has arrived since 2000.⁶ The largest group came from Latin American countries, including substantial populations from Mexico, El Salvador, Jamaica, Trinidad and Tobago, and growing numbers from South America. While the Hispanic community is spread throughout many neighborhoods in the city, they are heavily clustered east of downtown around Patterson Park and Highlandtown.⁷ The city also has more than 10,000 immigrants from Asia, with significant populations from China, Korea, India, and the Philippines. Baltimore's Asian populations are clustered around Johns Hopkins' Homewood and medical campuses, as well as in downtown and midtown.⁸

Undocumented immigrants are likely under-represented in these numbers. While the census bureau does its best to count all residents of a jurisdiction, multiple impediments exist that make accounting for everyone challenging. The Pew Hispanic Center estimated that the state of Maryland had approximately 275,000 undocumented immigrants as of 2010.⁹

In addition to immigrants, the city is a significant destination for refugees from many of the world's most challenging locales. The Baltimore Resettlement Center, established in 1998, has played a crucial role in the city's ability to attract refugees. The Resettlement Center, along with four national agencies—International Rescue Committee, Lutheran



Immigration and Refugee Service, Church World Service, and Hebrew Immigrant Aid Society—work to bring more than 500 refugees, on average annually, to Baltimore.¹⁰ The Maryland Office for Refugees and Asylees (MORA) works with the State Department to place refugees in multiple locations around the state. While Baltimore has been selected as a receiving site for refugees partly due to its affordability and accessibility, it is imperative that the City develop the necessary tools to assist refugees' transition to American life safely and successfully.

⁶ U.S. Census Bureau, 2009-2011 American Community Survey.

⁷ Appendix B.

⁸ Appendix B.

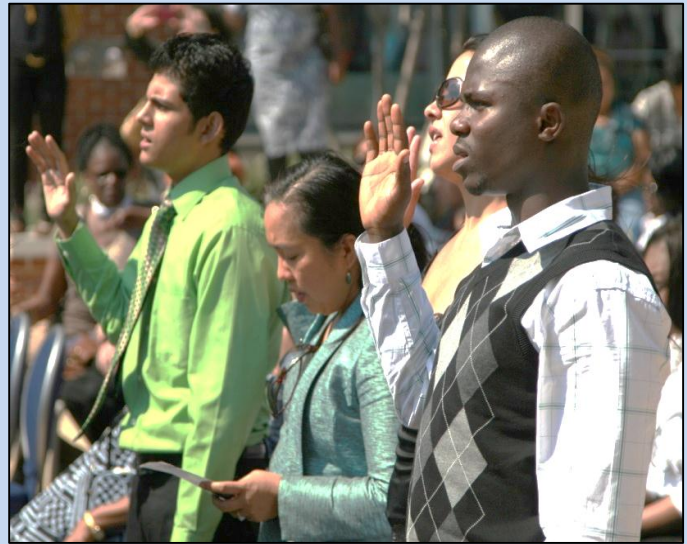
⁹ "Impact of Immigrants in Maryland" Governor's report, 2012.

¹⁰ Audrey Singer and Jill H. Wilson, *From 'There' to 'Here': Refugee Resettlement in Metropolitan America* (Washington, DC: The Brookings Institution, Metropolitan Policy Program: Living Cities Census Series, September 2006); "Statistical Abstract for the Refugee and Asylee Population Resettled in Maryland, Fiscal Year 2007 to 2011," Maryland Office for Refugees and Asylees, 2012.

When these immigrants arrive in Baltimore, they not only bolster the city's population, but also add to the economy and the neighborhoods they call home. Foreign-born workers earned approximately \$1 billion in wages in 2011, with a median household income of \$40,796. Immigrants held more than 27,000 jobs; with unemployment rates nearly two full points below the general population – 6% vs. 7.9%. Immigrants owned more than 7,500 homes in the city and rented another 11,700. Additionally, 39% of immigrants hold bachelor's degrees or higher, compared with only 25% of the general population, substantially contributing to Baltimore's knowledge-base, crucial to 21st century economic growth.¹¹

Beyond simply being valuable employees, consumers, and tax-payers, immigrants are often very strong entrepreneurs and job-creators. Nationally, New Americans are twice as likely to start their own business and are responsible for founding 40% of Fortune 500 companies.¹² Here in Baltimore, New Americans own 21% of the city's businesses, a rate 3 times larger than their 7% of the population.¹³ Based on these figures, attracting additional immigrants to the city would make a significant difference in the city's future economic prospects.

The impact that New Americans have on the entire city can also prove to be substantial. An influx of immigrants can help repopulate neighborhoods, not just with other New Americans but with non-immigrants as well. For every 1,000 immigrants arriving in a jurisdiction, 250 non-immigrants follow – often helping to stabilize neighborhoods previously in decline.¹⁴ As these numbers demonstrate, immigrants from all over the world play a significant role in the future economic prospect of Baltimore. Working to ensure that New Americans already in Baltimore, as well as future immigrants, have a positive experience in the city and decide to make Baltimore their long-term home is a win-win situation – benefitting both New Americans and Baltimore as a whole.



"Nearly 50 immigrants took the U.S. naturalization oath at the Baltimore harbor on Sept. 22 [2012]," Acacia Squires/NPR

¹¹ U.S. Census Bureau, 2007-2011 American Community Survey, Table S0501.

¹² "Entrepreneurship," Partnership for a New American Economy, last modified 2013, accessed August, 2013, <http://www.renewoureconomy.org/issues/entrepreneurship/>

¹³ David Dyssegaard Kallick, *Immigrant Small Business Owners: A Significant and Growing Part of the Economy* (New York: Fiscal Policy Institute, June 2012), 22.

¹⁴ "Immigrants Boost U.S. Economic Vitality," Partnership for a New American Economy, last modified June 20, 2013, accessed August 2013, <http://www.renewoureconomy.org/research/immigrants-boost-u-s-economic-vitality-through-the-housing-market/>

Initiatives from Around the Country to Support New Americans

New Americans are playing a major role in the revival of cities across the country, from Boston and Philadelphia to Charlotte, Chicago, and more. Forty-four of the 50 largest cities in America all saw increases in their immigrant populations since 2000, collectively adding more than 1 million New Americans to rebounding urban areas.¹⁵ Innovative politicians are recognizing the importance of this growing subset of the population and instituting policies and programs aimed at facilitating New Americans' successful transition to civic and economic life in their cities. Boston, Houston, Seattle, and San Francisco all have established offices devoted to immigrant affairs. Chicago, Philadelphia, and Los Angeles, recognizing the importance of developing concerted initiatives for their immigrant communities, have either recently (in Chicago's case) or have plans in the works to establish similar offices. Many other cities have begun formal processes to assess the current state of their population of New Americans and determine ways to leverage their diverse assets for the betterment of their entire jurisdiction.

Today, Chicago's immigrants remain crucial drivers of our economic growth and cultural vitality. This is why I am committed to making Chicago the most immigrant-friendly city in the world.

Chicago Mayor Rahm Emanuel

Attracting and retaining New Americans is an intuitive and achievable strategy for economic and population growth; however, this increase can best be sustained and nurtured through the strategic and intentional implementation of locally driven efforts by an Office of New Americans. As other cities recognize this reality and institute official agencies concerned with attracting New Americans, it becomes increasingly crucial to actively court New Americans in an ever more competitive national environment.

The New Americans Task Force

The New Americans Task Force was established by Mayor Stephanie Rawlings-Blake to contribute to her administration's ongoing efforts to attract 10,000 families by addressing the retention and attraction of New Americans within the city. To determine the direction of the discussions and define high-priority areas for the Task Force and



opportunities for growth, members of the Mayor's Office conducted extensive discussions with high-level representatives from 10 city agencies and stakeholders from community-based organizations, foundations, and private partners. Based on these conversations, two broad priority areas were identified: **Economic Growth** and **Community Wellbeing**. These areas served to narrow the focus to the topics that held the greatest potential to leverage existing resources and identify additional gaps and opportunities in order to recognize and benefit from the valuable assets that New Americans bring to Baltimore.

Upon the completion of the initial round of small group discussions, dozens of partners were invited to join the New Americans Task Force, chaired by Michael Mitchell, Vice President for Programs and Protection

¹⁵ U.S. Census Bureau, 2007-2011 American Community Survey.

at the Lutheran Immigration and Refugee Service, and Lourdes Montes-Greenan, Assistant Vice President for Community Development Banking at PNC Bank. Prior to the convening of the Task Force in July 2013, members were assigned to their respective priority area and workgroup based on their expertise and input. The **Economic Growth** priority area included the Workforce Development, Small Business Development, and Housing workgroups. The **Community Wellbeing** priority area included the Welcome & Diversity, Safety, and Youth workgroups.

Over a period of eight (8) weeks, the individual workgroups discussed the potential challenges and opportunities experienced by immigrant populations in Baltimore, and began to identify strategies for the City to address these gaps,



utilizing both existing resources and new partnerships. The Task Force chairs provided instrumental leadership as they guided the workgroups in their initial development of strategies that recognized the diverse assets of New Americans, identified gaps and opportunities and creatively leveraged existing resources to retain and attract New Americans.

The workgroups met both in person at locations around the city and virtually via Basecamp, an online collaboration platform. In the week leading up to the Task Force's second meeting in early August 2013, each group organized their comprehensive and creative recommendations and

submitted draft proposals to the Mayor's Office. The 32 recommendations included in this report are the result of the consolidation and refining of these recommendations.

The subsequent sections of this report will address the need that directed the creation of each workgroup, their unique goals, and the groups' recommendations. Each workgroup's recommendations have been divided into two categories, Phase 1 and Phase 2.

Phase 1 recommendations are initiatives that could be started in the short-term. Some of these recommendations may be easily implemented, while others would be the first steps in a longer process. Phase 1 initiatives are also higher priority items.

Phase 2 recommendations are longer-term recommendations and will likely require public-private partnerships and collaboration.

The New Americans Task Force

Economic Growth

Housing

Small Business Development

Workforce Development

Community Wellbeing

Youth

Safety

Welcome & Diversity

Economic Growth Recommendations

Workforce Development

- Leverage Existing Resources Provided by the Mayor's Office of Employment and Development (MOED)
- Enhance Work Opportunities for New American Youth
- Work with Worker-Rights Organizations and Unions to Provide Trainings on Employee Rights
- Develop Partnerships with Identified Employers and Emerging Industries
- Establish a New American Liaison position within MOED

Small Business Development

- Develop a Small Business Ambassadors Program
- Promote an International Business Corridor
- Expand the Available Research on the Current State and Needs of Baltimore's Business Community
- Utilize the City's Current One-Stop Shop for Start-Ups and Small Businesses for the Needs of New Americans
- Make the BaltimoreMICRO Revolving Loan Fund Program Accessible to New Americans

Housing

- Enhance Avenues for New Americans to Obtain Information About Available Programs and Resources
- Expand the "Live Near Your Work" Program's Incentives to Small Business Owners
- Provide Rental Counseling to Educate New American Renters on Their Rights and Responsibilities
- Expand the Vacants to Value Program to Encourage Renters to Buy
- Establish a Program to Help New Americans Develop a Credit History
- Explore the Possibility of Establishing an Individual Tax ID Number (ITIN) Lending Program

Community Wellbeing Recommendations

Welcome & Diversity

- Promote and Establish Baltimore as a City of Welcome and Inclusion
- Encourage and Celebrate the Transition to Citizenship
- Develop an Online Information Database on Services for Immigrants
- Develop a Video Series called “How do I, Baltimore ”
- Celebrate Diversity by Proclaiming Immigrant Heritage Month
- Increase Cultural Competency and Language Access Training Across All Agencies
- Promote Civic Engagement in Receiving and Immigrant Communities
- Develop a “Welcome Ambassador” Training Program

Safety

- Emphasize the Baltimore Police Department’s Role in Protecting All Baltimoreans
- Increase Interagency Collaboration
- Develop and Monitor Mechanisms to Track Crime and Reporting Incidents Involving New Americans
- Create New American Community Liaison positions

Youth

- Create a New Americans Youth Advisory within the Baltimore City Youth Commission
- Routinely Utilize the Mayoral Fellow Program to address the Emerging Opportunities and Challenges experienced by New Americans
- Promote Scholarship Programs Aimed at Baltimore City High School Graduates
- Introduce Community Liaison positions into Baltimore City Public Schools

the 1990s, the number of people in the world who are under 15 years of age has increased from 1.1 billion to 1.3 billion. This increase is due to the fact that the number of people who are under 15 years of age has increased in every country in the world, although the rate of increase has been slower in developed countries than in developing countries.

The increase in the number of people who are under 15 years of age has led to a number of problems, including a shortage of resources, a lack of education, and a high unemployment rate. In many developing countries, the majority of the population is under 15 years of age, and this has led to a high unemployment rate and a lack of resources.

The increase in the number of people who are under 15 years of age has also led to a number of social problems, including a high rate of child labor, a high rate of child marriage, and a high rate of child abuse. In many developing countries, the majority of the population is under 15 years of age, and this has led to a high rate of child labor, a high rate of child marriage, and a high rate of child abuse.

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Economic Growth



Workforce Development

As Baltimore transitions from a 20th century manufacturing hub to a 21st century economy, the training of new workers for the city's emerging growth industries and continued renewal of skills will play a vital role in both the city's and region's economic prospects. The growing New American population will need opportunities to develop the skills necessary to access these jobs – both to continue moving Baltimore's economy forward and to raise their own economic standing.

Economic studies have shown that immigration results in economic growth and increased per capita income for New Americans and also for the U.S.-born population. Ensuring that high demand skills are nurtured can further strengthen these benefits, resulting to an even greater impact on the city's economy.¹⁶ According to a 2012 Fiscal Policy Institute study, immigrants in Baltimore make up a larger share of the workforce than their proportion of the city population.¹⁷ The City can play a significant role in assisting these workers to develop the skills necessary to facilitate socio-economic stability and simultaneously strengthen the city's economy for the entire population.

Baltimore's Changing Economy

The Baltimore region lost 54% of manufacturing jobs between 1990 and 2009, while increasing professional and business services jobs by 15% and education and health care jobs by 68%.



The Mayor's Office of Employment Development, through the Career Center Network, Digital Learning Labs, and Community Job Hubs, offer valuable services aimed at enhancing workers' skills. However, these can often be challenging to access for English Language Learners and do not always address issues unique to New Americans.

The Workforce Development workgroup aimed to identify and reduce barriers for underemployed and unemployed New Americans in their professional areas of expertise and interest. Recommendations were sought to increase employment and economic development opportunities through English instruction, adult education, and job training. The recommendations also aim to meet the needs of Baltimore's existing and potential employers and promote the growth of the city.

Phase 1 Recommendations

Workforce Development Recommendation #1

Leverage Existing Resources Provided by the Mayor's Office of Employment and Development (MOED)

The Mayor's Office of Employment and Development (MOED) provides many services to the citizens of Baltimore. However, these services and resources can often be challenging to access for New Americans with limited English language skills and limited experiences with governmental agencies in the U.S. It is recommended that MOED partner with the nonprofit organizations currently serving immigrant communities in Baltimore to further extend existing

¹⁶ *The Impact of Immigrants in Maryland: Final Report*, Commission to Study the Impact of Immigrants in Maryland, February 2012, 7.

¹⁷ David Dyssegaard Kallick, *Immigrant Small Business Owners: A Significant and Growing Part of the Economy* (New York: Fiscal Policy Institute, June 2012), 22.

services to additional neighborhoods and in multiple languages. A few tangible services that possess the greatest possibility for increased accessibility and timely expansion include Community Job Hubs, free classes, computer literacy certifications, and digital learning labs.

The addition of the quality trainings provided by MOED to communities with New Americans will also facilitate the process of recruiting major companies and employers to Baltimore through the enticement of a job-ready, high-quality workforce.



Workforce Development Recommendation #2: *Enhance Work Opportunities for New American Youth*

Youth Works, the City of Baltimore’s summer employment program, can serve as a vital program for New American youth to develop the skills and networks necessary to thrive in the current economy. Many opportunities exist to enhance and increase access to the program, while taking into consideration the unique needs and assets of immigrant youth. It is recommended that MOED and Youth Works recognize the multilingual abilities of potential New American participants. Many employers will be interested in multilingual employees and advertising this as a feature of the program could increase employers’ participation while increasing students’ access to professional networks.

Workforce Development Recommendation #3: *Work with Worker-Rights Organizations and Unions to Provide Trainings on Employee Rights*

Many Americans have found themselves in sensitive and difficult situations in the workplace due to the violation of their rights as employees; the same is true for many New Americans and increasingly so because of their limited awareness of their protected rights. MOED should partner with worker-rights organizations, unions, and nonprofits to develop trainings for New American communities in the appropriate languages. These partners should then work with community centers and faith-based groups throughout the city to disseminate this vital information and promote attendance at the trainings.

Phase 2 Recommendations

Workforce Development Recommendation #4: *Develop Partnerships with Identified Employers and Emerging Industries*

Industries positioned to drive economic growth in Baltimore—manufacturing, bioscience, information technology, green industries, and transportation and logistics—will play a major role in moving New Americans from the economic fringes into middle wage jobs and on the path to upward mobility.¹⁸ By working with Baltimore’s employers and Baltimore City Community College (BCCC), ESOL and job training classes should be offered on-site for major employers. These employers can also work with BCCC to develop specific course-work to train New Americans, and the population in general, in the skills needed to support these emerging industries.

¹⁸ Jennifer Vey, *Building from Strength: Creating Opportunity in Greater Baltimore’s Next Economy*, (Washington, DC: The Brookings Institution, Metropolitan Policy Program, 2012), 6.

An extension of these partnerships could drive the establishment of a New Americans Professional Mentorship Program. According to a recent Brookings' Institute study, the Baltimore area has a large percentage of highly skilled immigrants, relative to other cities in the country.¹⁹ Yet a different study by the Governor's Summer Internship Program found that many of the high-skilled immigrants in the state are underemployed.²⁰

One effort to correct this imbalance and fully utilize the talented immigrants arriving in the area should be to develop a New Americans Mentorship Program in collaboration with existing professional networks, MOED, nonprofit service providers, and workforce development stakeholders to increase New Americans' access to professional networks and social capital. Partnering educated, yet un-credentialed, New Americans with professionals from similar backgrounds can also help New Americans understand the necessary steps of becoming certified in their professions. It is additionally recommended that a nonprofit be identified to collaborate with MOED to manage the program and continually connect professionals with immigrants seeking to work in similar fields.



Workforce Development Recommendation #5: *Establish a New American Liaison position within the MOED*



To increase access and help train a robust workforce, the Workforce Development workgroup recommends that an Immigrant Liaison position be created within the MOED. This position will have a dual purpose: (1) to advocate for and inform decisions within the MOED structure to address immigrants' limited access to trainings and ensure accessibility, (2) to serve as a point of contact and navigator to New Americans seeking to access these services.

¹⁹ Matthew Hall, Audrey Singer, Gordon F. De Jong, and Deborah Roempke Graefe, *The Geography of Immigrant Skills: Educational Profiles of Metropolitan Areas* (Washington, DC: The Brookings Institution, Metropolitan Policy Program, June 2011)

²⁰ Lauren Brown, Cathleen Carris, Erin McDermott, Christina Pope, *Doctors, not Drivers: Capitalizing on the Skills of Maryland's Underemployed Immigrant Professionals*, Governor's Summer Internship Program, 2008.

Small Business Development

“By its nature, immigration is an entrepreneurial act.”²¹ In Baltimore, this acknowledgment is demonstrated in the disproportionately high rate of business ownership in the Baltimore region by New Americans. While foreign-born residents comprise just 7% of the city’s population, they make up 21% of the city’s businesses owners.²² Despite these successes, the Small Business Development Workgroup recognized that there are still many challenges immigrants face when looking to start a new business or grow an existing one.

New American entrepreneurs have indicated that there are limited resources related to technical assistance for small business owners and a lack of lending opportunities for New Americans who have limited, low, or non-existent credit. Additionally, small business owners face challenges navigating the myriad of legal requirements needed to operate a business within the city and the available resources and services offered by city agencies.

The Small Business Development Workgroup was charged with assessing the needs of Baltimore’s immigrant community and determining how to maximize existing resources to promote and advance New Americans’ engagement in entrepreneurship and business ownership. It was the mission of this workgroup to contribute to the strengthening of Baltimore’s families, communities, and commercial districts through the economic tool of small business ownership and entrepreneurship.



Phase 1 Recommendations

Small Business Development Recommendation #1:

Develop a Small Business Ambassadors Program

Baltimore Main Streets does a great job of supporting neighborhood businesses. However, when working with New American business owners, additional challenges can arise. In order to supplement their work and to further support immigrant entrepreneurship, the City should partner with nonprofits and local chambers of commerce to create a Small Business Ambassadors Program. These ambassadors would assist New American entrepreneurs to connect to City services and additionally provide feedback to the Baltimore Development Corporation (BDC) about the experiences of entrepreneurs. It is recommended that these ambassadors be recruited from the large pool of multi-lingual students at Baltimore’s multiple business schools.

The ambassadors would initially begin working through the Baltimore Main Streets program to develop relationships at the neighborhood level and then serve as link to other City resources, including the Small Business Resource Center (SBRC). We envision one to two ambassadors embedded at those Main Streets with a significant number of immigrant business owners. The ambassadors will work with Main Streets staff to promote awareness of services and sustained engagement and participation from these specific business communities.

²¹ Bruce A. Morrison, *Attracting New Americans into Baltimore’s Neighborhoods: Immigration is the Key to Reversing Baltimore’s Population Decline* (Baltimore: The Abell Foundation, December, 2002), 20.

²² David Dyssegaard Kallick, *Immigrant Small Business Owners: A Significant and Growing Part of the Economy* (New York: Fiscal Policy Institute, June 2012), 22.

Small Business Development Recommendation #2:

Promote an International Business Corridor

With the wide variety of immigrant communities that call Baltimore home, there are a myriad of unique shopping experiences, eateries and markets that continually contribute to the vitality of Baltimore’s communities. By designating an “International Business Corridor,” similar to the city’s three arts districts, the City can establish an attractive regional shopping and dining experience that highlights the emerging multicultural appeal of the city. This designation should be in conjunction with the Main Streets program, which could support the promotion of this district as an “International Main Street” both within the city and throughout Maryland.

Small Business Development Recommendation #3:

Expand the Available Research on the Current State and Needs of Baltimore’s Business Community

One challenge the Task Force outlined is a dearth of information on skill levels, professional expertise, certification needs, and roadblocks faced by small business entrepreneurs. In order to address this lack of information, the City should work with nonprofits and foundations as partners to fill these gaps through additional research. This research should include a comprehensive report that includes a far-reaching survey of business owners (both immigrant and non-immigrant) to understand various challenges that this population faces and a targeted analysis of the skill levels, professional expertise, and training and certification needs of Baltimore’s New Americans. This valuable information could then be used to inform advocacy, planning, and policy efforts to better address the needs of Baltimore’s employers and employees. In addition, it could assist the City in better understanding opportunities in emerging business sectors and strategies for maximizing the potential of the Port through international trade businesses related to imports and exports. The City should partner with foundations and local universities to fund and complete this extensive research.



Furthermore, the City and BDC should institute a plan for sustained dialogue and engagement with New American communities, utilizing focus groups and business owners, to remain abreast on the challenges faced by New American entrepreneurs.

Phase 2 Recommendations

Small Business Development Recommendation #4:

Utilize the City’s Current One-Stop Shop for Start-Ups and Small Businesses for the Needs of New Americans

While the SBRC currently serves as the City’s one-stop shop to support business-owners, New Americans have experienced ongoing challenges in accessing their services. Due to linguistic and cultural barriers, New American entrepreneurs may face significantly more challenges when starting a new business than other new business owners. It is recommended that the SBRC work with partners including the Small Business Ambassadors, area universities, community-based organizations and private partners to assist New American business owners with their initial and ongoing needs. These partners can facilitate connectivity between New American entrepreneurs with other established City programs that aim to create thriving businesses.

To promote increased accessibility, this information could be incorporated into mobile hubs and kiosks, with the capability to serve all diverse populations and needs by permitting the renewal of permits, licenses and data collection necessary to sustain business operations.

Small Business Development Recommendation #5:

Make the BaltimoreMICRO Revolving Loan Fund Program More Accessible to New Americans

Many immigrant-owned small businesses would benefit from the availability of small loans to increase financial flexibility. BDC offers such a service to business owners; however, the application process can be confusing if English is not the entrepreneur's native language and is challenging to access for New Americans who have low, limited, or no credit. Making this program more accessible would provide valuable help to both aspiring and existing business owners. Furthermore, by providing information on this and other programs like it in languages other than English or with support of multi-lingual staff members, BDC can help stimulate further economic growth and employment in New American communities.

Housing

Housing is both a basic need for everyone in our society and a fundamental building block of strong, healthy neighborhoods. New Americans often arrive in Baltimore with very few resources and a limited social network. Most New Americans begin their lives in Baltimore by renting their home. The foreign-born population rents at a significantly higher rate than the U.S.-born population – 61.7% to 50.7%.²³ According to industry sources, the trend appears to be that immigrants rent for two years before considering homeownership. While immigrants are in the rental market, they can often face challenges including language barriers in the renting process itself, predatory landlords, and a misunderstanding of their rights as tenants.

When immigrants arrive at the stage where homeownership is an option, they face yet another set of challenges. One problem that can arise is that many New Americans do not yet have Social Security Numbers (SSN) – instead they have IRS issued Individual Tax Identification



Numbers (ITINs). A lack of SSN prevents the acquisition of a mortgage in most situations and creates challenges in developing a credit history. Additionally, while the City of Baltimore offers many housing incentive programs, such as Buying Into Baltimore and Live Near Your Work, these programs can feel out of reach for New Americans. Many of these programs can be complicated in the best of circumstances, but when you compound it with English being a person's second language and uncertainty with the American financial system, these resources can seem nearly impossible to access.

The Housing Workgroup focused their efforts on discussing how the City and community partners can address these challenges, promote housing options and availability for immigrants, and foster safer and stronger neighborhoods. Many of their recommendations work within existing programs and aim to spread important information on both the housing market and on financial education.

Phase 1 Recommendations

Housing Recommendation #1:

Enhance Avenues for New Americans to Obtain Information about Available Programs and Resources

Baltimore has myriad programs to assist home-buyers through every step of an already complicated process. When you add additional layers of complexity, such as low English proficiency or cultural barriers to understanding the American financial system, the process becomes even more difficult to wade through.

The first step in making this information more easily available to New Americans is to make detailed explanations available in

"The average homeowner has already seen the value of their home boosted by thousands of dollars, just because of immigration."

President Barack Obama

²³ U.S. Census Bureau, 2007-2011 American Community Survey.

other languages. The Housing Workgroup also proposed working with the housing agency and nonprofits to provide housing workshop events in immigrant neighborhoods, which will include representatives from different Baltimore programs, financial service providers, and nonprofit support. Finally, Buying Into Baltimore fairs and tours should be provided in different languages and explicitly advertised to New American community members.

Housing Recommendation #2:

Expand the “Live Near Your Work” Program’s Incentives to Small Business Owners

New Americans are more likely to start their own businesses than non-immigrants. These entrepreneurs can serve as the cornerstones of vibrant immigrant neighborhoods that can attract immigrants from other countries and from other communities in the United States. This program would encourage these business owners to purchase a home in the same neighborhood as their business. The Live Near Your Work program currently operates with matching grants from both employers and the City (up to \$2,500 each). The version devoted to small business owners would provide \$2,500 from the City to the business owner, with the primary requirement on the business owner being that the home is near his/her business and that he/she would inhabit the house for a minimum number of years.

Phase 2 Recommendations

Housing Recommendation #3:

Provide Rental Counseling to Educate New American Renters on Their Rights and Responsibilities

As New Americans begin their new life in Baltimore, rental housing can be the best, if not only, housing option available. However, many New Americans have experienced difficult situations due to a misunderstanding of the rights and obligations all renters and their landlords have. While, many organizations throughout the city offer home buying counseling (such counseling is required to participate in any Baltimore City or Maryland housing incentive programs), options for rental counseling are extremely limited and rental counseling in a non-English speaker’s native language is even harder to find.



The City (through Baltimore Housing) should partner with nonprofits to expand rental counseling across the city and encourage its development in other languages. Presently, there are a couple organizations offering rental counseling, though this service is only provided in English. The Housing Department could utilize the Community Development Block Grant application process to advocate for the expansion of rental counseling providers to include nonprofits with multi-lingual employees capable of providing the service.

Housing Recommendation #4:

Expand the Vacants to Value Program to Encourage Renters to Buy

Many new immigrants start their lives in Baltimore as renters before considering purchasing a home. An expansion of the Vacants to Value program aimed at renters would have the same basic goal: to revive neighborhoods by encouraging home-ownership in the city. Developers could designate current rental homes in designated neighborhoods as “rent-to-buy.” Renters in these units could participate in home ownership and financial education classes to prepare themselves for eventual ownership. At the end of these training sessions and a specified period of time renting, the renters would qualify for financial incentives to purchase the home they had been renting. This

recommendation could ultimately benefit both New Americans of limited means and other communities of low-income U.S.-born renters.

Housing Recommendation #5:

Establish a Program to Help New Americans Develop a Credit History

One challenge New Americans can face is the lack of credit history. This can result in additional challenges renting or buying a home. One way to address this is to create a program through a financial institution or a nonprofit providing technical assistance and access to micro lending in order to establish and build credit scores.

Housing Recommendation #6:

Explore the Possibility of Establishing an Individual Tax ID Number (ITIN) Lending Program

One long-term challenge facing many immigrants is the inability to secure a mortgage without a Social Security Number. Over the past 10 years there have been a handful of pilot programs for using an individual's IRS issued Individual Tax ID Number, in place of a Social Security Number, to secure a home mortgage. It is recommended that a committee comprised of members of Baltimore Housing, financial institutions, for-profit home sellers, and nonprofit agencies should be established to determine what options are available for alternative financing opportunities for immigrants without Social Security Numbers.



Community Wellbeing



Welcome & Diversity

When people look for a new place to live, whether they are from another country, another state, or another county in Maryland, the most important elements are economic opportunity and a welcoming, comfortable community. With regard to New Americans in particular, studies have repeatedly argued that one of the major catalysts for moving to one city versus another is the impact of social network effects. A New American often finds their way to those places where their friends or family have settled, or at least where there is a significant population of other people from the same country or culture. Moving to a new country or a new city can be intimidating, but knowing that there is a welcoming community waiting for you can help ease the process.

In order to make sure Baltimore is a city where New Americans have positive experiences and encourage their compatriots to emigrate, the City must show these communities that Baltimore is a welcoming city with open and easy access to the services and support necessary to thrive. Becoming a more welcoming city includes addressing those concerns of both the New American population already living in Baltimore and those who might look to move here in the future.



The Welcome & Diversity Workgroup set out to enhance the service capacity of city agencies, in partnership with nonprofits and community-based organizations, to better address the needs of New Americans. From the City's perspective, many of the recommendations focus on the need to increase language access for New Americans and the cultural competency of city employees so that anyone seeking service from the City can access it. In a broader sense, the workgroup sought ways for the entire city to make immigrant communities feel welcome and to showcase the many contributions New Americans have had on our city.

Phase 1 Recommendations

Welcome & Diversity Recommendation #1:

Promote and Establish Baltimore as a City of Welcome and Inclusion

One of the important changes that we can make throughout the city is one of mindset. If city agencies and boosters view the city as an international city, subtle changes will ensue to put our future on the path toward achieving this vision. To this end, the City should work with Live Baltimore and Visit Baltimore to both adjust current Baltimore marketing campaigns and create new campaigns aimed at positioning the city as a welcoming place to newcomers from around the globe and across the country.

Welcome & Diversity Recommendation #2:

Encourage and Celebrate the Transition to Citizenship

Centralize information regarding citizenship services in Baltimore City to minimize barriers to starting the process of becoming a citizen. Information can be made available through the City's call center, 311, through the City's website, and distributed to immigrant-serving nonprofits. The City should schedule, host, and publicize biannual citizenship ceremonies in City Hall.

Welcome & Diversity Recommendation #3:

Develop an Online Information Database on Services for Immigrants

Work with the Mayor’s Office of Information Technology to develop a New Baltimorean portal on the City’s web site. This would be an easy to navigate web site compiling all types of city services, including information about nonprofits and public/private partnerships providing services aimed at New Baltimoreans.

Topics should include financial education, citizenship, employment, recreation, health care, social services, legal services, education, and business development.

To increase availability of this resource to residents without internet access at home, kiosks should be set up at Community Action Centers, libraries, and other public places utilizing this web portal as the primary content.

Finally, this information should be linked through a mobile app. In order to keep this information up to date, particularly information about services provided by outside partners, a system should be created to allow nonprofit stakeholders to submit events and resources that can be incorporated into the system automatically, to populate a community events calendar.

Welcome & Diversity Recommendation #4:

Develop a Video Series called “How do I, Baltimore”

One of the major challenges New Americans from any country face is how to complete everyday tasks, like paying the electric bill or making sure the trash is picked up. “How do I, Baltimore” would be a series of how-to videos, produced in the languages of the many diverse New American communities, aimed at addressing these questions. Actors would convey valuable information about engaging with local government both orally and visually. These videos would be available online and at Immigrant Information Kiosks throughout the city.

Welcome & Diversity Recommendation #5:

Celebrate Diversity by Proclaiming New American Heritage Month

The City could help unite immigrant groups by declaring New American Heritage Month. During this time, a series of events could be planned to highlight the many unique characteristics of Baltimore’s many cultural and ethnic communities.

Events could include:

- International Restaurant Week to showcase the world flavors of Baltimore,
- An International Festival that can bring together many of the small ethnic festivals that already take place in the city,
- An international soccer tournament, with divisions for both adult and youth teams, to bring together diverse communities and
- A banquet recognizing New American entrepreneurs.



Phase 2 Recommendations

Welcome & Diversity Recommendation #6:

Increase Cultural Competency and Language Access Training across All Agencies

The most straightforward way to improve New Americans' access to city services is to ensure that they interact with city staff who are empathetic to their unique needs and who have the knowledge to help them get access to language translation when necessary. To this end, within two years a City Ordinance should be introduced mandating that every agency develop plans and policies to comply with Title XI "Language Access." Additionally, Human Resources should integrate cultural competency into the training curriculum for all new city employees. The City should focus their attention first on annual training to front-line and call-center employees in each of the agencies.

Additionally, in an effort to both make English Language Learners feel more comfortable interacting with government and to minimize costs associated with language access, the city should better utilize employees who are bilingual or multilingual and encourage the expansion of this pool of city workers. A complementary initiative should be to support employees who wish to develop additional language skills by subsidizing language courses at no- or low-cost. These language learners would also develop a sense of compassion with the struggles faced by New Americans who are not yet comfortable with English.



Welcome & Diversity Recommendation #7:

Promote Civic Engagement in Receiving and Immigrant Communities

The research on immigrant relocation patterns consistently alludes to the reality that immigrants move to locations that already have strong communities of their compatriots. In an effort to strengthen Baltimore's New American communities, it is recommended to work with nonprofit organizations to develop civic trainings for emerging New American leaders, targeting the city's larger immigrant communities.

Welcome & Diversity Recommendation #8:

Develop a "Welcome Ambassador" Training Program

As much as the city and nonprofits can do to welcome New Americans, the existing community members already living in those neighborhoods with many New Americans play a much more important role in how immigrants will view the city. To this end, the city should work with Citizens Planning and Housing Association (CPHA) and community associations to develop a "Welcome Ambassador" training program. These ambassadors will serve immigrant communities by engaging in dialogues with current residents about immigration, New Americans to the city, and ways to build bridges between long term and new residents.²⁴

²⁴ "Shelbyville's Ambassadors of Welcome," Cities of Migration, accessed August 2013, http://citiesofmigration.ca/good_idea/shelbyvilles-ambassadors-of-welcome/

Safety



As New American communities in Baltimore continue to grow, diversify, and settle in Baltimore's neighborhoods, they face challenges to ensuring that they are able to live, study, work, and play safely. In order to accomplish these straightforward goals, it is imperative that New Americans trust public safety agencies and are actively involved in promoting public safety in their communities.

Many of the challenges to achieving these goals arise due to language and cultural barriers. In recent years, the Baltimore City Police Department has partnered with the Baltimore City Hispanic Commission, Refugee Resettlement agencies, nonprofit organizations, and others to begin to address these challenges, but more work remains. The workgroup on safety aimed to address improving public safety and the Wellbeing of New American communities, while expanding opportunities for relationship-building among New Americans and the Baltimore City Police Department.

Phase 1 Recommendations

Safety Recommendation #1:

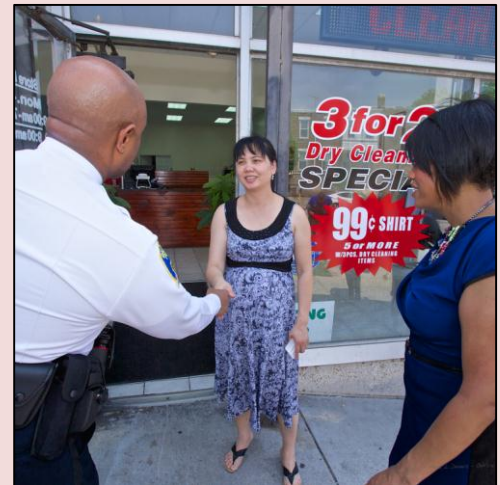
Emphasize the Baltimore Police Department's Role in Protecting All Baltimoreans

Encourage the Baltimore Police Department to reiterate their role in protecting the public regardless of race, country of origin, language, and immigrant status. This is in line with the executive order issued by Mayor Stephanie Rawlings-Blake, issued in March of 2012.²⁵

Safety Recommendation #2:

Increase Interagency Collaboration

Many public agencies, at every level of government, have a part in keeping our communities safe. To this end, it is crucial that the agencies are open to collaboration and sharing which of their efforts have been fruitful, and almost more importantly, which efforts can stand to be improved. The Task Force envisioned the police, state's attorney, Mayor's Office on Criminal Justice (MOCJ), domestic violence unit, the Maryland Transit Administration (MTA), and school police and staff being just a handful of the many groups that could benefit from increased cooperation.



²⁵ <http://archive.baltimorecity.gov/Government/BoardsandCommissions/HispanicCommission/PressReleases/tabid/2125/articleType/ArticleView/articleId/2884/Mayor-Rawlings-Blake-Signs-Executive-Order-to-Protect-New-Americans-from-Discrimination.aspx>

Safety Recommendation #3:

Develop and Monitor Mechanisms to Track Crime and Reporting Incidents Involving New Americans

Before the police department can address any specific practices to better serve the needs of New Americans, it is vital to better understand the extent to which New Americans are targets of crimes and whether they are utilizing available police department services. To this end, the police department should track need and usage of the language line and interpretation services for both 911 operators and officers. Additionally, a system to better track victimization of New Americans should be established. A starting point for this system would be to collect and track race and ethnicity as identified by crime victims in police reports.

Phase 2 Recommendations

Safety Recommendation #4:

Create New American Community Liaison positions

It is recommended to create a community liaison positions, with attention directed specifically toward neighborhoods with significant New American populations. This liaisons could be either officers or civilians. The role of the liaisons would be to conduct trainings in the community about police procedures, including how to report criminal activity, what to expect when calling 911, and individuals' rights. The liaisons would also serve as a primary point of contact between New American community leaders and the local police precinct and be a recognizable face in the community to bolster levels of trust between the police and New American communities.

Youth

Many immigrants set out on the difficult journey from their home countries to the United States with one goal in mind: to create a better life for their children. In order for New American families to remain in Baltimore, educational and development opportunities for youth must be robust. There are more than 10,000 foreign-born students in Baltimore, nearly 2,400 in K-12 schools, and many more who are the children of immigrants.²⁶ It is vital that these young people have the opportunities to learn and grow in Baltimore City, so they might stay in Baltimore—adding vibrancy to their neighborhoods.

The workgroup on Youth aimed to identify, promote, and expand educational and extracurricular opportunities for welcome, integration, and engagement that facilitate high school completion and developing community-minded Baltimoreans. Recommendations addressed access to enrichment activities, community engagement in youth education, and access to work opportunities. A positive environment for youth can best be provided when parents and the community are engaged; therefore, some of the recommendations also address ways to turn services and schools into not simply youth-oriented programs, but also centers to educate and enrich the entire community.

Phase 1 Recommendations

Youth Recommendation #1:

Create a New Americans Youth Advisory Council



New American youth face different challenges as they integrate into American society. This program, ideally established as a subset of the Youth Commission working within city government, would be aimed at researching, advocating, and working toward building a better and more inclusive Baltimore City based on the concerns of immigrant youth.

²⁶ U.S. Census Bureau, 2007-2011 American Community Survey, Table S0501.

Youth Recommendation #2:

Routinely Utilize the Mayoral Fellowship Program to Address the Emerging Challenges and Opportunities experienced by New Americans

The Mayoral Fellowship program does an excellent job recruiting highly qualified and motivated students and provides crucial technical support and capacity-building for the city offices and agencies. Through strategic and consistent use of the program, it can serve as a valuable tool to further the City's efforts to attract and retain New Americans

Youth Recommendation #4:

Promote Scholarship Programs Aimed at Baltimore City High School Graduates

It is recommended to work with the Baltimore City Public School System to ensure that the opportunities afforded by Baltimore-area colleges and universities are adequately publicized. Multiple academic institutions offer scholarships to students who graduate from Baltimore high schools, and these programs can be powerful incentives to keep and attract New Americans.



Phase 2 Recommendations

Youth Recommendation #5:

Introduce Community Liaison positions into Baltimore City Public Schools

The community liaison position would be tasked with ensuring that educational programs are accessible to New American families. In order for Baltimore's schools to best serve the needs of immigrant youth, they should be linguistically and culturally competent. Inserting an advocate for New Americans' needs into those schools with substantial immigrant populations will encourage sustained efforts to ensure New American students receive the attention and resources necessary to succeed. These advocates would also help develop means by which New American parents and guardians could be trained on using libraries, after school activities, counseling, etc. to make sure students are being fully supported.

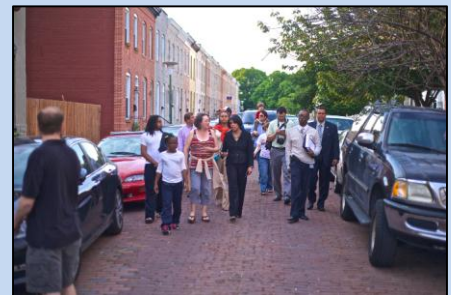


Conclusion

These recommendations, taken together, will increase the possibility that the New Americans arriving in Baltimore will not only survive, but will prosper. New Americans routinely arrive in America with valuable assets, crucial knowledge, and a strong desire to build a better life for themselves and their children. It is in both Baltimore's and the New Americans' best interests for the City to do whatever it can to remove barriers to success and offer opportunities that will allow these new immigrants to transform Baltimore, and the entire region, for the better, both economically and culturally.

In order to see these recommendations through from the kernels of ideas they are today to tangible ways to serve the entire city of Baltimore, an intentional and pragmatic plan should be established. These recommendations need advocates within government to continue to push Baltimore forward into the 21st century, to reclaim its place as a national leader. The best means by which this can occur is to establish a cabinet-level Office of New Americans to coordinate the city agencies' efforts, to work with action with partners throughout the community, and to ensure that the voices of immigrant communities are heard at the highest levels of city government.

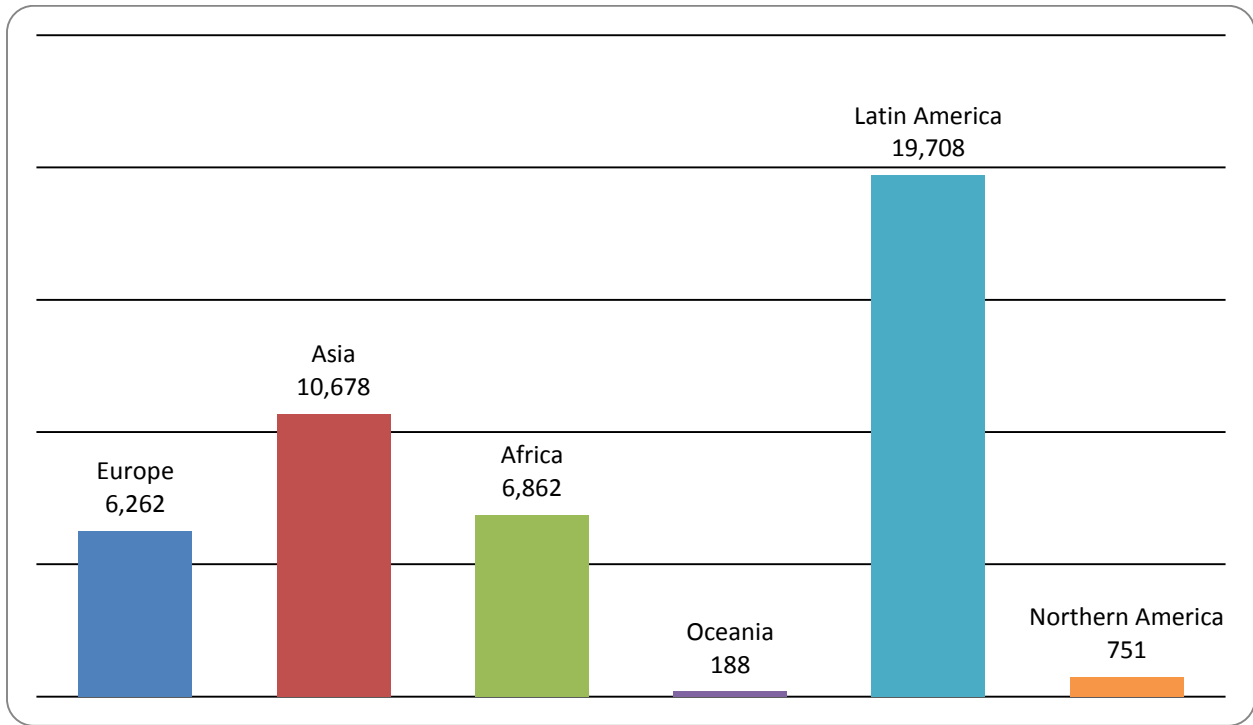
Baltimore finds itself with an opportunity. More than 15,000 New Americans have chosen Baltimore as their home since 2000. Not only have these communities grown in number, they have also had an outsized impact on the city's economic prospects. Cities and counties around the country have already begun to recognize the power that new waves of immigrants have to bolster their communities and enhance the lives of their citizens. Now is the time to act, to fortify and build upon these communities, so that Baltimore can prosper and re-secure its position as one of America's great cities.



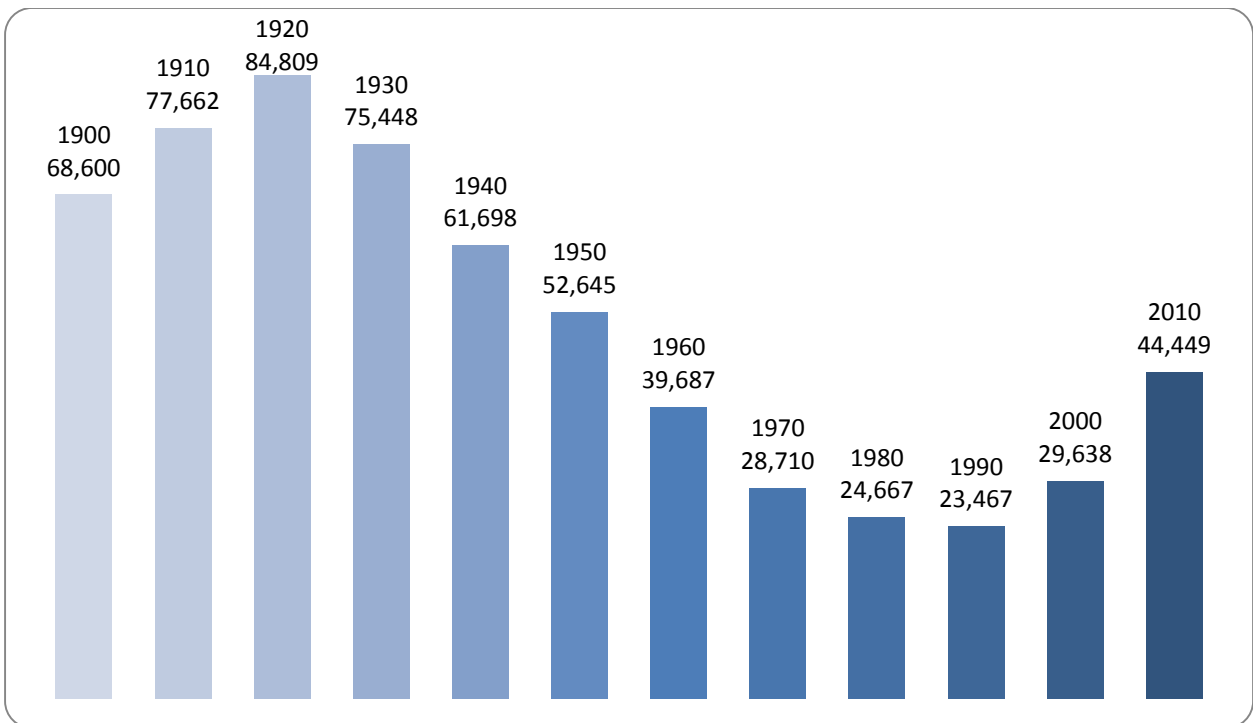


Appendix A: Data on Baltimore's Immigrant Population

Baltimore's Immigrant Population by Region of Origin



Baltimore's Immigrant Population over Time (1900-2010)



Languages Spoken by People Who Speak English “Less than Very Well”

(Ranked by Largest Group of Language-Speakers to Smallest)

- | | | |
|---------------------------------|--|--|
| 1. Spanish or Spanish Creole | 13. Urdu | 23. Hungarian |
| 2. Chinese | 14. Italian | 24. Hindi |
| 3. African languages | 15. Japanese | 25. Thai |
| 4. French (incl. Patois, Cajun) | 16. German | 26. Yiddish |
| 5. Korean | 17. Other Slavic languages | 27. Other Native North
American languages |
| 6. Russian | 18. Persian | 28. Other Indo-European
languages |
| 7. Arabic | 19. Laotian | 29. Scandinavian languages |
| 8. Other Indic languages | 20. Other Pacific Island
languages | 30. French Creole |
| 9. Greek | 21. Other Asian languages | 31. Serbo-Croatian |
| 10. Tagalog | 22. Portuguese or Portuguese
Creole | 32. Hebrew |
| 11. Polish | | |
| 12. Vietnamese | | |

United States Census Bureau, 2011 American Community Survey 5-year Estimates, Table B16001

Countries of Birth for Foreign Born Population

(Ranked By the Largest Populations in Baltimore to the Smallest)

- | | | |
|---|--------------------------|------------------------------|
| 1. Mexico | 22. Ghana | 44. Cameroon |
| 2. Jamaica | 23. Ethiopia | 45. France |
| 3. Trinidad and Tobago | 24. Greece | 46. Sierra Leone |
| 4. El Salvador | 25. Burma | 47. Netherlands |
| 5. China, excluding Hong
Kong and Taiwan | 26. Russia | 48. Israel |
| 6. Nigeria | 27. Other Western Africa | 49. Other South Central Asia |
| 7. Korea | 28. Vietnam | 50. Eritrea |
| 8. Philippines | 29. Sudan | 51. Belgium |
| 9. Honduras | 30. Japan | 52. Argentina |
| 10. India | 31. Iran | 53. Colombia |
| 11. Guatemala | 32. Liberia | 54. Thailand |
| 12. Ecuador | 33. Kenya | 55. Other Caribbean |
| 13. Dominican Republic | 34. Brazil | 56. Nicaragua |
| 14. Canada | 35. Pakistan | 57. Romania |
| 15. Africa, n.e.c. | 36. Italy | 58. Czech Republic |
| 16. Taiwan | 37. Haiti | 59. Slovakia |
| 17. Germany | 38. Egypt | 60. Australia |
| 18. Poland | 39. England | 61. New Zealand |
| 19. United Kingdom | 40. Other Middle Africa | 62. Laos |
| 20. Ukraine | 41. Peru | 63. Cuba |
| 21. Guyana | 42. Other Eastern Africa | 64. Morocco |
| | 43. Nepal | 65. Hong Kong |

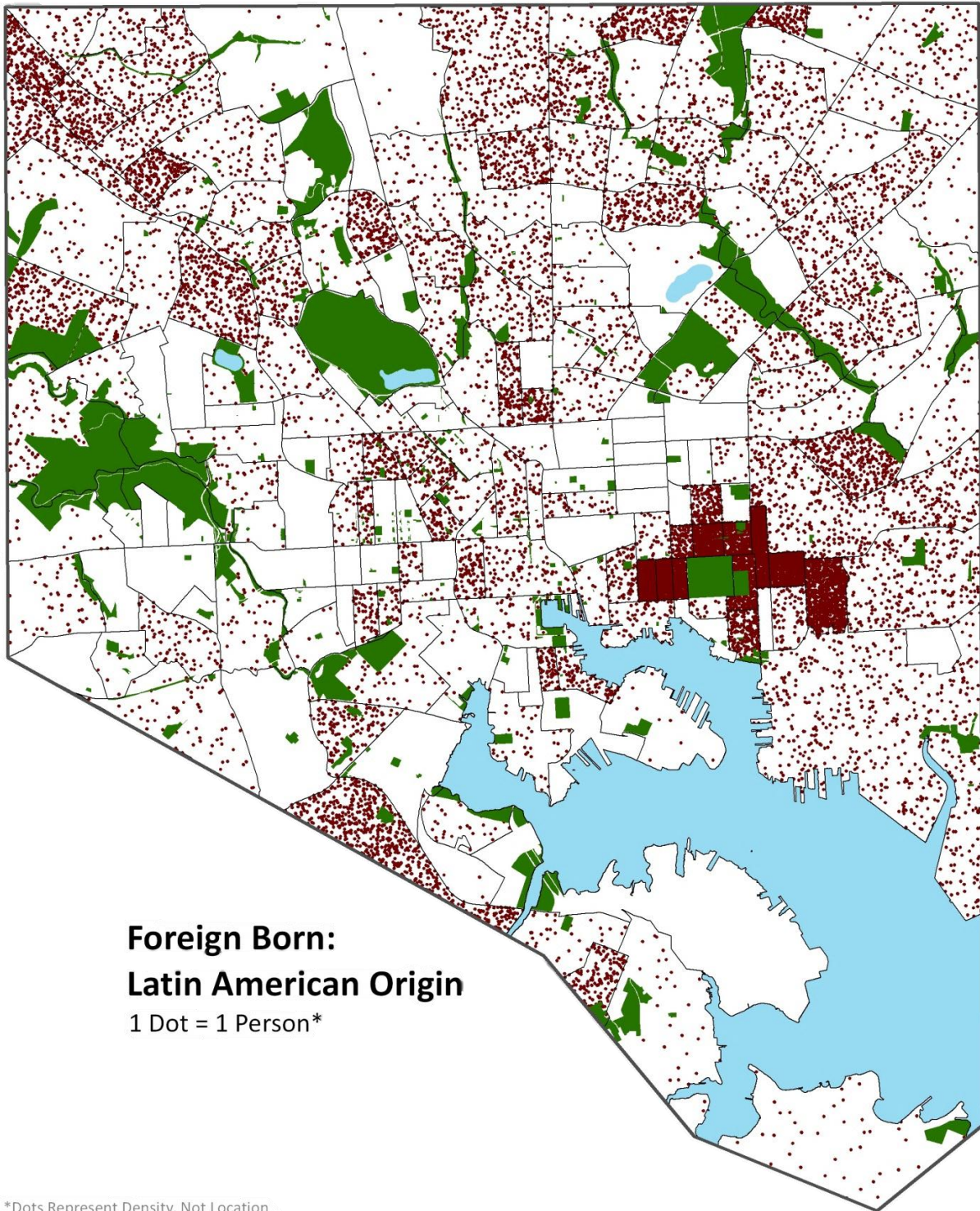
66. Ireland	84. Singapore	102. Lithuania
67. Barbados	85. Bahamas	103. Armenia
68. West Indies	86. Kazakhstan	104. Norway
69. Costa Rica	87. Turkey	105. Uruguay
70. Bangladesh	88. Sri Lanka	106. Belize
71. Yemen	89. Latvia	107. Oceania, n.e.c.
72. Indonesia	90. Scotland	108. Jordan
73. Hungary	91. Malaysia	109. St. Vincent & the Grenadines
74. Spain	92. Other South America	110. Croatia
75. Grenada	93. Serbia	111. Portugal
76. Saudi Arabia	94. Bolivia	112. Syria
77. Panama	95. Bulgaria	113. Sweden
78. Belarus	96. Lebanon	114. Fiji
79. Chile	97. Kuwait	115. Albania
80. Switzerland	98. Austria	116. Dominica
81. Uzbekistan	99. South Africa	117. Denmark
82. Venezuela	100. Cape Verde	
83. Yugoslavia	101. Moldova	

United States Census Bureau, 2011 American Community Survey 5-year Estimates, Table B05006



Appendix B: Maps of Baltimore's Foreign- Born Population

Baltimore's Latin American Population



**Foreign Born:
Latin American Origin**
1 Dot = 1 Person*

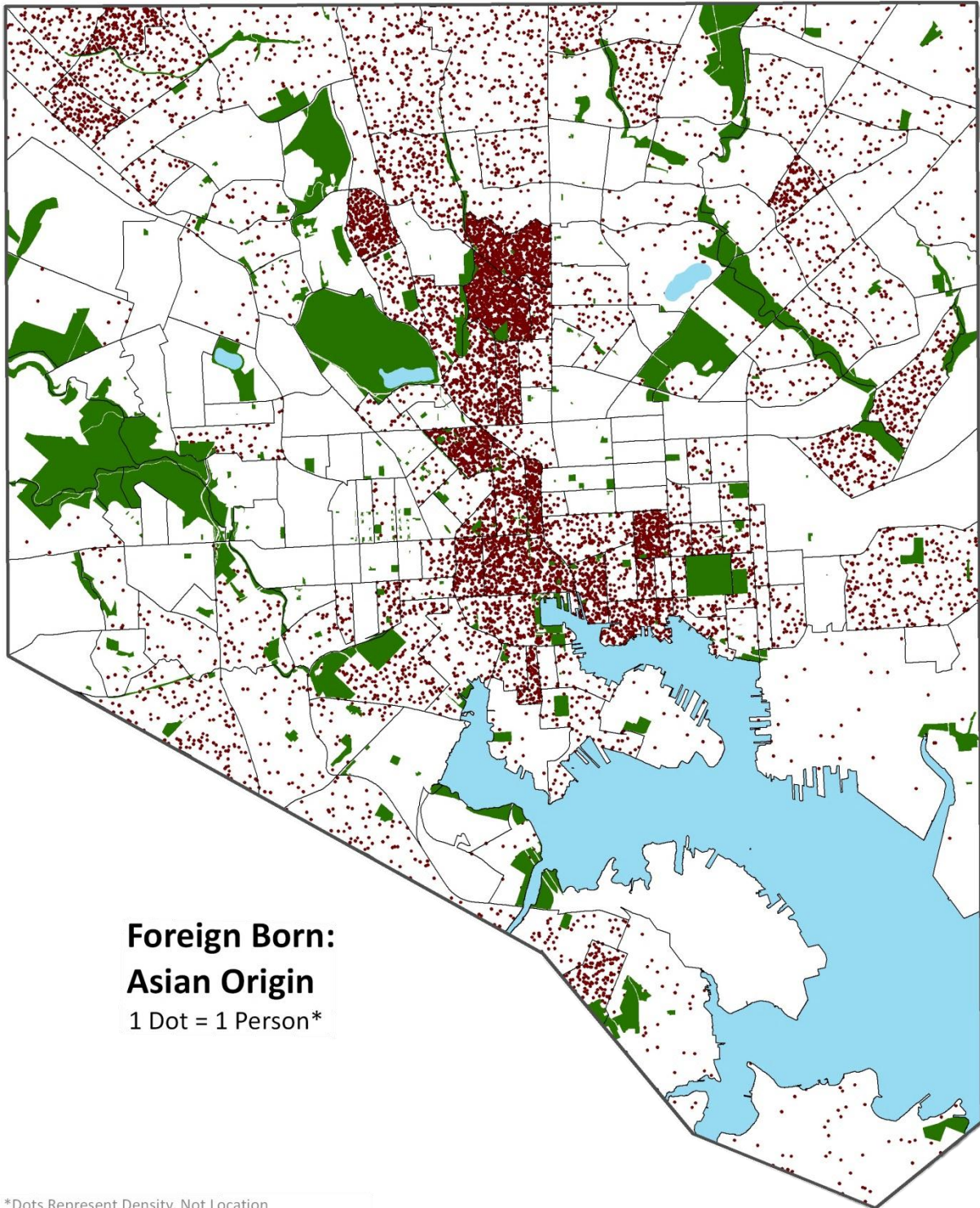
*Dots Represent Density, Not Location
Source: 2006-2010 American Community Survey
Geography: 2010 Census Tract



August 2012



Baltimore's Asian Population



**Foreign Born:
Asian Origin**
1 Dot = 1 Person*

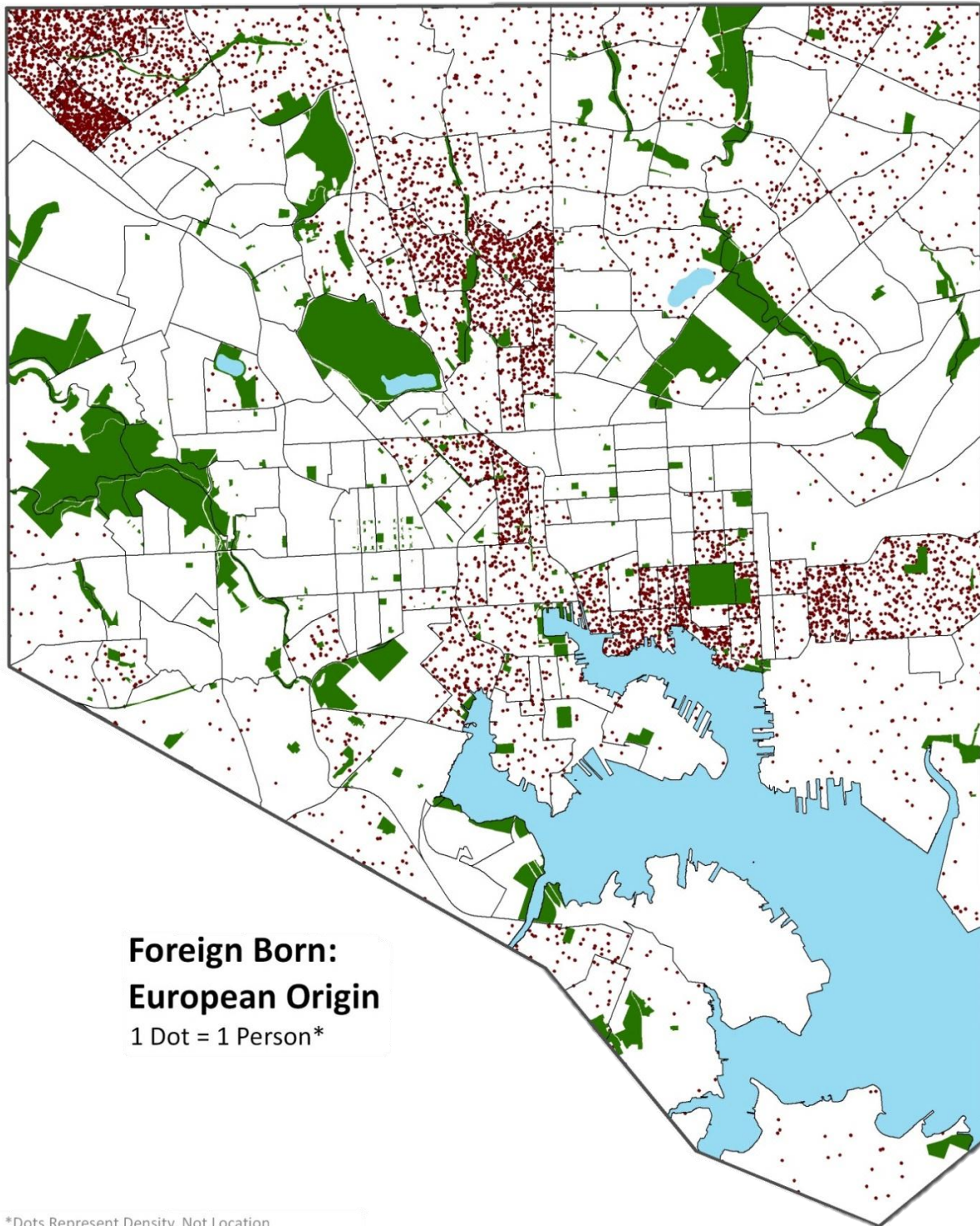
*Dots Represent Density, Not Location
Source: 2006-2010 American Community Survey
Geography: 2010 Census Tract



August 2012



Baltimore's European Population



**Foreign Born:
European Origin**
1 Dot = 1 Person*

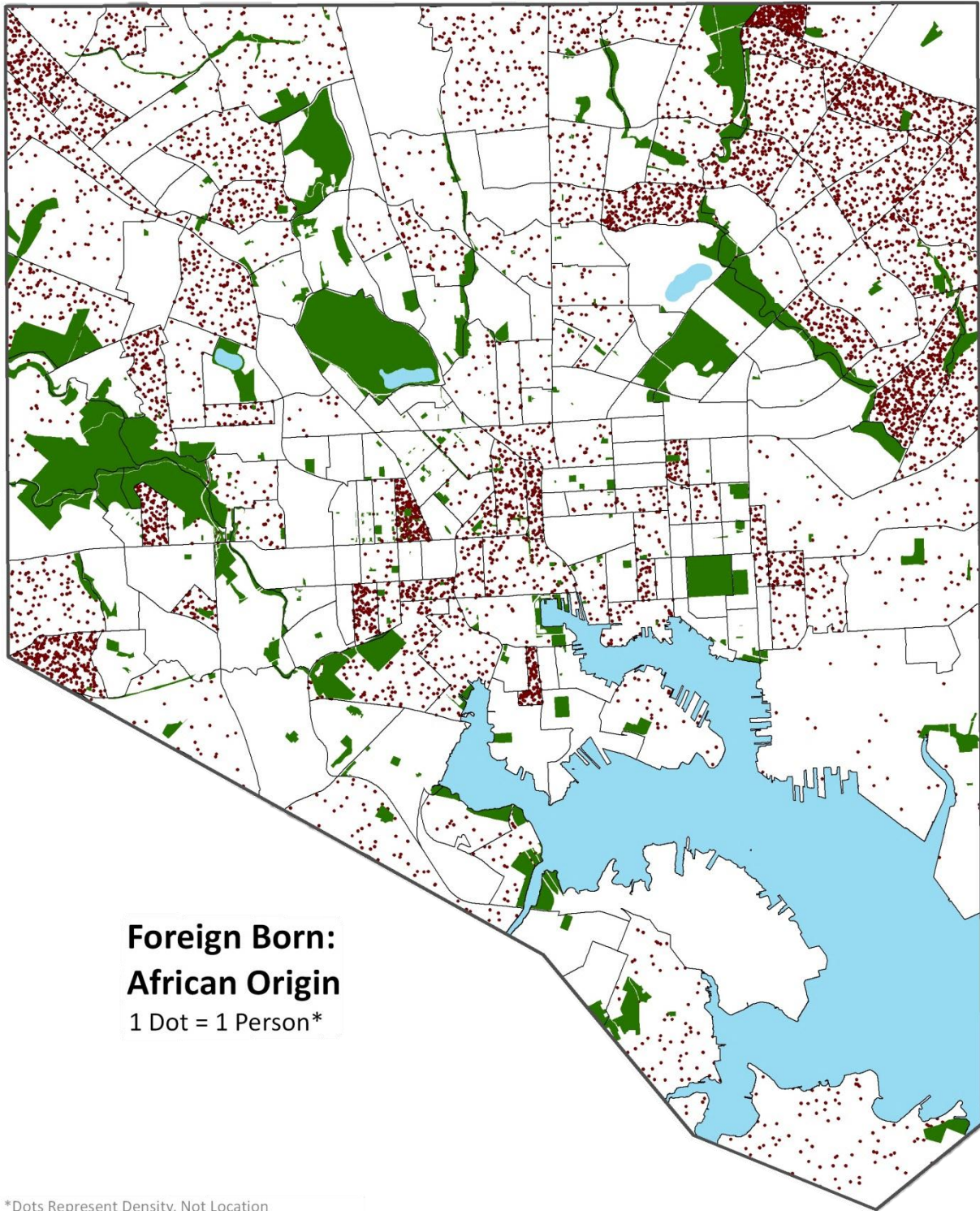
*Dots Represent Density, Not Location
Source: 2006-2010 American Community Survey
Geography: 2010 Census Tract



August 2012



Baltimore's African Population



**Foreign Born:
African Origin**
1 Dot = 1 Person*

*Dots Represent Density, Not Location
Source: 2006-2010 American Community Survey
Geography: 2010 Census Tract



August 2012







Appendix C: Members of the Task Force and Its Partners

Representatives from City and State Agencies

Travis Tazelaar Office of the Mayor	Rodrigue Vital Department of Labor, Licensing, and Regulation New American Workforce	Gwen Tromley Law Department
Karen Sitnick Mayor's Office of Employment Development	Paul E. Taylor Small Business Resource Center	Alvin Gillard Civil Rights and Wage Enforcement
Patti Morfe Mayor's Office of Employment Development	Ken Strong Department of Housing and Community Development	Jerry Rodriguez Baltimore City Police Department
Sharon Pinder Mayor's Office of Minority and Women Owned Business Development	Steve Gondol Live Baltimore	Kevin Slayton Baltimore City-Faith Based Liaison
Todd Dolbin Baltimore Development Corporation	Karla Jenkins Baltimore City Public Schools	Catalina Rodriguez Mayor's Office of Neighborhoods
	Olivia Farrow Mayor's Office of Human Services	Lt Colonel Darryl DeSousa Baltimore Police Department
	Ronnie Charles Department of Human Resources	Faviola Donato Galindo Baltimore City Public Schools

Task Force Members

Co-Chair: Mike Mitchell Lutheran Immigration and Refugee Services	Co-Chair: Lourdes Montes-Greenan PNC Bank
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Workforce Development

Chair: Mamadou Sy Lutheran Social Services	Laura Spata Baltimore Alliance for Careers in Healthcare	Mardea James Lutheran Social Services
Luz Reyes Goodwill	Trudy Bauer Hilton	Bonnie Windsor John Hopkins – Senior HR
Betsy Mackey Baltimore City Community College	Lorna Rivera Hilton	Doug Weimer Baltimore City Community College Coordinator, ESL Sites
Meintje Westerbeek Baltimore City Community College	Anne Cullen Episcopal Refugee and Immigrant Center Alliance	Larry Lopez Green Job Works

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Housing

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Southeast Community Development
Corporation

Co-Chair: Robert Strupp
Baltimore Neighborhoods, Inc.

Diana Gaines
Tu Casa Development

Jose Rivas
Hispanic Real Estate Agents

Kris Burnett
Comprehensive Housing Assistance,
Inc. (CHAI)

Rachel Boss
Public Justice Center

Gerard Joab
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Marenberg Enterprise Incorporated
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Macht Foundation

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Casa de Maryland

Small Business Development

Chair: Carolyn Cook
Baltimore Hispanic Chamber of
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Keisha Haughton Smoots
Maryland Small Business
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Jose Chavez
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Michelle Ha & Mr. Park
Korean American Grocers
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MD Capital Enterprises

Richard Norman
Martin Pollack Project

Youth

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Soccer without Borders

Co-Chair: Jonathan Jayes-Green
Centro de la Comunidad

Santiago Solis
Towson University
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Miguel Vicente
Education Based Latino Outreach

Pat Shannon Jones
Immigration Outreach Service
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Wolfe Street Academy

Francisco Plasencia
Esperanza Center

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Casa de Maryland

Catherine Estevez
Urban Alliance

Welcome & Diversity

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Mayor's Office of Neighborhoods

Co-Chair: Mel Freeman
Citizens Planning and Housing
Association, Inc. (CPHA)

Father Joe Muth
St. Matthews

Betty Symington
Episcopal Refugee and Immigrant
Center Alliance

Val Twanmoh
Esperanza Center

Anna Yankova
Eastern European community

Val Ukwuoma
Chair, Governor's Commission on
African Affairs

Fikremariam Worku
International Rescue Committee
Interim Acting Executive Director

Safety

Co-Chair: Liz Alex
CASA de Maryland

Co-Chair: Kevin Meadowcroft
International Rescue Committee

Margaret Martin
Soccer Without Borders

Seteria Brown
Macht Foundation

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No Designated Workgroup

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Very Rev. Hal T. Ley Hayek
ERICA-Dean of the Cathedral, BUILD

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