

# AFFILIATE INTRODUCTION PACKET

---

COMPILED BY

*Ellen Gallagher, Director of Programs & Jennifer Rafanan Kennedy, Consultant*

.....  
WELCOMING  
AMERICA



.....  
▲ *Building a Nation of Neighbors*

# WELCOME!

---

*We are excited that you and your organization have decided to start a Welcoming Initiative in your community.*

Like so many other residents across the country, you may have recognized that immigration is a contentious topic in your area. Perhaps you live in a “new immigrant destination” where people are not accustomed to the presence of immigrants. Maybe dramatic demographic shifts have led to increased anxiety among native-born U.S. residents in your town. This anxiety has led to mistrust and fragmentation within communities, a record increase in hate crimes targeting foreign born residents, and reluctance among immigrants to interact with long-time residents. As a result, the integration of immigrants into mainstream American society is faltering. But that’s where you come in...



The purpose of this guide is to provide you with tools, ideas, and assistance as you start your initiative and help build the Welcoming Movement. We hope this guide will provide support as you create a welcoming community in your area!

*Welcoming initiatives consist of the following three elements...*

**LEADERSHIP DEVELOPMENT**

Empower community members to manage local initiatives, recruit new supporters, train presentation facilitators; fundraise; and communicate externally.

**STRATEGIC COMMUNICATIONS**

Disseminate positive messages about immigrants by using multiple channels (e.g. billboards, new media, etc.) to engage and recruit new allies on a mass scale.

**DIRECT PUBLIC ENGAGEMENT**

Conduct community presentations/dialogues to overturn misconceptions, foster understanding and recruit new allies.

*Now let's get started!*

## TABLE OF CONTENTS

---

Starting Your Welcoming Initiative	8
Leadership Development	15
Direct Public Engagement	20
APPENDIX A: Quick Start Tool	32
APPENDIX B: Sample Work Plan	33
APPENDIX C: Creating a Work Plan	34
APPENDIX D: Welcoming America Affiliates 2012 Plan and Goals	37
APPENDIX E: Welcoming Committee Members and Partners Identification Tool	38
APPENDIX F: Pre- and Post-Test for Public Engagement Work	40
APPENDIX G: Sample Welcoming Pledges	42
APPENDIX H: Sample Welcoming Resolution	43
APPENDIX I: Welcoming America Logic Model	44
APPENDIX J: More Resources & Contact Information	45

## ABOUT WELCOMING AMERICA

.....

### MISSION STATEMENT

*Welcoming America is a national, grassroots-driven collaborative that works to promote mutual respect and cooperation between foreign-born and native-born Americans. The ultimate goal of Welcoming America is to create an atmosphere—community by community—in which immigrants are more likely to integrate into the social fabric of their adopted hometowns.*

.....

### OUR VISION

*Welcoming America envisions a nation in which mutual respect and cooperation prevail between foreign-born and native-born Americans, and in which immigrants are fully integrated into their new communities.*

.....

### THE OPPORTUNITY: *Rekindling the American Dream by Focusing on Receiving Communities*

Conventional integration strategies developed in response to this problem, such as English language classes and job training, have had limited success because they focus exclusively on the newcomer. Welcoming America utilizes a completely new approach to immigrant integration, which focuses on addressing the fears and concerns that native-born Americans often associate with rapid local immigrant growth. By concentrating on this previously neglected aspect of the immigrant integration challenge, Welcoming America has the potential to reverse recent trends, and rekindle the American Dream.

Welcoming America's innovative theory of change is based on the idea that just as fertile soil is needed for a seed to grow, receptive communities are needed for immigrants to thrive. Past efforts have focused solely on the seed, neglecting to nourish the soil in which the immigrants were placed. The Welcoming approach targets the soil—reducing anxiety in the receiving community through a process of education and facilitated dialogue with new immigrant neighbors—so that receiving communities become the welcoming communities needed to help immigrants step out of their comfort zones, and into the broader society.

HISTORY: A PROVEN MODEL

Welcoming America uses as its model Welcoming Tennessee, the nationally acclaimed project that has demonstrated the effectiveness of the “tending to the soil” approach to immigrant integration. In May of 2009 Welcoming Tennessee was awarded the E Pluribus Unum prize by the Migration Policy Institute for its success improving relations between immigrants and long-time residents in Tennessee. Statewide polling in Tennessee has demonstrated a significant increase in positive opinions toward immigrants since the project was launched in 2006. In Nashville, where the project originated, local decision makers who once publicly decried the growth of the city’s immigrant population are now espousing the importance of making the city more welcoming to immigrants. As a result, immigrants have become much more integrated into the city’s civic and social fabric. Although all Welcoming initiatives across the country follow the basic framework developed by Welcoming Tennessee, each initiative is unique, and adapts its messages and strategies to suit its particular town, city or state.



THE COMPLEMENTARY CORE ELEMENTS OF WELCOMING AMERICA



DIRECT PUBLIC ENGAGEMENT

- Conduct community presentations led by immigrants and allies
- Overturn misconceptions
- Recruit new allies



LEADERSHIP DEVELOPMENT

- Empower local committees to train presentation facilitators, fundraise, recruit new supporters, and communicate externally

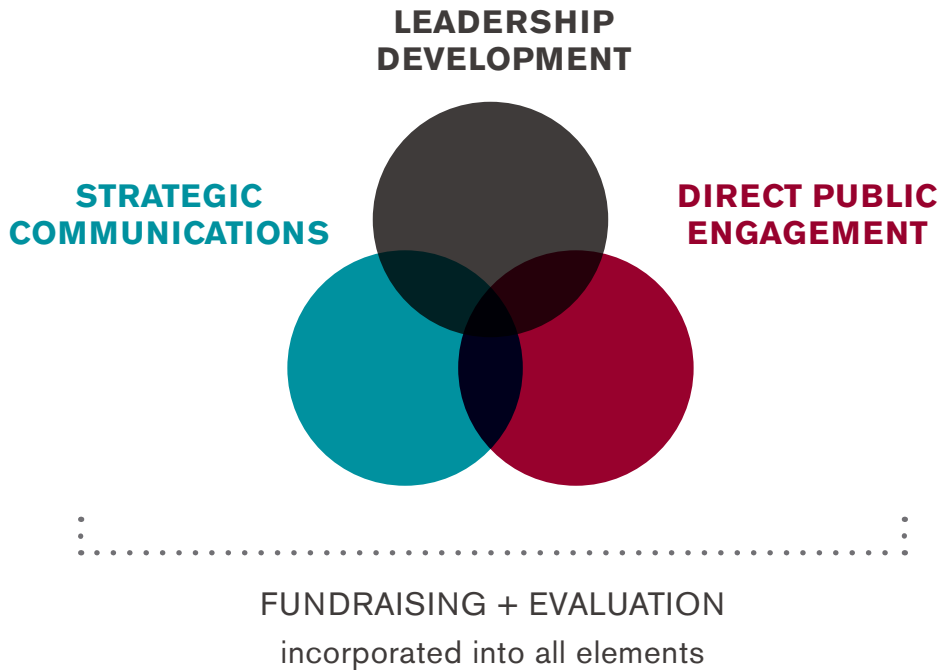


STRATEGIC COMMUNICATIONS

- Spread positive messages on a mass scale
- Use multiple channels (e.g. billboards and new internet media)

.....

WHILE EACH OF THE ELEMENTS IS UNIQUE,  
THEY ALL WORK TOGETHER:



.....

## WHO IS OUR AUDIENCE?

Welcoming America—and its affiliates across the country—targets two major segments of the American populace, which together make up a massive market. These segments are:

**1. The Untapped.** We estimate there is an untapped resource of tens of thousands of Americans across the country who are concerned about the way immigrants are being talked about and treated in their communities and want to do something about it. These individuals want to keep their communities welcoming but don't know how to do it. A primary goal of Welcoming America is to recruit and mobilize these individuals within the Welcoming movement.

**2. The Unsure.** There are many people in this country—we estimate it to be in the millions—who are confused about immigration and don't feel settled in their opinion of recent immigration to the U.S. These people are generally proud that the U.S. is a nation of immigrants but are not convinced today's immigrants are as good for America as previous immigrants were. A crucial objective of Welcoming America is to convince these individuals to support the integration of immigrants into their communities or, at the very least, to stop actively opposing it.

---

## RESPONSIBILITIES OF WELCOMING AFFILIATES

*Adhere to Welcoming America's guiding principles (see page 8)*

*Continuously evaluate progress using Welcoming America's evaluation tools*

*Focus on disseminating positive, values-based messages about immigrants to their communities*

*Do research to develop communications messages that work in the local context, while adhering to the overarching positive welcoming theme*

*Ensure immigrants play a leadership role in the initiative*

*Utilize—to varying degrees—the three major elements of a Welcoming Initiative*

*Not act as an advocacy campaign*

*Focus on the need to temper the rancor of the current immigration debate, in order to create a space for rational dialogue about sensible immigration and immigrant integration policies*

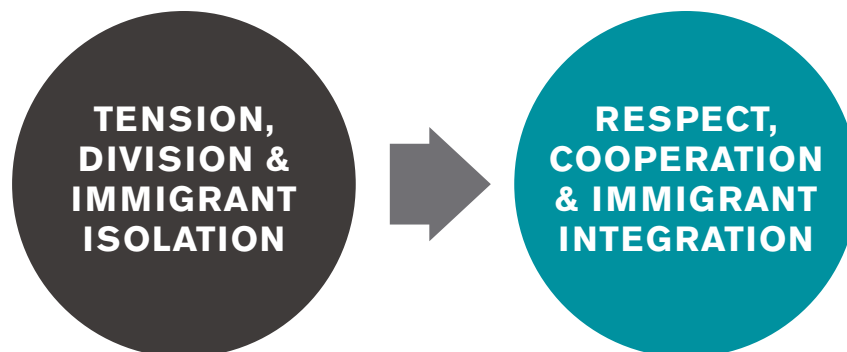
*Uphold the Welcoming “brand”*

*Do local fundraising*

*Actively participate in the national network of Welcoming Affiliates*

---

## OUTCOME OF A WELCOMING INITIATIVE



.....  
**WELCOMING AMERICA PRINCIPLES**

**Welcoming America Affiliates....**

*Believe the majority of U.S. residents are empathetic and compassionate people, and that this compassion is being clouded by the country's current immigration debate.*

*Believe most U.S. residents are hospitable, welcoming and inclusive of diversity and agree we have a shared responsibility to treat all our neighbors with respect and decency.*

*Are dedicated to advancing the basic principles upon which the United States was founded, establishing the equality and dignity of all people, including immigrants.*

*Recognize that immigrants are fellow human beings and reject the use of de-humanizing language or policies.*

*Are committed to raising the level of public discourse concerning immigrants and immigration, so that public policies reflect our highest values.*

*Are committed to promoting understanding of the contributions that immigrants make to the U.S. and the effects of immigration on our communities; and to challenging common myths and stereotypes.*

*Believe that Welcoming Initiatives are an ideal vehicle for changing the public discourse on immigrants and immigration in our communities.*

You've chosen to become a part of Welcoming America because you believe these things, too. But now what? How do you get your Welcoming Initiative off the ground?

Keep reading for the steps, tips, tools, and best practices that will put you on the path to creating a more welcoming community where you live!

.....  
**STARTING YOUR WELCOMING INITIATIVE**

You've decided that you are interested in starting a Welcoming Initiative. Maybe you've talked about it with a few friends or colleagues. Perhaps you've thought about what kind of events would make sense in your community. Maybe you've seen some other state's communications material and thought that would be great for your town. But how do you put together a strategic Welcoming Initiative? Here are some steps and tools to get you started...

First, if you can answer 'yes' to both of the bulleted questions, you're off to a good start!

**SHOULD I START A WELCOMING INITIATIVE?**

- Is there tension in your community between U.S.-born individuals and their immigrant & refugee neighbors? Or are the immigrant and refugee communities in your area isolated from the broader community?
- Are there people who are concerned about the tensions and want to make a difference?

.....

## INITIAL STEPS

### 1. Identify who you will work with.

*If you are an individual who is interested in Welcoming work...*

Find a few folks who are also interested in the idea of starting a Welcoming Initiative. Use the principles and overview section above to share the idea of Welcoming America with them.

*If you belong to an organization...*

Get your colleagues, volunteers, or other people involved with your organization on board.

*\*The initial group of people who are interested in the initiative may form the beginning of a Welcoming Advisory Committee. Keep reading to learn more!*

### 2. Bring your group together.

*Have a meeting of individuals or groups* that you've identified in step one or who you'd like to ask to be involved with this initiative. As always, think about how this initiative is in each group's self interest.

### 3. Create a Welcoming Committee.

*Focus on one or two communities.* Remember to develop a work plan that takes into account your current capacity and the need to build on that.

### 4. Think about who you want to reach and what your goals are.

*In order to make a plan for your initiative, think about who the people in your audience are and how you can reach them.*

*Who in your community could benefit from the Welcoming approach?*

*What "untapped" or "unsure groups" exist in your local area and who will you target?*

*Will strategic communications like billboards, PSAs, or online ads get their attention?*

*Or will direct public engagement, such as dialogues or other events, be a better place to start?*

### 5. Decide on the basic structure of your initiative.

*How your group answers the questions below will affect your fundraising and governance structures.*

*How will this be staffed?*

*Will your organization be the fiscal agent?*

*Will you form your own 501(c)3?*

*Will there be a formal advisory committee?*

*If so, what will be the mandate of that committee?*

## 6. Do a resource analysis.

*What resources do you have available or easily accessible that you can dedicate to this initiative?*

- Staff time
- Volunteer time
- Money (*check out the fundraising section for more info*)
- In-kind donations (*check out the fundraising section for more info*)
- Existing networks (*individuals or organizations who would want to get involved in the initiative*)
- Existing relationships—the following are just a few examples:

<i>Local government</i>	<i>Faith</i>	<i>Business</i>	<i>Non-profit</i>
<i>Elected officials</i>	<i>Ethnic communities</i>	<i>Higher education</i>	<i>Immigrant advocacy</i>

## 7. Create a 12-24 month work plan and timeline.

*Keep these questions in mind for your work plan and check out page 11 for more timeline ideas:*

*What are the concrete goals of your initiative?*

*How will you measure your impact?*

*Who are your target audiences?*

*How will you communicate with them?*

*Which focus area do you want to concentrate on at the beginning of your initiative?*

Consider your organizations' strengths as well as the strengths of the Welcoming network you are creating.

*What is your capacity?*

Local Leadership Development  
Direct Public Engagement  
Strategic Communications

## 8. Begin executing your work plan.

- Schedule meetings of your welcoming committee(s)
- Train Welcoming Ambassadors—those who will lead public engagement work
- Have a launch press event for your initiative (more info in Strategic Communications section)
- Continue to develop leadership and engagement
- Continue to recruit new ambassadors and new members for your local welcoming committee
- Assume you will have to revisit your work plan often to update it and ensure it is realistic

## 9. Evaluate.

Whether your Welcoming Committee chooses to focus first on strategic communications or direct public engagement, make sure you take time to evaluate what you are doing, make adjustments, and set measurable, concrete goals.

## 10. Expand.

As your initiative matures, you meet your initial goals, and build your capacity in the initial community you've chosen, consider expanding into additional areas.

*For further resources on this topic, please see Appendix A: Quick Start Tool on page 32 and Appendix E: Welcoming Committee Members and Partners Identification Tool on page 38.*

## CREATING A TIMELINE

As each initiative and community is unique, some steps might take a longer or shorter amount of time. Your timeline might vary depending on your workplan.

### Month 1

- Learn about Welcoming America.
- Read the materials on the website.
- Get in touch with Welcoming America staff about starting an initiative in your area.
- Talk with the leaders in your organization or your group and make sure they are involved in planning.
- Brainstorm the communities in which you want to start an initiative, which groups and individuals you would work with, and who you would target for fundraising.

### Month 2

- Have a meeting with potential partners for your Welcoming Initiative.
- Consult your board or group about starting a Welcoming Initiative.
- Receive and fill out the Welcoming America application to become an affiliate.
- Develop a plan for recruiting leaders to your Welcoming Committee.

### Month 3

- Have your first Welcoming Committee meeting and outline the goals for the initiative. At this meeting, also make sure you make plans for an activity and have clear next steps. This will ensure that people stay engaged with your work.
- Create a work plan and set attainable but significant goals.
- Leaders should make commitments to take part in outreach to build your committee or work toward other established goals.

### Ongoing

- From this point out, your initiative probably isn't going to look exactly like another because you will have defined your local goals and will be working to meet them.
- Make sure your work plan can be organized by time period (week or month) and by category (use the elements of the Welcoming Initiative).
- Once you have that plan in place, use it to fill out your timeline even further. You may want to incorporate a launch, outline your schedule of direct public engagement, set goals for strategic communications, or build on your leadership development or fundraising. Incorporate all the facets of your plan into the timeline so you stay on track.
- Check out the following sections for more information about all of these topics. You will also find sample work plans on pages 33 to 37 in Appendices B, C & D.

## GOAL SETTING & CREATING A WORK PLAN

### How and why should I set goals for my initiative?

- Goal setting helps keep an initiative focused and things moving forward.
- The key is to have clear goals to maintain engagement and show changes in people's opinions and the community overall.
- Goal setting is crucial for welcoming work because we have to show that change is happening and that we are making an impact.

### What goals have other campaigns set?

- Having a specific number of events over the course of a year
- Having a number of people who attend welcoming events over the course of the year
- Getting a specific number of signatures on a welcoming pledge by a specific date
- Getting resolutions in support of welcoming passed in the city or town council where your initiative is based.
- Getting a specific number of elected officials to sign the welcoming pledge  
(see *pledge in the Appendix to the packet*)
- Demonstrating an increase in welcoming attitudes through public opinion polls and/or pre- and post- testing.

### What is the proces for setting goals?

- Think about what would work best in your community.
- What is achievable?
- What will motivate people?
- What would make your community more welcoming to immigrants and refugees?
- Talk to the people you want to have a leadership role (*such as on your Welcoming Committee*) about what goals they think the initiative should have.
- By asking for input, you will increase other leaders' ownership of the work
- You can get input through one-on-one conversations or in a meeting

### How do I create a work plan?

- After you set your goals, figure out what steps are needed to achieve these goals.
- Set a target date for the launch of the initiative: note that date and then work backwards. After the launch, make sure that you have other events planned so that the momentum of the initiative is sustained and continues.
- Set goals by the time period (month of week) and by category  
(*leadership development, strategic communications, direct public engagement, fundraising, etc.*)
- Plan a variety of ways that people can engage with the campaign.

*For more information, check out Appendices B& D.*

## LEADERSHIP DEVELOPMENT

---

### WHAT IS LEADERSHIP DEVELOPMENT?

Leadership Development is identifying and training leaders committed to the Welcoming Principles in order to create a self-sustaining network of immigrants and allies to lead local welcoming work. The basic structural building block for Welcoming America leadership development is the Welcoming Committee.

#### Examples of Welcoming Initiative Leadership Development:

Creating Welcoming Committees

Training and engaging people to give welcoming presentations or hold other public engagement events

Engaging larger groups in advocating for making their community more welcoming

Providing the support and training to allow those who are committed to welcoming to become leaders

Identifying elected officials or other community leaders who support welcoming principles and are committed to participating in the initiative

---

### WHY DO WE DO IT?

Much of our work is informed by the principles of community organizing. A base of organized people can make a powerful movement. We are creating a movement across the country one community at a time. In order to build and sustain Welcoming America, we must have active local initiatives that are driven by the people who know that community best!

---

### STARTING YOUR WELCOMING COMMITTEE

#### What is a Welcoming Committee?

A Welcoming Committee is the group of people who work together to make their community more welcoming to immigrants and refugees. It is the core group of people who are involved in welcoming.

#### How do you start a Welcoming Committee?

Ask yourself the following questions:

*Who will you invite to join your committee?*

*What groups will you get involved with your committee?*

*What will your goals be for the initiative?*

*How will you keep people interested and engaged with your initiative?*

## How do I get people to join a Welcoming Committee?

- Work with other organizations to get them involved.
- Questions to consider when thinking about what groups to approach:

*Who is interested in doing this work?*

*Who has the capacity to do this work?*

*Who do you want to build a relationship with?*

*Who do you think should be involved in this work but isn't?*

*Why would a group want to get involved in a welcoming Initiative?*

*Does this reason mesh well with the goals of the Welcoming Initiative?*

- Examples of groups or individuals you might want to work or partner with:

*Religious groups:* churches, regional organizations, social justice structures

*Labor:* unions, Jobs with Justice

*Immigrant rights groups*

*Civic clubs:* Lions club, Rotary club, neighborhood associations, Kiwanis

*Business:* Chambers of Commerce, trade associations

*Arts and cultural organizations*

*Service providers*

*Elected officials at various levels*

*Universities/educational institutions:* faculty, staff and students

*People with marketing and/or media experience/relationships*

- Work with individuals that you have identified through previous community work, through organizations you're partnering with, or through welcoming presentations and other public engagement work.
- Look for individuals with specific skill sets or connections that will be helpful or useful in your initiative.
- Whether working with individuals or groups, it is important to figure out what people are interested in working on, what values they share with you, and what their skill sets are. This can be determined through conversations, general meetings, or one-on-one meetings.
- Holding an information session about welcoming can be a great place to find people who are interested in joining your committee.

## What do I do when I've identified people for my Welcoming Committee?

After you have a group of people who are interested in working with you to make their communities more welcoming, bring them together to set goals for your initiative in the following areas:

- Leadership Development
- Strategic Communications (*Earned and Paid Media*)
- Direct Public Engagement
- Evaluation
- Fundraising

.....

## RESPONSIBILITIES OF A WELCOMING COMMITTEE

- **Setting achievable, realistic goals and working toward them**
- **Creating and implementing a work plan**
- **Making connections with and engaging other community stakeholders, groups and leaders**
- **Providing, creating and/or seeking out training for those involved with welcoming work**
- **Fundraising**
- **Maintaining engagement of participants**
- **Evaluation—revisiting and revising work plan and goals, when necessary**
- **Planning events—doing or delegating the following tasks:**
  - Overall organizing of event
  - Recruiting participants for event
  - Reaching out to other potential community partners to have them co-sponsor, invite their membership and/or advertise the event
  - Media outreach: announce event in local paper, press release if it's a newsworthy event, go on local radio shows or TV to promote event

.....

## TIPS FOR SUCCESSFUL LEADERSHIP DEVELOPMENT

- Your initiative may feel as though it is starting off slow because you are spending a lot of time recruiting and motivating your committee, but it will pay off when they are trained and engaged.
- Look for other folks who share your values and self-interest in making the community more welcoming. Ultimately, they will be the most invested in the work.
- Focus on creating an initiative that has both immigrant and non-immigrant leaders.
- People who are volunteering their time don't like to feel like they are wasting it. Ask the people on your committee or involved with the initiative to take on tasks they can accomplish. When they are able to achieve what they've committed to, they feel good. As their confidence and commitment builds, you can ask them to do more challenging tasks. This will help the momentum of your initiative in the long run.
- Ask your committee members and volunteers to commit to specific goals and timelines.
- Make sure your meetings are efficient, productive, and have a purpose. Don't meet just for the sake of meeting.
- Find out what your volunteers are good at and ask them to share that with your initiative. There are many facets to a Welcoming Initiative, and to be successful, you need leaders and volunteers with many different skills.
- Recognize your leaders and volunteers when they do something great.
- Check out more tips for keeping people engaged in the Sustaining Your Initiative section.

## CASE STUDY: COLORADO

.....

*This document comes directly from the front lines in Colorado.*

### HOW TO FORM A WELCOMING COLORADO TEAM IN YOUR COMMUNITY

Welcoming Colorado Teams can plan for how to best encourage people in our communities to treat all people with dignity and respect, regardless of national origin or immigration status. Steps to forming a committee might include:

- Step 1:** Invite people who might care about immigration to a meeting. This may include immigrant rights advocates, active religious leaders or members, peace groups, human rights groups, social justice groups, neighbors, friends, colleagues, anyone!
- Step 2:** At the meeting, describe Welcoming Colorado and ask people if they are interested in joining together to work on the initiative. Also ask if there are other people whom others might want to join this committee. Ask that they be invited.
- Step 3:** Ask everyone at the meeting to sign the Welcoming Colorado pledge and ask them to go back to their organizations and ask their organizations to sign on to the initiative as an endorsing organization.
- Step 4:** Plan out the work you want to do, using this toolkit as a guide. You might consider what steps it will take to get to our ultimate goal of passing 10 Welcoming Colorado resolutions in 10 cities or towns. What steps would it take to get your city or town to pass a resolution? Also discuss how the committee will be structured (*answer questions like: Who will send the meeting reminders? Do we want someone to take minutes of our meetings? etc.*)
- Step 5:** Make your plan become a reality!

## DIRECT PUBLIC ENGAGEMENT

---

### WHAT IS DIRECT PUBLIC ENGAGEMENT?

U.S.-born community members are directly engaged through a variety of means that increase their knowledge of or interaction with immigrants in their communities. Community activities provide an opportunity for community members to meet new neighbors and get to know one another. Presentations, speakers, movie screenings, etc. provide a format for education and safe discussion about immigrant histories and stories.

#### Examples of public engagement events:

- Presentations
  - Dialogues
  - Shared meals or picnics
  - Community service
  - Immigration board game
  - Role-playing activities
  - Multi-media (videos, etc.)
  - Anything that increases interaction, understanding and respect between immigrants and non-immigrants in your community
- 

### WHY DO WE DO IT?

The ultimate goal of direct public engagement work is to open the hearts of community members so that they become more welcoming to immigrants and refugees. Welcoming America aims to increase immigrant integration by increasing understanding of immigrants and strengthening relationships between foreign-born and native-born residents to build support for immigrants in local communities across the country.

## PLANNING PUBLIC ENGAGEMENT EVENTS

When planning public engagement events, the opportunities are endless. The list above contains just a few examples of ideas to take to your community. However, there are tons of non-traditional, creative ways to get people involved. Think about your goals and plan events that will be of interest to your community and attract the target audience you have selected.

### *Start your outreach with groups that you or your committee members already have connections to.*

Find a person within that organization who is interested in hosting a presentation and work with him/her to plan your event.

### *Think about your audience:*

*What are their values?*

*What are their fears?*

*What are they interested in?*

*Why would they be interested in learning about making their community more welcoming?*

*In what ways might they want to get further involved with the initiative?*

### *Examples of hosts for local events:*

- Churches—to social justice committees, for a special event focused on immigration, as a discussion after service, larger forum where public is invited, etc.
- Neighborhood associations (at monthly meeting)
- TV or newspapers at monthly brown bag where guests are invited in
- Universities—classes, student groups, formal events
- Civic clubs: Rotary club, Lions club, Elks club, etc.
- Chamber of Commerce meeting
- Regional Labor Council meeting
- Trade association meeting
- School board meeting

## Keys to successfully planning and executing your presentation or other welcoming activity

### Analyze your audience

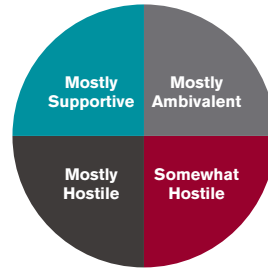
*How supportive, ambivalent or hostile do you think they will be?*

*What are their core values?*

Examples: equality, compassion, fairness, family

*What are their pre-conceptions?*

Examples: all immigrants share my values; some immigrants share my values; no immigrants share my values



### Connect with your audience quickly

- Connections are established most easily by those with a pre-existing (positive) relationship to the audience and immigrants themselves
- The most effective approach to make a connection:

*Explain how you share at least a portion of the values of your audience*

*Explain why your values, and your personal history have led you to do this work*

*Explain why you believe immigrants in this particular community share these values*

- Don't rely solely on facts and figures

***Be careful!*** Relying solely on facts, or utilizing them before you have connected with participants, can turn an audience against you.

***Think outside the box.*** Give audience members a chance to experience what you are trying to convey rather than just being told.

Research has shown that when people are presented with facts that don't conform to their world view, people usually reject these facts and don't hear them. ***People are more receptive to hearing new facts when they ask for more information.***

## Getting an audience

### **It is helpful to work with a group that has an existing audience**

- Give a presentation to constituents or members at a regularly scheduled meeting
- Work with host to invite/recruit individuals to event

### **If you will be recruiting your audience, hold your event in a community space that already has a group that usually goes there**

- Example: at a church
- Holding events at general public spaces, like libraries, can be more difficult as you'll be recruiting people from the general population of your community and it will be harder to draw a personal connection with people so that they come to the event and stay engaged with the work

### **Getting people to your event/ways to increase turnout**

- Have food! (Make sure to include that information on your promotional materials)
- Provide transportation
- Give detailed and clear directions, including where to park and signs clearly directing people to the location of the event within the building
- Call or email people a few days before the event to remind them and re-confirm their attendance
- Make sure your event isn't going to conflict with something that would significantly negatively affect your turnout
- Ask participants of this event if they're interested in helping to organize another one with a group they might already have connections with

.....

## TIPS AND TOOLS FOR SUCCESSFUL PUBLIC ENGAGEMENT

### Tips for Planning Your Presentation

- Presentations tend to work best if they're given by an immigrant and a non-immigrant together. This helps model the welcoming message and provides a good variety of perspectives.
- Provide training for people giving presentations. This training should involve role plays and practice. You may also want to invite your new ambassadors to attend a few presentations before giving one of their own.
- It is hard to be an expert on immigration issues. Welcoming Ambassadors don't need to be experts on all things related to immigration to give a presentation, just make sure they speak from their own experience and honestly say when they don't know the answer to a question.

### Tips for Giving Your Presentation

- Get introduced by a person who is trusted by the group you're presenting to.
- Know your audience: Tailor your presentation to their interests and what might engage them.
- Make sure you do a survey of participants' attitudes before your presentation and after your presentation!!  
*(For a sample pre- and post-test, see page 39.)*
- Capture the contact information of those who attend your events and keep in touch.
- Tie presentation to...  
*experiences to which participants can relate.*  
*recent news or events if possible, as this keeps your presentation current and more real.*
- Prepare participants ahead of time by stating that the goal of the event is to hear about the experiences of others in their community. Clearly communicate that the purpose of the event (or series of events) is to help members of the community get to know each other better. There is no policy agenda for this group. This helps to set the tone for the event.
- Using an introduction or "go-round" that invites participants to share an experience that reflects a value or values allows for individuals to connect on a deeper level. For example, you can ask a group to describe their favorite part of living in their community.
- Break into smaller groups and have participants discuss times in their lives when they felt unwelcome/like an outsider as well as a time when they helped someone who felt unwelcome/like an outsider. Then, reconvene and have two or three participants share their experiences.
- After connections have been made, elicit questions from the group. When participants have been "disarmed" questions are encouraged.
- This is a safer time to answer questions about preconceptions/ misconceptions.
- Many religious traditions have rich and beautiful teachings about immigration. Make sure to use appropriate quotations or teachings when presenting to particular faith groups.
- Have a presentation broadcast on your local public access television station. This may be especially easy if the group you're presenting to already airs its meetings on public access. Town meetings—town council and/or school board meetings—are often broadcast on public access.
- The presentation doesn't even have to be a presentation! It can be a dialogue, movie screening and discussion, community event, shared meal, etc. The more creative the better!
- Thank participants and elicit feedback so that you may improve for the next time.

## Tools for Improving Your Direct Public Engagement

Recognize the different kinds of public engagements. Social scientists who study the work of community practitioners have determined these approaches to be consistently effective:

### 1. Overturning Stereotypes

- Direct exposure to immigrants who contradict a negative perception
- Examples of Activities

*Public speech and Q&A by an immigrant (or immigrants)*

*Documentary screenings*

*Pre-recorded interviews with immigrants*

### 2. Intergroup Contact (creating a connection)

- Direct INTERACTION with immigrants with the goal of convincing participants: “This person shares my values and wants the best for my community, just like I do.”
- Examples of Activities

*Facilitated dialogues*

*Facilitated contests (i.e. working together toward a common cause)*

*Cross-cultural meals or service projects*

*Language and/or cultural exchange*

### 3. Inducing Empathy

- In order to create empathy, participants are made to temporarily experience hardships, such as many immigrants undergo everyday.
- Examples of Activities

*Playing NWFCA's Immigration Board Game.*

*(Guide can be found at <http://allianceforajustsociety.org/issues/immigration/board-game/>)*

*Using role playing games such as the “gibberish” activity to simulate language barrier*

*Viewing documentaries*

### 4. Spotlighting Value Conflicts

- Demonstrating inconsistencies in participants' values vs. their beliefs and behavior around immigration.
- Induce guilt by appealing to the core values of your audience. *Example: Religious audience...*

*Documentaries are very useful.*

*Distributing sermons from respected religious leaders is also very effective.*

*Discussing religious parables, such as the “good Samaritan,” is also effective.*

## STRATEGIC COMMUNICATIONS

.....

### WHAT ARE STRATEGIC COMMUNICATIONS?

Strategic communications are how we disseminate positive messages about immigrants. Communications include all written, spoken, or electronic interaction with our audience(s). Through creating a plan to use earned and paid media, you can support your direct public engagement and leadership development. A deliberate and intentional communications plan will help drive your Welcoming Initiative to the next level by using multiple channels to engage and recruit new allies on a mass scale.

#### Earned Media

*Coverage of your efforts that is written, published, produced, and/or aired by someone besides you at no cost to you.*

#### Outlets where you find earned media:

- Newspapers
- Magazines
- Blogs
- Television news
- Radio
- Newsletters

#### Examples of topics for coverage:

- Article about an event you held
- Calendar notice about an upcoming event
- Article about an upcoming event
- Article about your initiative
- Article about someone being or feeling welcomed
- A positive article about an immigrant in your community that you helped to make happen
- A series of articles about the immigration history of several community leaders
- Op-Ed in support of your initiative written by a community leader
- A letter-to-the-editor in response to an article written about something that pertains to your initiative
- A profile of someone who is involved with your initiative
- Coverage of your launch or another event

#### Paid Media

*Anything that publicizes your initiative that you pay to produce and place (or it can be donated).*

#### Examples of paid media:

- Billboards
- Posters
- Bus shelter ads
- Sides of buses ads
- Newspaper ads
- Television ads
- Magazine ads
- Public service announcements on radio or television
- Radio ads

.....

## WHY DO WE DO IT?

Communications work is critical to Welcoming Initiatives and should be part of your overall strategy and goals. Earned and paid media work gets the welcoming message beyond the people you have direct contact with through your public engagement and leadership development work. Media is consumed by large quantities of your community. *With earned and paid media you can:*

- Start to change the tone of how people talk about immigrants on a macro level in your community
  - Create buzz for your initiative
  - Spark interest in your initiative, which should drive people to your website, events and organizing efforts
  - Gain legitimacy for your initiative
- .....

## STRATEGIC MESSAGE DEVELOPMENT

You've probably had some experience with media. Whether your experience was as simple as writing a letter to the editor or you are a seasoned communications professional, we all know the power of the media. In our Welcoming Initiatives, we want to leverage that power to strengthen our work and amplify our message. Your Welcoming Committee needs to set goals for your messaging and communications just like you would in other facets of your work. *Some of the benefits of having communications goals and a plan to reach them are:*

- Helps set priorities
- Prevents reactionary measures and gives you a chance to be proactive
- Gives you and your organization control of the messaging you disseminate
- It is an opportunity for you to reach more people with the right message

According to the SPIN Project, which has trained members of several of the Welcoming Initiatives currently underway, "The purpose of a strategic communications plan is to integrate all the organization's programs, public education and advocacy efforts. By planning a long-term strategy for your efforts, you will be positioned to be more proactive and strategic, rather than consistently reacting to the existing environment." Check out Welcoming America's Communications Toolkit, which is available at [www.welcomingamerica.org/resources](http://www.welcomingamerica.org/resources) .

.....

## TIPS FOR SUCCESSFUL COMMUNICATIONS

*Above all, think strategically!* Make sure your communications drive your direct engagement and leadership development forward by getting your message to more people in your target audience!

### Tips for Developing Paid Media

- **Recruit volunteers** with connections or knowledge of communications work.
  - Communications professionals
  - Professors or people with connections to a university who might be interested in collaborating with you
  - Photographer or other artist who could assist in the production of the visual element of the initiative
- **Think about making connections with a local university** so that they can help you develop this initiative as part of a communications class; and/or connect with a sociology professor or grad student who can study the effectiveness of your paid media work.
- **Plan where you would like to launch your paid media.**
  - Be strategic with placement of paid media: Where are you doing public engagement and leadership development work? By targeting these communities with your paid media, you'll be supporting all elements of the initiative.
  - Who are you trying to reach? This will help inform the kind of paid media you do and where you place it.
- **Hold focus groups to determine your message.** While polling can help you determine messages, focus groups can be a simpler, more cost effective way of doing the same thing. (See Communications Toolkit available on [www.welcomingamerica.org/resources](http://www.welcomingamerica.org/resources).)
- **Research options for paid media placement.** Make sure to ask for a non-profit discount when doing this.
- **Fundraise for paid media work.** Make sure you have the resources in place to launch your paid media.
- **Create paid media.** Often photographs are a crucial element. Some groups use images that other groups have made, others do it on their own, and still others hire communications groups to produce the paid media.
- **Doing a paid media buy tailored to your state is a big time and money investment.**
- **Assume that buying outdoor media is going to take longer** than you expect and start investigating options early.
- **Plan for who is going to be in your ads** (models) early, ensure that you have explained the concept of Welcoming and your ads very well, and make sure they are on board.
- If you aren't paying models, **prepare a thank you gift and ways to get them involved.**
- **Have a launch for your paid media.** This should be a press event in itself, an opportunity for you to amplify your message by earning media for your paid media!

## Tips for Garnering Earned Media

- **Know who covers your work.** Make sure you follow your local outlets and know who covers immigration, community events, or other related topics. Keep up to date on their other stories.
- **Go beyond following their work and make a relationship with a reporter** who may be interested in what you do. Reporters love to have a go-to source and a relationship with folks who have great stories to share.
- **Use Letters to the Editor or Op Eds to share your perspective.** Following related stories can also put you in a position to rapidly respond when there is a story you want to support, correct, or disagree with.
- **When you have events, make sure there are great visuals.** You have a better chance of getting a picture or TV coverage when there is something visually interesting.
- **Stay on message.** Make sure any leaders or volunteers who will be interviewed or answer questions for reporters are trained and prepared.
- **Alert the media about your events.**
- **Tie your events or story ideas to regional or national news.** Pitching a local angle to a bigger story can get outlets interested in covering your work. For instance, hosting a “Welcoming to Shelbyville” screening in conjunction with other screenings around the county makes your local screening a much bigger story.
- **Don’t forget about non-traditional or new media.** Many people get their news online, and increasingly, people are following blogs for the information they want.
- **Blog and create your own news.** You don’t have to have your own blog. You can guest blog or ask a blogger to cover your event.

## SUSTAINING YOUR INITIATIVE

.....

### USING TECHNOLOGY

#### Websites and Blogs

- Websites have become an indicator of an organization or initiative's legitimacy.
- Without a website, you lose the opportunity to connect with interested folks online.
- A website is a great place to share your own news, publicize your events, and publish your message.
- Make sure the user can also interact with your initiative. At the very basic level you want to make sure they can contact you and that you can collect their contact information. Groups with more experience with technology might want to create online giving, RSVPs for events, and other advanced ways for users to interact with the initiative.
- Google Sites is a simple tool to help you build a website even if you don't have any experience. It doesn't have to be fancy. It just needs to share information about your initiative.
- Keep your website updated. Internet users are always looking for new content. Google Sites and other tools allow you to have simple pages that are easily updated and may even work like a blog without looking like one.
- Blogs are great, but be aware that you need to update them often with fresh content.

#### Social Media

- Facebook has lots of great tools to increase your web presence. You can start a group page or even a cause page where you can raise money. The best part is your supporters can join and easily ask their friends to join or donate. You also have the opportunity to create and invite people to events or actions. Facebook is a great, user-friendly tool for those who are not able to build advanced capabilities into their own websites.
- Twitter is another popular way for people to keep up to date on what you are doing. Build up your following and share short, succinct information with your group. You can also use this technology for rapid response.
- Other online networks: Your leaders and volunteers may belong to other online social networks that allow them to share information about your initiative, invite people to events, or get others interested in your work.

## KEEPING PEOPLE ENGAGED

We know Welcoming Initiatives are a great idea. But there are lots of great ideas out there that never get off the ground or that fizzle out as time goes by. We know we can't create welcoming communities or change people's hearts and minds overnight. So, we have to figure out ways to keep people engaged. Again, we turn to many of the principles of community organizing for our best practices:

**Be prepared.** Create short, medium, and long term plans as you create your work plan and timeline. For instance, just having a launch won't get your initiative going. You have to plan follow up events or actions and future ways for people to get involved and participate.

**Revisit your goals often.** Make sure that your initiative has momentum and that you are keeping it up by achieving smaller interim goals on your way to bigger goals.

**Celebrate often.** When your volunteers do something great, recognize them. When you meet even small goals, make sure everyone knows and has an opportunity to celebrate the progress.

**Training, leadership development, and recognition are great ways to give back** to your volunteers as well as keeping them engaged and building their ownership of the work.

**Be clear about time and other commitments.** Clarity will strengthen the accountability in your relationships with volunteers. It can also give you a basis to ask what is happening if a volunteer seems disengaged or isn't meeting their commitments.

**Keeping people engaged is the heart of the work.** It doesn't happen on its own, and without people who are engaged, you can't create a welcoming community.

## FUNDRAISING

We've just talked about how important it is to have people who are involved with your Welcoming Initiative, but we also need resources! On the following page you will see a lot of great tips and ideas for ways to raise money or in-kind donations as well as create partnerships that lead to more resources for you initiative. But first, let's talk about good old grassroots fundraising.

*Some of your volunteers might be afraid or not want to ask for or raise money. Here are a few ways to combat any fear or negative feelings they might have.*

- Ask volunteers how it makes them feel to give money to a cause they believe in. They will probably say it feels good. Follow up by asking why they would want to keep other people from feeling good by donating money to the Welcoming Initiative.
- Giving money is an opportunity for people to put their money where their values are.
- Some volunteers might feel like it is an imposition to ask people who they think don't have money to give to a cause. However, by not asking, you have essentially made the choice for them. They aren't getting the opportunity to make a choice and potentially get that good feeling about giving that we already talked about. If they want, they can say no. The important thing is that we didn't take away their ability to choose by not asking at all.
- In-kind donations and the gift of time are valuable, too. Someone might want to give these instead of money, and that's great.
- Don't forget: The worst thing that can happen is that someone says no. That happens to even the most seasoned fundraisers.

## Welcoming Fundraising Tips and Experiences

Below are tips and experiences from other Welcoming Initiatives that have raised funds for their work. Some of these tips are traditional fundraising tips and some are specific to Welcoming work. While the list is by no means exhaustive, it does present some great ideas for getting started.

- 1. Talk to funders about this work as a public education, diversity or integration project.** This phrasing/ framing is often more palatable to a broader array of funders than the immigrant-rights angle. Other funding interests that relate to Welcoming projects include: diversity promotion, education, community dialogue, community building, community improvement and development, media and communications, and media justice.
- 2. Apply for funding from community foundations.** Look for funding from community foundations in all of the regions you are or will be working. There are many community foundations that understand that in our current economic climate, the likelihood of inter-ethnic strife in our communities is growing substantially and immigrants are often the target of that conflict. By supporting Welcoming Initiatives, they can take a proactive approach to promoting cooperation in their target areas.
- 3. Ask corporations for support.** While many corporations might not support advocacy or immigrant rights work, Welcoming is often more palatable. Some corporations or their foundations have funds specifically set aside for diversity training or initiatives. Other companies are seeking to enhance their image or visibility in the community. Target companies that have a large immigrant workforce whose workers would benefit from having a more welcoming and inclusive community. Avoid approaching companies that are known for poor labor practices. When reaching out to corporations, keep in mind that immigrants are now one of the fastest growing segments of the U.S. consumer market, and that supporting Welcoming Initiatives will be perceived by immigrants as “on their side” while at the same time it will not alienate consumers who are opposed to increases in immigration.
- 4. Include fundraising as an integral part of your initiative.** This can include: ways to donate to the initiative directly from your website, having a way to donate at welcoming events, having a fundraising committee as part of your infrastructure, sending appeal letters to individuals who have signed on to the initiative.
- 5. Use evaluation tools.** Funders like to see that the initiative is working! Evaluation tools may include quantitative techniques. Examples of quantitative evaluation tools include: polling, website hits, individual questionnaires and the quantification of the number of new recruits; and more qualitative measures such as focus groups (preferably “pre and post”), media coverage, letters to the editor/op eds, and emails, etc. More ideas include: number of Welcoming petitions signed; success in passing a Welcoming resolution (through a legislative body); and success in passing pro-immigration measures and defeating anti-immigrant measures.
- 6. Find out what groups might be doing similar work and approach these groups about jointly applying for funding.** Pro-diversity or integration initiatives are examples of groups you could approach.
- 7. Work with volunteers and leverage community partnerships.** Have a fundraising intern from a local university. Partner with a professor to do a poll or community survey for the evaluation piece of the initiative. Often that work can be donated in-kind. A local union might be able to donate a phone bank. Think about who might be able to give you the resources you need and don't be afraid to ask.
- 8. Get “power players” involved and invested in your initiative.** By involving wealthy and powerful individuals in your initiative, a sense of ownership is created and this makes it more likely that they will give money and leverage their connections.

## Experiences from Other Welcoming Initiatives

### Tennessee

Welcoming Tennessee received a \$15,000 grant from the Nissan Foundation. This funding was tied to the diversity training that Nissan has to do as well as the fact that Nissan is headquartered in Nashville, which is where Welcoming Tennessee is centered. In writing the grant, the group always spoke about public education (and did not talk about things with insider language like “air campaign” and “ground campaign”). Nissan has a diverse workforce of highly educated people from all over the world and has an interest in making Nashville a more welcoming and attractive place for its workforce to move to and stay. An additional benefit to receiving the grant from Nissan was that other groups and corporations saw the initiative as an attractive and appropriate group to donate to as well.

### Missouri

The Missouri initiative has looked for and received funding from a variety of sources. They have received funding from some of the bigger local unions and are using these funds to expand and strengthen their initiative as well as to leverage more funds by showing that the project has been funded. Welcoming Missouri is collaborating with local university social work students to identify potential community partnerships, corporations that might donate funds, or other possible connections that could yield resources. In addition, Welcoming Missouri had the opportunity to partner with a university that was interested in doing research on local attitudes about immigration, which helped to defray the cost of actual polling as well as other qualitative and quantitative work. To get ideas about what groups to approach, Welcoming Missouri has looked into who is funding the other diversity non-profits in town, including ADL, Diversity Awareness Partnership, and others. This information about funders helps the initiative target certain corporations that might also be interested in the Welcoming Initiative.

### Nebraska

Nebraska Is Home, the Nebraska affiliate of the Welcoming America initiative, approached the Omaha Community Foundation, which is known for being conservative. The initiative received positive feedback and was told that a welcoming project really works well for groups that might not otherwise give to immigrant issues. The Omaha Community Foundation is also a match-maker with individual donors. Individual donors are also conservative, but the foundation thought Nebraska Is Home could find some individual donors with their help. The initiative will use the Nissan proposal from Tennessee to approach some meat packing plants that do charitable giving and which aren't the worst plants. The group has been putting an emphasis on sitting down with individual donors, which has increased donations. Finally, the initiative has received an in-kind contribution from the local Methodist Conference. The Conference is planning to set up an internship this summer where the interns will spend a few weeks talking about Welcoming to churches across the state and encouraging congregations to start using the Welcoming tools.

.....  
**EVALUATION**

**Why do we evaluate?**

Welcoming Initiatives might sound like a mushy idea that is just aimed at making people feel good. However, one of the basic principles of Welcoming is that we want to use rigorous evaluation to show a measurable impact in the community that can be directly linked to the work we are doing. Not only does that prove the strength of Welcoming as a theory, it shows that we can make a real difference in the hearts and minds of those in our community in order to ease the integration of our immigrant neighbors. Making a real difference also attracts more people and funding to our work because it works!

**How do we evaluate?**

- Polling or focus groups (preferably pre- and post-Welcoming work)
- Pre- and post-tests during public engagement events
- Media tracking
- Number of individuals or organizations engaged in our work
- Number of signatures on a Welcoming pledge
- Tracking any measurable goal that you set for your initiative

.....  
**CORE ENGAGEMENT STRATEGIES**

*Welcoming America has developed and field-tested three flexible engagement strategies that—when used in tandem—succeed in reducing native-born anxiety, and increasing communication and cooperation between target communities.* The three strategies have now been tested in the 14 Welcoming Initiatives currently taking place across the U.S. In order to measure the impact of these strategies, comprehensive performance indicators have been developed by the Welcoming team and are used annually to evaluate each Initiative and the work of Welcoming America as a whole.

.....  
*Check out Appendix F: Pre- and Post-Test for Public Engagement Work on page 40 for examples of evaluation that you can use in your local community.*

APPENDIX A

QUICK START TOOL

.....

**WHERE** Community Name:

*What is the neighborhood, community or geographic area you will focus on?*

.....

**WHY** *I would like to help make my community more welcoming because:*

.....

**WHAT** Short-Term Goals

*Over the next three to six months, what are the top three things you would like to accomplish?*

- 1.
- 2.
- 3.

**Long-Term Goals**

*Over the next one to two years, what are the top three things you would like to accomplish?*

- 1.
- 2.
- 3.

.....

**WHO** Current Organizers:

*Who is already involved or has expressed interest in leading or coordinating your welcoming efforts?*

**Prospective Organizers or Welcoming Committee Members:**

*Who is not yet involved as a leader, but might be tapped to help coordinate efforts?*

**Prospective Partners:**

*Who are the individuals and organizations in the community that you might want to work or partner with?*

.....

**WHEN** *In order to get started, some actions I or my committee plan to take are:*

**Right now**

- 1.
- 2.

**In the next month**

- 1.
- 2.

**In the next 3-6 months**

- 1.
- 2.

**In the next year**

- 1.
- 2.

APPENDIX B

**SAMPLE WORK PLAN**

.....

Goal Category	Numerical goals	Months 1-3	4-6	7-9	10-12
<b>Leadership Development</b>	<ul style="list-style-type: none"> <li>• 3 welcoming committees organized, with 15 members each</li> <li>• Initiative launch events in each community with a Welcoming Committee</li> <li>• Welcoming resolutions passed in each community (2 year goal)</li> <li>• 1000 welcoming petitions signed</li> <li>• 30 people trained to give welcoming presentations</li> </ul>				
<b>Direct Public Engagement</b>	<ul style="list-style-type: none"> <li>• 45 welcoming presentations given</li> <li>• 600 people attended welcoming events</li> </ul>				
<b>Strategic Communications</b>	<ul style="list-style-type: none"> <li>• 10 stories about welcoming events in local media</li> <li>• 15 letters to the editor published</li> </ul>				
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>• Funder briefing for 5 foundations, at least 3 of whom are new funders to your organization</li> <li>• 2 grassroots fundraising events</li> <li>• Request for donations at 50% of public engagement events</li> </ul>				
<b>Evaluation</b>					
<b>Internal goals</b>					

## APPENDIX C

## CREATING A WORK PLAN

*Adapted from Climate Action Outreach Campaign Work Plan Outline*

A successful initiative starts with a plan. Doing the work to develop an effective plan up front will help you meet your objectives, capture successes and promote behavior change. There are eight main steps in developing a work plan:

**Step 1: Goals and Objectives**

- Goals are long-term and broad—e.g., *“Foster mutual respect between foreign-born and native-born residents.”*
- Ask yourself, *“What does success look like for this initiative?”*
- Objectives are measurable ways to see how you’re meeting each goal.
- Objectives should be as specific as possible and should tie directly to one or more of your goals—e.g., *“[X] number of people will sign on to the [city] Welcoming Pledge by [date].”*

**Step 2: Research**

- Ask yourself, *“What information do we need, and how can we get it?”*
- Review any research available for your area—studies, polling data, etc. Good data can be found in a variety of places:
  - Government sources, such as USCIS or the Census
  - Media organizations, such as Time Magazine, ABC, Wall Street Journal, etc.
  - Local sources, including other city departments, state agencies, and mission-driven non-profit organizations
- Determine whether you need to conduct your own primary research (focus groups, surveys, etc.) to find out how your community members view immigrants and immigration to your community.
- Use a variety of research types:
  - **Quantitative:** Creating a statistically relevant profile of your audience through online, mail or phone surveys. This is ideal for identifying and compiling audience demographic data (demographics = who they are, by the numbers—age, income, etc.). This type of research can also be done to track initiative objectives.
  - **Qualitative:** Research to delve deeper into an audience’s beliefs/values or to test messages/concepts. Usually done with a smaller number of target audience members via means such as focus groups, interviews, intercepts, etc.

### Step 3: Identify Target Audience and Behavior Change

- Brainstorm all audiences, then categorize each audience as follows.  
(*Note: It's possible to have an audience fall into more than one category.*):
  - **Primary**—Those whose behavior you are trying to change
  - **Influencer**—Those who can influence the primary audience to change their behavior
  - **Gatekeeper**—Those who can prevent or facilitate access to the primary audience
- Based on your research findings, identify your “Priority” audiences—the group(s) of people most likely to act quickly and efficiently help you reach your goals and objectives.
- Narrow down your ‘ask’—For each priority audience, identify the specific behavior you’d like to change.

### Step 4: Target Audience Profile

Find out as much as you can about your priority audience groups:

- **Demographics**—Who they are, based on age, income level, gender, geography, etc.
- **Psychographics**—What they feel, their attitudes, values, lifestyles and opinions

**Do an audience analysis to determine what motivations and barriers exist** that affect your audience’s ability to take the action you want.

- **Motivations**—Reasons the audience would take action on behalf of Welcoming.
- **Barriers**—Things that would stand in the way of taking action—reasons the audience would not act. These are things that your initiative messages will aim to overcome.

### Step 5: Create an Effective Message Strategy

**Create a value proposition for your program:** The goal of this statement is to succinctly describe what you want your target audience(s) to feel/believe about your program.

**Create a message platform that expands upon your value proposition.** Try to:

- Find a ‘key insight’ that will drive behavior change
- Be simple—can the audience understand the main message in 3-5 seconds?
- Create an emotional connection with the audience
- Sell benefits to your target audience, not the features of your program

### Step 6: Build Partnerships

- Look for partners with complementary missions, goals and target audiences
- Look for partners with a history of collaboration and community involvement—and consider public, private and/or non-profit partners
- Identify potential local media partners that could provide added exposure to the program

### Step 7: Develop a Communications Plan

- It's tempting to start with this step—but it is important to lay the foundation for effective strategies and tactics by completing steps 1-6 first.
- Strategies and tactics should help to achieve the program goals and objectives.
- Strategies are broad (how you will do it), tactics are specific (what you will do):

**Strategy:** Use media outreach to raise awareness of and build support for our initiative launch and direct public engagement events.

**Supporting Tactic:** Hold a kickoff media event and invite reporters to learn about the Welcoming Initiative and the follow up activities we will have.

### Step 8: Create an Evaluation Plan

Evaluation is a critical part of Welcoming America. If you possibly can, take the time to develop an evaluation/assessment strategy that ties key measures of success to the major goals and objectives included in your work plan – this will make it easier to track progress and celebrate successes.

#### Evaluation Planning Tips:

- Create your evaluation plan before starting implementation.
- Decide what to measure to track your progress for each objective—the ideal is to measure the top level outcome you are trying to achieve (promote interaction between immigrants and native-born residents). In addition, it is useful to measure the behavior changes needed to achieve these outcomes (pre- and post-tests at a Welcoming event). The closer your indicator is to your desired outcome, the better information you will have about how well you are achieving your primary goals.
- Determine if you have baseline data. If you know where your metrics are before the initiative starts, it becomes much easier to measure change and impact.
- Set an evaluation timeline and include a corresponding data collection schedule—e.g., “I want to make this much progress towards this objective by this date.”
- Look for trends in the data and be willing to course correct if the data is pointing you down a different path.

APPENDIX D

WELCOMING AMERICA AFFILIATES 2012 PLAN *and* GOALS

**Instructions:** Fill out the chart below to reflect your campaign's activities in 2011 and your goals for 2012. For each set of columns, please fill out your results from 2011 and your goals for 2012. This document will serve as the foundation for a work plan for your organization's 2012 Welcoming Campaign.

		JAN 01 - MAR 30	APR 01 - JUN 30	JUL 01 - SEP 30	OCT 01 - DEC 31	TOTAL
<b>EVENTS*</b>	2011 ACTUAL					
	2012 GOAL					
<b>PARTICIPANTS AT EVENTS</b>	2011 ACTUAL					
	2012 GOAL					
<b>EVALUATIONS COLLECTED**</b>	2011 ACTUAL					
	2012 GOAL					
<b>EVALUATION RESULTS/SHIFTS</b>	2011 ACTUAL					
	2012 GOAL					
<b>WELCOMING COMMITTEE MEMBERS</b>	2011 ACTUAL					
	2012 GOAL					
<b>PEOPLE WHO FACILITATED WELCOMING EVENTS</b>	2011 ACTUAL					
	2012 GOAL					
<b>EARNED MEDIA STORIES</b>	2011 ACTUAL					
	2012 GOAL					
<b>PERSONAL STORIES COLLECTED</b>	2011 ACTUAL					
	2012 GOAL					

<b>ANNUAL REPORT ADDITIONS</b>	<b>RESOLUTIONS PASSED</b>	<b>NUMBER OF COMMITTEES</b>	<b>VIEWERS OF PAID MEDIA</b>
<b>BASELINE</b>			
<b>CURRENT</b>			
<b>GOAL</b>			

**LINKS TO EARNED MEDIA:**

**LINKS TO PERSONAL STORIES:**

**KEY:** **Events** are defined as specific Welcoming events where U.S.-born individuals increase their understanding of and/or interactions with immigrant and refugee communities in their area. **Evaluations** specifically refer to the Welcoming America pre- and post-tests, which can be obtained by contacting Ellen Gallagher at ellen@welcomingamerica.org. **Welcoming Committee members** refers to the number of people who regularly come to meetings about organizing Welcoming activities. **Earned media** stories refers to stories that appear in newspapers, magazines, blogs, letters to the editor, etc about Welcoming and/or run a Welcoming story that your campaign specifically solicited. **Personal stories collected** refers to stories of Welcoming that were collected by your campaign. These can be stories of how a person was welcoming or was welcomed. These stories should be posted on your campaign's Facebook page and/or website and linked in the space provided above.

*\* Unless otherwise noted, please include a number in the spaces provided.*

*\*\*After evaluations are collected, they should be submitted to Keiron Bone, Administrative Coordinator for Welcoming America at keiron@welcomingamerica.org or sent to Welcoming America, 2052 Hosea L. Williams Drive, Atlanta, GA 30317.*

APPENDIX E

# WELCOMING COMMITTEE MEMBERS *and* PARTNERS IDENTIFICATION TOOL



## STEP 1. INVENTORY

In collaboration with your existing teammates or partners, answer the following questions:

*What are the skills needed to accomplish our goals?*

*What are the diverse assets and resources available in our community that could help us in our work?* Consider financial and non-financial resources (volunteers, space, donated goods, etc.).

*Which individuals or organizations should we be sure to engage or connect to in order to best represent and reach our community?*

*Who might have a stake in our work?*

*What kind of time contribution will we need from participants or partners?*

**Possible community connections:**

- Faith organizations
- Immigrant affinity or mutual support organizations
- Civic organizations and PTAs
- Businesses and trade organizations, such as Chambers of Commerce
- Arts, culture, and recreation organizations
- Service providers—government & non-profit
- Philanthropic community
- Labor
- Elected officials, community leaders

## STEP 2. WHO IS INVOLVED NOW?

Identify the individuals already involved in your efforts

**INDIVIDUALS**     *Example: Luisa Douglas*



**INTEREST**     *Wants to reach out to Latino, Caribbean communities*



**SKILLS**     *Great facilitator, speaks Spanish & French*



**COMMUNITY CONNECTIONS**     *Faith community, county leaders, Latino Families of Greater Region*



**RESOURCES**     *Large volunteer network. Well connected in political sphere.*



**AVAILABILITY**     *5 hours / week*



**ORGANIZATIONS**     *Example: Max's Bakery (Rob Smith)*



**INTEREST**     *Large employer, economic development*



**SKILLS**     *Ability to talk with business peers*



**COMMUNITY CONNECTIONS**     *Chamber of Commerce, Rotary*



**RESOURCES**     *Financial, willint to sponsor ads, share materials at stores*



**AVAILABILITY**     *Limited*



### STEP 3: WHO ELSE?

Identify the individuals and groups you would potentially like to involve in your efforts and who is best suited to reach out to them.

**INDIVIDUALS**     *Example: Rev. Jeremiah*  
 .....  
**INTEREST**     *Spoken publically about changing demographics of his church*  
 .....  
**SKILLS**     *Community organizing*  
 .....  
**COMMUNITY CONNECTIONS**     *Faith community, specific immigrant communities, Mayor*  
 .....  
**RESOURCES**     *Meeting space, large network of volunteers and donors*  
 .....  
**AVAILABILITY**     *Maybe 2 hours/week for general outreach, but not steering committee*  
 .....  
**OUTREACH**     *Amelia knows him and will call him.*  
 .....

**ORGANIZATIONS**     *Example: Community College*  
 .....  
**INTEREST**     *Diversity of student body, community support, student activism*  
 .....  
**SKILLS**     *Research, leadership*  
 .....  
**COMMUNITY CONNECTIONS**     *Numerous connections through student population, City Council*  
 .....  
**RESOURCES**     *May be able to provide in-kind evaluation, host forums*  
 .....  
**AVAILABILITY**     *Unsure*  
 .....  
**OUTREACH**     *Andrew can contact Dean*  
 .....

### STEP 4. REVIEW

Before your begin your outreach efforts, review your list against your inventory. Consider the questions:

- Are there any critical skills, connections, or resources that you have not filled?*
- Do the individuals you have identified have the capacity (ability and time) to support the efforts for which they will be tapped?*
- Are there ways you can better support their ability to participate? (phone calls, facilitators, on-site translators, etc.)*
- Are the interests of your prospects in line with the goals of your welcoming efforts?*

APPENDIX F

PRE- *and* POST-TEST *for* PUBLIC ENGAGEMENT WORK

Instructions for using this pre/post test:

- 1. Items highlighted in **red** should be deleted and where indicated, the name of your Welcoming Initiative or the community where you're holding your Welcoming event should be inserted.
- 2. Items highlighted in **blue** are for the post-survey and should only be included in the post-survey.
- 3. Once completed, please scan and email the pre/post test to *keiron@welcomingamerica.org*, or send it to *Keiron Bone, Administrative Coordinator, Welcoming America, 2052 Hosea L. Williams Dr., Atlanta, GA 30317*. From there, Welcoming America staff will tabulate the results for you. Please send in these results at least once a month.

Thank you for your time, energy and commitment.

*Sincerely*, David Lubell, Executive Director, Welcoming America *david@welcomingamerica.org*  
Ellen Gallagher, Director of Programs, Welcoming America *ellen@welcomingamerica.org*

START SURVEY BELOW THIS LINE

Date: \_\_\_\_\_ Location: \_\_\_\_\_

Welcoming **(name of your state/initiative)** would like to hear your opinions on immigrants and the immigration issue. Please take this five-minute survey before the presentation. Following the presentation, we will ask you to take another brief survey. For that, we ask that you generate a simple code using the prompts below (*for both the pre- and post-test*) in order to link your responses to the post-presentation survey. All survey responses are anonymous.

**POST SURVEY: Now that you have heard some more information about this issue, please share with us your opinion on immigrants and immigration in the U.S.**

Questions for coding purposes only:

- 1. What is your favorite color? \_\_\_\_\_
- 2. How many years have you lived in this state? \_\_\_\_\_

*Code would be [Response to Q1]-[Response to Q2]. For example, Green-12.*

*Please indicate your race and ethnicity (check all that apply)*

- White  African American  Asian  Native American  Other  Hispanic  Non-Hispanic

*Please indicate the highest level of education you have completed.*

- No high school degree  High school degree/GED  Some college
- College degree/Bachelors  Some graduate school  Masters Degree  Doctoral degree

*This section of questions reflects the different attitudes people have toward immigrants and refugees in general in their community. With an X, please indicate how much you agree or disagree with the following statements using the scale noted to the right.*

**STRONGLY DISAGREE**                      **NEUTRAL**                      **STRONGLY AGREE**  
**1**                      **2**                      **3**                      **4**                      **5**

1. Immigrants in _____ are interested in working to make our community stronger.					
2. I would / I do feel comfortable having immigrants live on my street.					
3. It is important for residents of _____ to be welcoming to immigrants in order to encourage them to integrate into the fabric of our community.					
4. Immigrants in _____ share my values.					

**SWAP OUT QUESTIONS—Negative** *(Choose 2 below and delete the ones you don't use.)*

5. Immigrants in _____ are not interested in learning English.					
6. Immigrants abuse the public benefits system.					
7. Immigrants make our community less safe.					
8. Immigrants in the community take away jobs from American citizens.					
9. Immigrants send most of their money outside of the U.S.					

**SWAP-OUT QUESTIONS—Positive** *(Choose 2 below, delete the ones you don't use, and don't repeat topics from positive selections.)*

10. Immigrants in our community are people of faith.					
11. Immigrants in the community respect the laws and law enforcement.					
12. Immigrants strengthen our community's economy.					
13. Immigrants contribute more in tax and social security revenues than they use in social services.					

*(Include in post-surveys only)* **Please share any comments you have about the event:**

## APPENDIX G

## SAMPLE WELCOMING PLEDGES

*Interfaith Pledge*

As people of faith, we recognize the sacred humanity of all people, immigrants and non-immigrants alike. Our diverse faith traditions teach us to welcome our brothers and sisters with love and compassion. Our faith calls on us to uphold the human dignity and innate value of each person, no matter where he or she was born.

**Therefore:**

I commit to stand for America's highest values of acceptance and equality and treat all people with kindness and compassion. I commit to being neighborly and welcoming to all in my community, including newcomers. With an open heart, I stand for respect, kindness and dignity for all.

*Christian Pledge*

*"For I was hungry and you gave me food, I was thirsty and you gave me drink, I was a stranger and you welcomed me... Truly, I say to you, whatever you did for one of the least of these brothers of mine, you did for me."*  
Matthew: 35-40

As Christians, we accept the teachings of Jesus and strive each day to live by them. Jesus taught us to be welcoming and kind to the strangers among us. Our faith calls on us to welcome our brothers and sisters with love and compassion, no matter where they were born. Standing with Jesus means standing with the "least of these" in our community.

**Therefore:**

I commit to stand for America's highest values of acceptance and equality and treat all people with kindness and compassion. I commit to being neighborly and welcoming to all in my community, including newcomers. With an open heart, I stand for respect, kindness, and dignity for all.

*General Pledge*

*"We hold these truths to be self-evident, that all men are created equal and endowed by the Creator with certain inalienable rights and that among these are Life, Liberty and the Pursuit of Happiness."* US Declaration of Independence

As Americans, we recognize that all people are created equal and endowed with certain inalienable rights, no matter where they were born. We uphold the human dignity and innate value of all, immigrants and non-immigrants alike. We stand for the highest values and ideals upon which our country was founded.

**Therefore:**

I commit to stand for America's highest values of acceptance and equality and treat all people with respect and compassion. I commit to being neighborly and welcoming to all in my community, including newcomers. I stand for respect, kindness and dignity for all.

APPENDIX H

**SAMPLE WELCOMING RESOLUTION**

.....

Resolution affirming the City of \_\_\_\_\_ as a welcoming city that respects the innate dignity of all people.

WHEREAS, the City of \_\_\_\_\_ is proud to partner with the the Welcoming \_\_\_\_\_ initiative; and,

WHEREAS, the Welcoming \_\_\_\_\_ aims to build cooperation, respect, and compassion among all in our community, immigrants and non-immigrants alike; and,

WHEREAS, the City of \_\_\_\_\_ long been recognized as a hospitable and welcoming place, where people, families, and institutions thrive and the contributions of all are celebrated and valued; residents of the City of \_\_\_\_\_ live up to our highest American values of acceptance and equality, and treat newcomers with decency and respect, creating a vibrant community for all to live in; and,

WHEREAS, the City of \_\_\_\_\_ is committed to continue building a neighborly and welcoming atmosphere in our community, where all are welcome, accepted and appreciated;

NOW, THEREFORE, I, \_\_\_\_\_, Mayor of the City of \_\_\_\_\_ and on behalf of the City of \_\_\_\_\_ do hereby recognize on this \_\_\_\_\_ day of \_\_\_\_\_ two thousand and eleven, the Welcoming \_\_\_\_\_ initiative as helping to unite our community and ensure that all are welcome here. I urge residents of the City of \_\_\_\_\_ to do their part and join with the Welcoming \_\_\_\_\_ initiative.

## APPENDIX I

## WELCOMING AMERICA LOGIC MODEL

**Problem Statement**

*Rapid growth of the foreign-born population within communities has led to increased mistrust and fragmentation among native-born U.S. residents, particularly in “new immigrant destinations” not accustomed to the presence of immigrants.*

**Goal Statement**

*To increase immigrant integration by increasing understanding of immigrants and strengthening relationships between foreign-born and native-born residents to build support for immigrants in local communities across the country.*

**Rationales**

- Improving understanding of and public opinion about immigrants requires relationship-building within local communities amongst native-born and foreign-born residents
- More positive messages in the media about immigrants' contributions and values will combat mistrust

**Assumption**

There is a critical mass of active individuals, both immigrants and non-immigrants, and organizations committed to addressing immigrant integration issues

**Activities****Recruit Individuals and Organizations**

- Recruit volunteers to be on Welcoming committee
- Train Volunteers to be Welcoming ambassadors
- Train and engage Welcoming supporters
- Identify and engage key opinion leaders in local communities
- Identify and engage key partner organizations in local communities

**Plan and Execute Welcoming Events**

- Do research on state immigration trends
- Target specific groups within the community
- Plan and organize presentations
- Facilitate presentations
- Plan and execute other public engagement activities (i.e. community meals and service projects)

**Develop Communication Messages**

- Conduct pre-surveys
- Conduct focus groups
- Design and purchase paid media
- Plan and execute events that will earn media coverage
- Develop infrastructure for letters, blogs, and op-eds to be written

**External Factors**

The passage of pro-enforcement legislation in Arizona and other states and cities, high unemployment, demographic shifts in predominantly homogeneous communities, discussion of federal immigration policy changes (i.e. DREAM Act, Comprehensive Immigration Reform, etc.)

**Outputs**

- Critical mass of volunteers & Welcoming ambassadors trained
- Official partnerships with key allies
- Welcoming resolutions passed
- Welcoming presentations held and facilitated by committee members
- Opportunities for immigrants and native-born community members to share personal experiences
- Earned media
- Paid media
- Increased cyber-media traffic
- Donated media
- Targeted messages/information disseminated through letters, blogs, and op-eds

**Short-Term Outcome (1 year)**

- Increased number of supportive U.S.-born and foreign-born allies engaged in Welcoming campaigns
- Increased public support for being a welcoming community
- Welcoming presentation participants demonstrate greater understanding and empathy for immigrants in their communities
- Increased media on positive contributions and values of immigrant communities

**Intermediate-Term Outcome (2-3 years)**

- The capacity of local Welcoming campaigns increases
- U.S.-born and immigrant residents report more positive interactions with each other
- U.S.-born residents increasingly demonstrate supportive attitudes and behaviors towards immigrants locally

**Long-Term Outcome (4-5 years)**

- Local Welcoming campaigns are self-sustaining
- U.S.-born residents are more inclusive of immigrants and have a positive opinion of them
- Immigrants are more likely to interact with the general population and more involved civically in their community

## APPENDIX J

**MORE RESOURCES *and* CONTACT INFORMATION**  
.....

Further resources, such as the Welcoming America Communications Toolkit and the Welcoming America Dialogue Guide are available at [www.welcomingamerica.org/resources/](http://www.welcomingamerica.org/resources/). The dialogue guide can be downloaded at [www.welcomingamerica.org/wp-content/uploads/2011/05/WA-Dialogue-Guide-5-27.pdf](http://www.welcomingamerica.org/wp-content/uploads/2011/05/WA-Dialogue-Guide-5-27.pdf)

**Welcoming America National Desk**

Atlanta, GA 30317

[info@welcomingamerica.org](mailto:info@welcomingamerica.org)

404-592-5621

[www.welcomingamerica.org](http://www.welcomingamerica.org)

[www.facebook.com/welcomingamerica](http://www.facebook.com/welcomingamerica)

***Jessy Molina*, OUTREACH DIRECTOR**

[jessy@welcomingamerica.org](mailto:jessy@welcomingamerica.org)

404-592-5621

***Ellen Gallagher*, DIRECTOR OF PROGRAMS**

[ellen@welcomingamerica.org](mailto:ellen@welcomingamerica.org)

617-249-3526

.....  
WELCOMING  
AMERICA



.....  
🏠 *Building a Nation of Neighbors*

WWW.WELCOMINGAMERICA.ORG