



## The New Hoosiers: Allen County Immigration Project

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“Never doubt that  
a small group of  
thoughtful, committed  
citizens can change  
the world; indeed,  
it's the only thing  
that ever has.”

—Anthropologist, Margaret Mead

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## Executive Summary

The Allen County/Fort Wayne Community Immigration Project was funded by the Foellinger Foundation and has been a collaborative effort of the Indiana University International Resource Center (IUIRC), the Indiana Economic Development Council, Inc. (IEDC), and the Allen County community. The purpose of this project has been to examine, on a human level, the impact New Hoosiers have had in Allen County and to stimulate constructive discussion of some of the major issues now emerging as a result of the rapid diversification of this community. We have defined New Hoosiers as foreign-born residents of Indiana who have moved here either directly from abroad or from another state, typically within the last five years. Our findings on this project have come from surveys, one-on-one interviews, and focus group discussions with local employers, service providers, and New Hoosiers. This study is the first of its kind in that it brings together these three perspectives to enable the Allen County community to comprehensively address some of the major over-arching issues that the community now faces.

Evaluation of recent statistics of the Census Bureau indicates that New Hoosiers are a significant contributor to the overall growth of the county's population: Nearly a third of the population's growth over the last 10 years can be attributed to the influx of Hispanics/Latinos and Asians/Pacific Islanders. It should be noted that this figure does not include New Hoosiers from the Baltics, Russia, Central Europe, Africa, or the Balkans, of which there are significant numbers in the county. This growth in the New Hoosier population has proven critical to local employers who report that they are having trouble filling positions as their companies grow.

The single largest issue that New Hoosiers, service providers, and employers reportedly face is the language barrier. Half of New Hoosiers indicate that they regularly have trouble gaining access to services in the community because of language, nearly all service providers we surveyed reported that language frequently becomes a problem in providing services to New Hoosiers, and language was the single largest barrier local employers reported facing when considering hiring a New Hoosier. This being said, it is also clear that a great deal of effort is being made by the community to surmount this barrier. For example, 72% of the New Hoosiers we talked with report having taken an English class at one time or another, and it seems that demand for these classes is still much greater than the supply. Most notably, a few local employers are offering English classes on site to their employees. This approach seems to greatly enhance the accessibility of such classes to New Hoosiers who often do not have the time or means to make a long-term commitment to English classes offered in the wider community.

Service providers and employers also spoke to us of the overwhelming need for more interpreters and translated materials at their organizations. However, Allen County's diversity makes this a very complicated issue in that translators and interpreters are needed in several different languages (e.g., Vietnamese, Burmese, Serbo-Croatian, and Russian) in addition to Spanish. One of the major concerns among officials, employers, and workers is the current difficulty many local employers encounter with communicating safety rules, company regulations, and policies to their New Hoosier workers.

Among the other issues that dominated our discussions with employers, New Hoosiers, and service providers were transportation and healthcare. The vast majority of New Hoosiers reported that they rely solely upon cars for meeting their transportation needs. Only 18% of New Hoosiers report that they have ever used public transportation in the county. This has enormous implications for the community. New Hoosiers depend on cars and yet they have trouble getting licenses because they cannot get the required number of points needed to be eligible for a license, or because they cannot understand the instructions of the person administering the driving test. Many service providers report that New Hoosiers are unable to access their services because they lack dependable or regular transportation, and local employers report that many of their New Hoosier employees have to miss work because they cannot find the means to get there. Frequently, New Hoosiers rely upon carpooling to

get to and from work each day, and if the car breaks down or the driver falls ill, everyone who relies on that ride may miss work.

Interestingly, we have found that New Hoosiers are accessing healthcare at all levels within the community. Rather than depending on emergency rooms for all of their medical needs (as is commonly assumed), Allen County's New Hoosiers report that they regularly access general practitioners, clinics with sliding payment scales, optometrists, dentists, and the like. This implies that the need for bilingual staff, interpreters, and translated materials goes beyond the hospitals and major clinics and extends to virtually all medical professionals in the county.

New Hoosier surveys and focus groups also revealed that many newcomers arrive in Allen County with technical training or advanced degrees, but find that their credentials are not recognized locally. Thus, while service providers and professionals desperately need people with legal, professional, healthcare, or other backgrounds who speak foreign languages to help bridge the gap with their New Hoosier clients, New Hoosiers with those backgrounds remain an untapped resource. Of course, one of the major barriers preventing this type of collaboration is the fact that many of these New Hoosiers are still working on their English language proficiency.

It should be added that the relationship between New Hoosiers and local service providers and employers is overwhelmingly positive. An overwhelming 94% of the service providers we spoke with characterized their overall relationship with New Hoosiers as either "excellent" or "good." Employers concur, rating New Hoosiers higher than the company average on such factors as reliability, productivity, turnover, and absenteeism. Furthermore, of those employers who do not currently have New Hoosiers in their workforce, 75% told us that they would readily hire qualified New Hoosiers if ways were found to surmount the language and legal barriers that they feel they face.

Finally, it became apparent over the course of this study that the word-of-mouth network is the most crucial way of communicating with New Hoosiers. Very few New Hoosiers rely on the radio, TV, or newspaper for their information about public services and events in the community. Schools, churches, friends, neighbors, and family members were reported most frequently as the key sources of information for New Hoosiers. Social service organizations also seem to rely heavily on this method of information disbursement, as do employers looking for new employees. The importance of finding effective ways to tap into this word-of-mouth network to communicate with New Hoosiers is clear.

On May 10th, employers, service providers, and New Hoosiers were brought together to preview a draft of the final report and provide feedback regarding the report's implications and ideas for community action based on those implications. This information was collected and written up at the end of this document. One of the most significant things to come out of this meeting, however, was a commitment to continue the community dialogue and networking that began as a result of this project. It is clear that community members see this report as the first step in an ongoing effort to make New Hoosiers feel more welcome and comfortable in Allen County.

# The New Hoosiers: Allen County Immigration Project

## Overview of the Project

The Allen County/Fort Wayne Community Immigration Project was funded by the Foellinger Foundation and has been a collaborative effort of the Indiana University International Resource Center (IUIRC), the Indiana Economic Development Council, Inc. (IEDC), and the Allen County community.

The purpose of this project has been to examine, on a human level, the impact New Hoosiers have had in Allen County and to stimulate constructive discussion of some of the major issues now emerging as a result of the rapid diversification of this community. We have defined New Hoosiers as foreign-born residents of Indiana who have moved here either directly from abroad or from another state, typically within the last five years.

When this pilot project began, we were not intending to conduct a comprehensive demographic analysis of the area. Rather, our aim was to develop a working summary and evaluation of what community members are actually saying, experiencing, and doing as it relates to new immigration and/or migration to the area.

While the report that follows will include demographic statistics and data that we feel are illustrative of particular issues, points of interest, and community concerns, we have also woven into the report important anecdotal information from our focus group discussions, open-ended survey questions, individual interviews, and case study research that we feel helps to illuminate some of the complexities of issues that statistics alone cannot convey.

It is our hope that as the information gathering phase of the project ends, a new phase of awareness building and community action can begin. In

fact, this has already started to occur in the form of new initiatives, grant proposals, and renewed or expanded efforts at collaboration between organizations within the county. We hope to promote this even further by providing the community with a document designed not as a research report, but rather as a tool to foster constructive community dialogue on some very difficult issues.

We have found a wealth of experience and capacity among service providers, employers, and New Hoosiers in the county, as well as many truly remarkable programs and

decades. This has been due to a boom economy, which has encountered shortages in both entry-level and technically-skilled/ professionally-qualified workers.

Indiana has not been immune to the benefits and burdens of such a strong economy, and has been especially impacted by worker shortages in the manufacturing industry. As the economy remains strong, unemployment rates continue to stay at all-time lows, and companies struggle to find qualified workers to fill their shifts, immigrants are being turned to more and more frequently as a critical resource in sustaining the state's

Population Growth in Indiana, 1990 to 2000

Year	Hispanic	Asian/Pacific Islander	Total
1990	27,571	10,853	5,544,159
2000	214,536	59,126	6,080,485

Source: U.S. Census Bureau

efforts already making a substantial difference. By continuing to increase this network of existing resources, and by working together to address issues from a more holistic perspective, Allen County can not only become strengthened, but also serve as a model to communities throughout the state.

## Positive Role of New Hoosiers in Our State's Economy

Immigration has always been an issue of national importance to the United States. This has been particularly true in times of rapid economic growth and change. Waves of immigration in our country have tended to occur at times of shortfall in the labor force. The 1990s witnessed U.S. immigration at a level not seen for

economic growth. In recent years the number of immigrants eventually choosing to reside and work in Indiana has grown significantly. As the table above shows, the Hispanic population in Indiana is now nearly eight times what it was in 1990, and the Asian/Pacific Islander population is now over five times larger than it was 10 years ago. Clearly immigrants are coming to Indiana and staying to enjoy the benefits of employment and the quality of life in this state.

Most notably, New Hoosiers are now settling in all parts of Indiana—large and small cities; metro and non-metro areas; north and south. This contradicts the common assumption that immigrants settle mainly in larger cities, leaving the smaller communities relatively untouched by the complexity of issues surrounding rapid diversification. There is hardly a mayor, civic leader, or business owner who does not acknowledge

that Indiana's newcomers are playing a significant role in the state's workforce and are becoming participants in a more diverse community.

In most cases, however, New Hoosiers have spent some time in one or more U.S. states before coming to Indiana. Our New Hoosier survey, for example, indicates that the average amount of time Allen County's New Hoosiers have spent in the U.S. is four years, while they have spent an average of three years in Allen County.

In 1998 the total number of legal immigrants entering the U.S. was 660,477. In addition, undocumented immigrants account for approximately

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Immigrants Admitted by State of Intended Residence, 1998

U.S. Total .....	660,477
IL.....	33,163
IN .....	3,981
MI.....	13,943
OH.....	7,697
WI .....	3,724

Source: Statistical Yearbook of the Immigration and Naturalization Service, 1998

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the same number. As one can see in the table below, Indiana is the intended state of residence for less than 1% of these immigrants entering the U.S.

It is important to recognize that while newcomers to the U.S. seldom indicate that they plan to move directly to Indiana, they seem to be finding their way here from other states at an ever-increasing rate. There are many reasons for this. California, for example, receives 26% of all international immigrants. Given the energy crisis there and the subsequent downturn in the economy, however, more California immigrants seem to be moving on to other states like

Indiana. In addition, communities like Fort Wayne have been making real efforts to accommodate refugees and others arriving in their communities either directly from overseas or from other states.

Since New Hoosiers are motivated to come here, at least initially, because of employment, any study of this type requires a basic understanding of the importance immigrants play in the Hoosier workforce. The following factors have contributed to Indiana's need for an increased supply of foreign workers at all levels of skill and credentials:

### Changing Demographics

Recent census statistics confirm that Indiana, along with the rest of the Midwest, is growing more slowly than the rest of the U.S. For whatever reason, fewer Americans prefer to relocate to the Midwest and more Midwesterners are choosing to relocate to the south and west. Indiana's recent loss of one congressional district is indicative of this macro trend. Without immigration, the Midwest's slowing population growth would be much more pronounced. In recent years all of Indiana's net new population growth can be accounted for by foreign immigration.

### Unemployment

Because of the lack of population growth, coupled with the boom economy of the '90s, the Midwest has experienced very tight labor markets, as witnessed by low unemployment rates. Indiana has consistently been one to two percentage points below the national average for over five years. New Hoosiers have been filling vacant jobs.

### Manufacturing Needs

Nearly one-third of Indiana's gross state product can be attributed to manufacturing. This proportion is higher than that of any other state in the nation. These jobs, on average,

pay \$10,000 more per year than the state average, yet surveys confirm that young Hoosiers leaving school prefer to work in other sectors of the economy. Immigrants are filling Indiana's continuing needs for front-line workers. Furthermore, a high proportion of skilled manufacturing workers are expected to retire in the next 10 to 15 years. Finding replacements who have a strong work ethic and are willing to learn the skilled trades has become a critical concern to human resource managers across the state.

This demand for higher-skilled workers is being accelerated by the advent of more sophisticated technologies in the workplace as well as global competition. As manufacturing around the world becomes more cost competitive, Indiana's niche will be making sophisticated, precision products with the best technology and most skilled workers. Consequently, New Hoosiers entering this workforce not only have a good job today, but also face a promising job advancement path, enabling them to settle in the state and contribute to its prosperity.

### Changing Multi-Culturalism

Multi-culturalism on the home front is helping Hoosiers and their firms adapt to this global economy. Awareness and enjoyment of cultural diversity at home increases the comfort level when dealing with trade and commerce in foreign countries. Indiana is already a major exporter and importer—its export growth has been exceeding that of the U.S. for a decade and Indiana ranks 12<sup>th</sup> in the U.S. in manufacturing employment by foreign-owned affiliates.

### A New Breed of Entrepreneurs

Immigrants, by self-selection, are more risk-taking than the average population. Combined with high aspirations to "make it" in a new country, history shows that immigrants contribute to heightened entrepreneurial dynamism. As Indiana's New Hoosiers settle here,

more will start up their own companies. The U.S. is a world leader in entrepreneurialism and the addition of newcomers to the country adds fuel to its entrepreneurial engine.

## Brief Demographic Overview of Allen County

Data from the 2000 Census suggest that Allen County's overall population grew from 300,836 in 1990 to 331,849 in 2000. This figure shows that Allen County grew by at least 10% over the past decade.

Furthermore, it is clear that New Hoosiers are a significant contributor to this overall growth in the county. Statistics currently available from the Census Bureau enable us to estimate what percentage of this overall population increase can be accounted for by people of Asian/Pacific Islander and Hispanic/Latino descent. The Asian/Pacific Islander population in Allen County has grown 74% over the past decade, from 2,644 in 1990 to 4,597 in 2000. The increase in the Hispanic/ Latino population was even more dramatic at 138%, from 5,821 in 1990 to 13,877 in 2000 (reflecting a local growth rate that is more than double that of Hispanics/Latinos at the national level).

Taken together, these two populations account for over 32% of the overall increase in Allen County's population (10,009 out of a total population increase of 31,013). It should be added that this number does not include New Hoosiers from the Baltics, Russia, Central Europe, or the Balkans, of which there are significant numbers in the county.

School enrollment statistics may give us a more accurate estimate of how the local population has diversified over the past 10 years. The number of Asian and Hispanic/Latino children enrolled in Allen County's schools, for example, has essentially doubled between 1990 and 1999.

The large number of children from New Hoosier families in the public schools

is important for a number of reasons. In October of 1999, for example, among the 900 Spanish-speaking children enrolled in the schools, 60% had limited English proficiency (531 students). Looking at the percentage of children with limited English-speaking proficiency across the 10 most common foreign languages spoken in the county's schools (Spanish, German Amish, Serbo-Croatian, Vietnamese, Burmese, German, Lao, Hindi, Arabic, and Portuguese), that number is still 60%, meaning that roughly 900 students in Allen County schools have significant English language education needs.

This high number has many implications. Not only does it speak to a much higher demand than supply in the area of English as a Second Language (ESL) instruction, but the communication barrier that is clearly present in Allen County schools may be having a huge impact on classroom dynamics. If a significant number of the children in a particular class are unable to understand their lessons, attention and behavior problems are likely to result. This has already been documented at schools throughout the state. Furthermore, given the close-knit nature of New Hoosier communities in Allen County, it is all the more likely that there will be several children with limited English proficiency in the same class.

While the exact number of New Hoosiers living in Allen County is still the subject of heated debate, it is clear from these numbers that the population is growing rapidly (much more quickly than the national average). This rapid growth further suggests that the need for services such as ESL instruction in the local schools is higher than the current supply, and will only become more pronounced with time.

## Project Methodology

### Establishing Project Priorities

We began this project in June of 2000 by bringing together a group of

stakeholders in Allen County to establish the project's priorities. Local employers, school and city officials, social service and healthcare providers, and economic development specialists were all brought together on the Indiana University Purdue University Fort Wayne Campus for an all-day working session to discuss the project and flesh out the study's major goals. Six overall categories were highlighted by this group to serve as a guide in the development of surveys and for our in-depth interviews.

**EMPLOYMENT:** Understanding more completely the needs of employers across all industries, their responses to those needs, the role that immigrants play in that response, and the impact of this response in the workplace.

**LANGUAGE-RELATED ISSUES:** Determining the current demand and usage level of English language training, translation and/or interpretation services, and the capacity of existing programs that provide these services.

**COMMUNITY ACCESS & NETWORKING:** Identifying resources and services available to New Hoosiers so that networking among these services can be improved, access barriers can be eliminated, and information on these services can be better conveyed to/received from the New Hoosier community.

**FUNDING RESOURCES:** Identifying sources of funding that could be applied to existing community programs

**GENERAL NEEDS & SERVICES:** Evaluating the needs of New Hoosiers in the community and the needs of service providers who are attempting to address those needs, as well as real or perceived barriers to accessing services.

**BEST PRACTICES:** Identifying relevant local, state, and national best practices as concrete examples of the ways in which Allen County can overcome barriers to the integration of its New Hoosiers.

## Gathering the Information

Three target groups were identified for the purposes of gathering information for the project. The IUIRC focused its efforts on New Hoosiers and local service providers, finding out as much as possible about their respective experiences, needs, insights, community contributions, practices, and resources as they relate to immigration. In addition, the IEDC sent out surveys to employers in the county and focused upon evaluating their needs, experiences, best practices, and insights as they relate to New Hoosiers in the workplace.

### INFORMATION COLLECTION BY THE IUIRC

Information gathering by the IUIRC was done through a variety of methods:

- Surveys
- One-on-one interviews
- Group interviews
- Telephone interviews

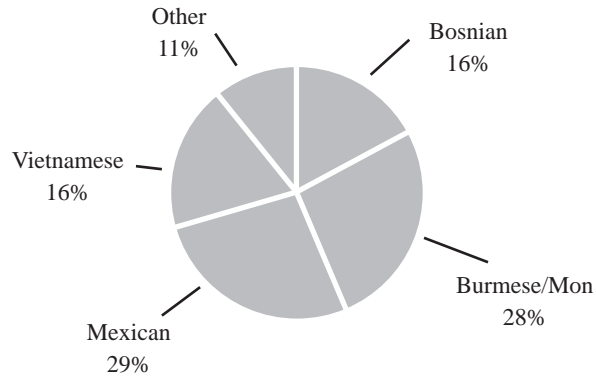
The New Hoosier survey developed by the IUIRC was translated by volunteers into Spanish, Serbo-Croatian, Vietnamese, Mon, and Burmese to ensure a thorough understanding of the questions. Furthermore, interpreters were used to help conduct focus group interviews with New Hoosiers who did not have the ability to communicate with us in English.

Nearly 900 New Hoosier surveys were distributed at meetings, door to door, after religious services and social gatherings, at places of work, and in classes. Of these, 306 surveys were completed and returned, representing a 34% response rate. The completed surveys are broken down according to language as follows:

- 112 Spanish
- 86 Burmese and Mon
- 48 Vietnamese
- 50 Bosnian
- 10 English

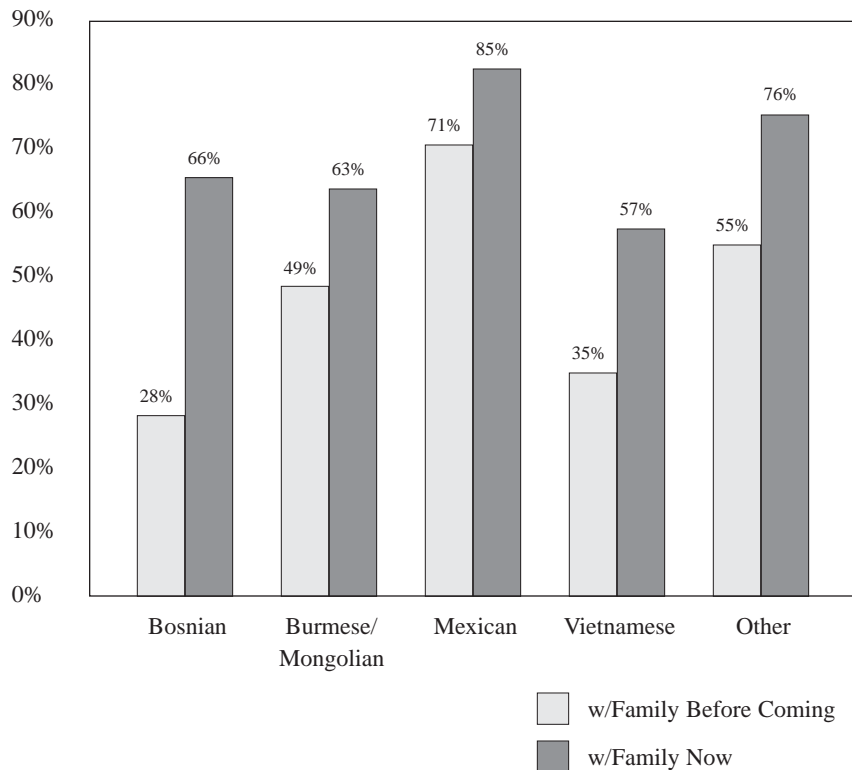
The language distribution seems to be roughly the same as the distribution of these language groups in Allen County (see chart labeled

## Nationality of Survey Participants



Other: 33 surveys were completed by recent immigrants from Brazil, Chad, Coatia, Ecuador, El Salvador, Guatamala, India, Irag, Peru, Russia, Spain, Sudan, Ukraine, and Yugoslavia.

## Percentage of New Hoosiers with Families



Overall, 51% of respondents indicated that they had family in Allen County before coming. 71% percent report having family here now. In all cases above, there was a significant increase in the number of people with family after they had been here for some time. Clearly family reunification is an important issue to Allen County's New Hoosiers and if this trend continues, the county's foreign-born population is going to continue to grow.

“Nationality of Survey Participants” on this page).

Eighty social service agencies were also screened and evaluated by the IUIRC for relevancy to the project. Organizations that reported that they do not work with New Hoosiers at any level were eliminated from the pool. Forty-four in-depth organizational surveys were completed and returned to us for evaluation. It needs to be emphasized that the organizational information that will be presented in this report is an attempt to summarize the experience of service providers in the county and should not be interpreted as an accurate reflection of the experience of all local service providers.

#### INFORMATION COLLECTION BY THE IEDC

The IEDC distributed 2000 surveys to local employers and received 293 valid responses from that pool, representing a 15% response rate. Among those responses, 73 employers reported having New Hoosier workers (25%). A follow-up survey was then mailed to these companies to gather more information about their experience with New Hoosiers on the job.

A 50% response rate was achieved on this second survey. Several in-depth focus group discussions were also held on site to explore immigration-related issues in more depth. Overall, a broad cross-section of businesses participated, ranging from those with less than 10 employees to those with over 250 employees. The majority of respondents were owners, managers, or human resource professionals.

## Project Results

### Language-Related Issues

Language-related issues are covered throughout this report because they seem to be the most prevalent of all the issues that we encountered. Issues of ESL Education and the provision of translators and/or interpreters dominated our conversations

with local employers, social service providers, and New Hoosiers alike.

#### ESL EDUCATION

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***In the words of a New Hoosier from Mexico, "Language is very important in Fort Wayne. When we tried to get a learner's permit to drive, the eye exam was failed because my wife read the letters in Spanish."***

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speaks especially well to the recognition among New Hoosiers that the language barrier is the single most important obstacle that they face. It affects everything that they do in Allen County, whether it is buying something at the store, getting appropriate medical care, accessing general services in the community that they are eligible to receive, or simply enjoying a movie or the local radio station. English language proficiency is perceived as absolutely necessary. When asked directly about the biggest barriers that they face in the community, 50% of New Hoosiers surveyed reported that language regularly inhibits their ability to gain access to the services they need.

Local school statistics give us an idea of the size of this issue in the community. Language minority enrollment in Fort Wayne/Allen County Schools is among the highest in the entire state. Allen County is fourth overall in the number of different languages being spoken by its students, last counted at 71. Allen County is also ranked fifth in the state in the number of language minority students enrolled in its public school system. Together this means that Allen County has one of the most diverse populations of New Hoosiers, as well as one of the largest, in the state. In 1999, Fort Wayne Community Schools reported that 34% of their students are now minorities. Furthermore, these numbers are likely to increase dramatically over the next several years with more and more families reunifying and birth rates remaining relatively high.

Of the over 300 New Hoosiers that we surveyed, 72% reported that they had been or were enrolled in ESL classes at one time or another. This is significant for a number of reasons, but it

### Case Study: English as a Second Language

For the vast majority of Fort Wayne's New Hoosiers, the key to adapting to life in the U.S. is encapsulated in three letters: ESL. The three letters stand for English as a Second Language, and for much of the past five years, the most popular ESL courses in Fort Wayne have been offered by the Fort Wayne Community School system through its Anthis Career Center.

Jim Davis, director of the program, explained that Anthis offers daytime classes in which students are literally immersed in the English language. Daytime classes are offered four days a week, for four hours each day. Students work at their own pace, and many students are able to get along in English in as little as two to three months of attending the daytime classes.

Anthis also offers nighttime classes, primarily for the spouses of New Hoosiers and those whose work precludes them from attending the more intensive daytime classes. Nighttime classes are scheduled twice a week for two hours each class.

Davis pointed out that the evening classes seem to have a higher turnover rate than the daytime classes. Part of the reason for that, he said, is the cultural make-up of the evening students, many of whom are women. Hispanic women frequently miss the evening classes, he said, because of pressure from their husbands to remain at home. Other cultural barriers frequently come into play at Anthis as well. Many men, for example, seem to be too proud to take ESL classes, reports Davis.

Anthis has a waiting list for its ESL classes, and the Center is considering adding citizenship classes to its ESL curriculum.

Among the New Hoosiers we surveyed, 51% reported that they had family in Fort Wayne before moving to the community, whereas 71%

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**"English is a big problem for people who come to Fort Wayne. Many parents work all of the time to help their kids, so they don't have time to learn English. What can we do to fix this?," asked one Bosnian newcomer.**

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overall report that they have family here now. Clearly, family reunification is a big issue and a major contributor to this high number of language minority students in the local schools. (See graph on opposite page

entitled "Percentage of New Hoosiers with Families.")

Despite such a large number of New Hoosiers in Allen County reporting that they have

been or are currently enrolled in ESL classes, it is important to note that we received 41 separate written requests on the survey for more ESL classes. These were respons-

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**In the words of a Bosnian newcomer, "We really appreciate the Wolf Corporation. I can go to ESL class at work now. Before, I couldn't go to any classes because of my work schedule."**

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es to an open-ended question asking New Hoosiers to list the types of services that they would like to see more of. In our focus group discussions, the need for classes with more flexible hours to accommodate those who work was expressed time and time again. It should be added that companies that have started ESL classes on site are getting a good deal of praise from the New Hoosier community. Such classes seem to make it much easier for New Hoosiers to attend since they do not need to get to another site in another part of town. Furthermore, the sensitivity with regard to the work shift and other employer concerns that seems to be more characteristic of on-the-job-site ESL classes makes the integration of such classes into daily life much smoother. In the words of one service provider we interviewed, "Wolf Corporation and other organizations are realizing the needs of

immigrants by providing ESL classes to employees on paid time." Nevertheless, the barriers facing New Hoosiers who would like to enroll in ESL classes are many and sometimes impossible to overcome.

#### TRANSLATORS AND INTERPRETERS

Service providers are for the most part approaching the language issue from the perspective that more translators and interpreters are needed in the community and on their staff so that communication can be made easier. This seems to be a necessary short- to medium-term goal while New Hoosiers are still acquiring proficiency in the English language.

Indeed, it is clear from our New Hoosier surveys that newcomers to Allen County are accessing a wide variety of services. Translation and interpreter services were by far the most utilized services among those that we surveyed. Nearly half of all New Hoosiers surveyed (48%) said they have used these services at one time or another, indicating that such

services are generally available, at least at some level, in the community. (See chart labeled "Services New Hoosiers are Accessing in Allen County" on the opposite page.)

The implied demand for these types of services was further supported by input from the organizations

that we contacted. When asked what services their New Hoosier clients rely upon most, nearly one third (27%) reported translation and interpretation services. It is important to note that the response for this question had to be written in and was not simply a list of services that the

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**A Spanish-speaking New Hoosier reports, "My wife really wanted a new job. I helped her fill in the application, but without English she could not get hired at the interview. There is a need for translators and interpreters in Allen County. Two or three families that I know cannot drive to their jobs because there are not interpreters to help them get a license."**

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### Case Study: Resettlement Problems

America has always been the land of opportunity, but that doesn't necessarily make it less difficult to adapt when you're raising five kids 6,000 miles away from home—and you don't speak the language very well.

Anya is a 39-year-old Russian Jew who, along with her husband and five children, left religious oppression in the Russian Republic in 1998. Anya and her family originally thought they were to be resettled in Florida, but they wound up in Fort Wayne. Catholic Charities helped the family find lodging at Centlivre Apartments, but after a year, Anya's husband was forced to return to Russia when he couldn't renew his special visa.

Since she has to take care of five children, Anya hasn't been able to go to work. She finds it difficult to make time for ESL classes and admits that her English is still poor, so poor, in fact, that she has to have a friend accompany her when she goes grocery shopping at the local Kroger Supermarket.

Anya is lucky—her husband sends money from the Russian Republic to help her on a regular basis—but she misses friends and family back in Russia. Fortunately, she has a network of Russian and other New Hoosier friends.

Perhaps her biggest frustration is cooking for her children. Nowhere in Fort Wayne can she find the Russian spices so integral to cooking the Borscht and boiled egg and ground meat dishes that her children grew to love growing up in Russia.

respondent would check.

In spite of the frequency with which New Hoosiers make use of interpreters and translators, 40% of the organizations reported that language was still a problem very often or all of the time when trying to provide services to their New Hoosier clients; 43% said this was only occasionally a problem and 11% said it was never a problem. The clear implication of these numbers is that in spite of the frequent use of translators and interpreters in Allen County, demand is still very high compared to the resources available in the community to provide this type of service.

Focus group interviews give us more insight into why organizations may be rating language as such a key issue in the provision of services, despite the self-reported use of interpreters

and translators. It has become clear that the people Allen County's New Hoosiers are relying upon for understanding and communicating with local agencies are not necessarily appropriately trained to provide interpreter or translator services, and even those who are trained may not be trained in the relevant field. This becomes especially apparent in medical or legal situations where complex issues, concepts, and problems must be conveyed back and forth. Further exacerbating this problem is the frequent use of children as interpreters in such situations—parents are forced to rely on their children to convey information that a child might not fully comprehend. This was mentioned time and time again in our informal discussions with both service providers and New Hoosiers.

On an open-ended question on the New Hoosier survey, we asked New

Hoosiers what services they would like to see more of.

There were 49 separate requests for more interpreters, translated materials, and bilingual workers. The areas of concern varied widely, but focused primarily on medical services (hospitals, clinics, and doctors' offices), public schools where New Hoosier children are enrolled, legal services (spanning everything from purchasing a home to navigating immigration law for the reunification of families), and the local branch of the Indiana Bureau of Motor

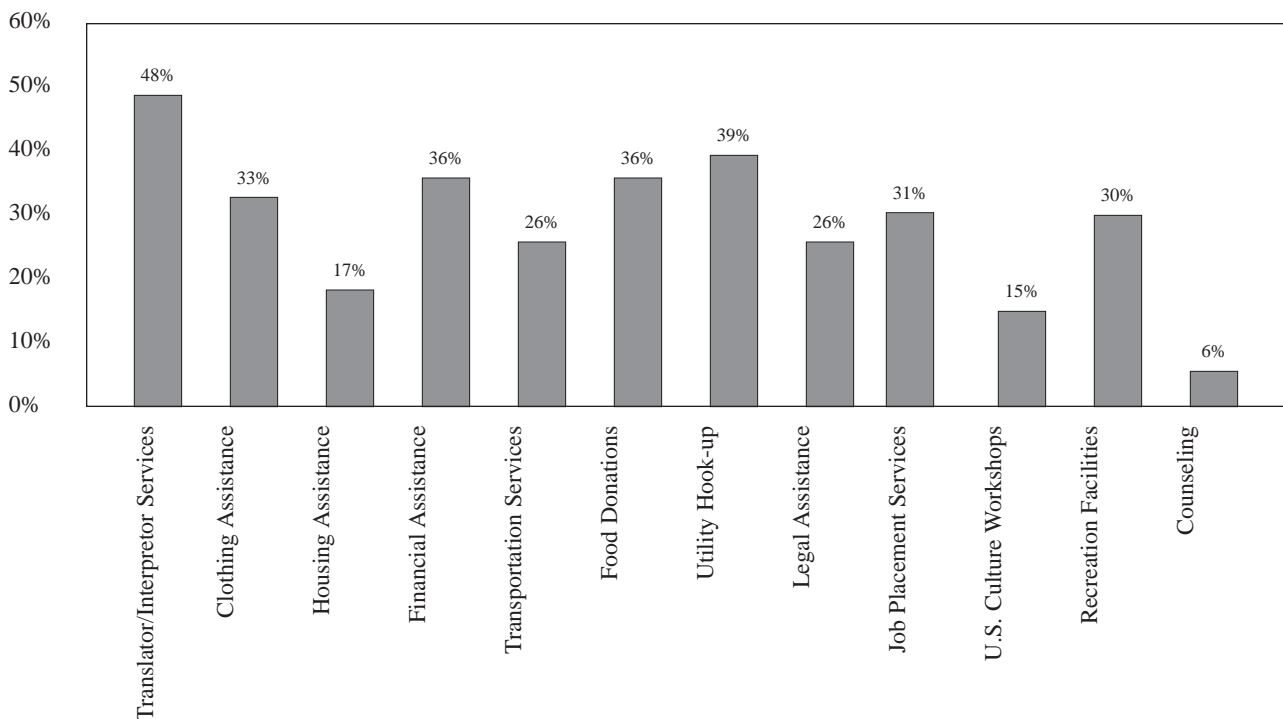
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**According to an interview with a New Hoosier from Chad, "Coming to the hospital was very difficult. When we came to them we couldn't speak any English. When I had a serious problem I could not get help at the hospital until I took a friend to translate."**

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### Services New Hoosiers are Accessing in Allen County



Clearly, translation & interpretation services are among the most used of the services listed above (48%). Services that meet basic needs such as clothing, food, financial assistance, and utility hook-up assistance also seem to have a higher frequency of use. Unfortunately, our survey did not ask respondents if they felt that overall they were getting all the services that they need in the community. The numbers here leave substantial room for the possibility that many more New Hoosiers in Allen County have need for these types of services but are not accessing, or have been unable to access them for one reason or another.

Vehicles. In-depth interviews with local service providers indicated wide recognition of these needs and an overwhelming demand for resources to enable them to provide these services to their New Hoosier clients.

### General Needs & Services

Looking again at the chart that describes the services New Hoosiers are accessing, it is clear that there is high demand in the community for help with a variety of basic needs. Aside from language-related assistance, areas that seem to be relied upon the most heavily are clothing and basic financial assistance, transportation services, food donations, help with utility hook-up, legal assistance, job placement services, and recreational facilities. While this entire set of services is obviously not needed by each and every New Hoosier in the community, these numbers do indicate that about a third of our New Hoosier respondents overall are taking advantage of each of these services at one time or another.

**A Spanish-speaking New Hoosier tells us, "Even though they have good translators, it is too expensive to go to Parkview Hospital just to see a doctor. We go to clinics that have a sliding scale for payment. They do not always provide the help we need though because we can't always communicate with them."**

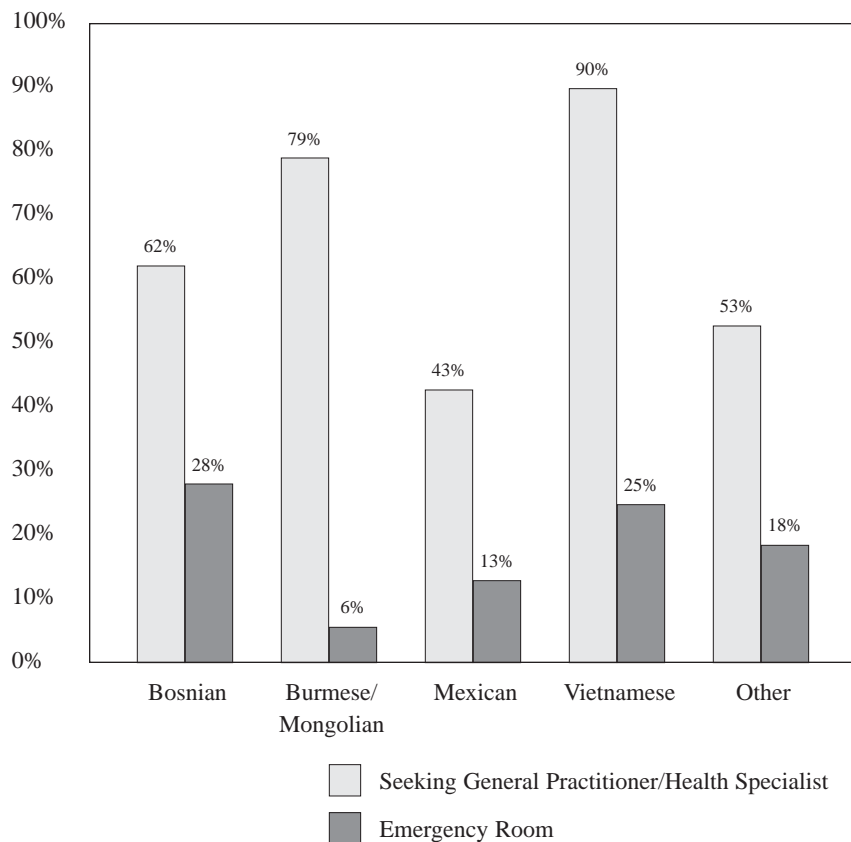
#### MEDICAL SERVICES

Reports from social service organizations on the use of services are consistent with what we have heard from New Hoosiers. Nearly a quarter of the agencies we talked with reported medical services as a top category among

services they see New Hoosiers accessing the most often. Indeed, our New Hoosier survey supports this assertion with 64% reporting that they have used some type of medical service in the past, whether it is a general practitioner, dentist, optometrist, or hospital.

One of the most common assumptions made with regard to New Hoosiers and the use of medical

New Hoosiers Seeking Health Services



Overall, 64% of those surveyed indicated that they have accessed health services in Allen County. The assumption that immigrants use emergency room services in general for all their medical needs is not supported by our data. Also of interest is that the Vietnamese respondents indicated a higher rate of use for each of 4 types of medical services (doctor, dentist, optometrist, counseling) than any other group. The reason for this was unclear.

services is that they rely upon hospital emergency rooms for nearly all of their care. Our survey indicates that this is simply not the case in Allen County. The chart entitled "New Hoosiers Seeking Health Services" on this page shows that emergency room usage is by far the exception rather than the rule. Most New Hoosiers seem to be relying directly upon general practitioners, clinics, optometrists, and dentists for their average medical care needs. It would be interesting to compare the numbers from this project with those of traditional Hoosiers to see how emergency room usage rates compare. Given that New Hoosiers

are clearly accessing medical care outside of area hospitals, there may be a much greater need for translated materials and interpreter services across the entire healthcare community than was initially thought.

It is also interesting to note that the Vietnamese population reports a much higher rate of usage of medical facilities (90%) than any other group, with Mexican immigrants having the lowest rate at only 43%. Whether this reflects differing access barriers, length of time in the community, the quality of the existing support network within Allen County, or other differences among the different New Hoosier groups is uncertain.

## TRANSPORTATION

The use of medical services was followed closely by housing and home-related assistance (such as credit, basic shelter, and furnishings), legal services, transportation services, and job placement services. The issue of transportation is very complex. While 66% of New Hoosier respondents indicated that they have access to

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**A Sudanese man reports, "Transportation is a key problem. My wife wants to use the bus system but cannot because she does not speak English."**

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some form of transportation, this does not say anything about how often they have access to transportation or the type of transportation that they are using. Furthermore, it does not tell us what the remaining 34% of New Hoosiers—those who do not have access to any form of transportation—do to get around.

Our research suggests that the issue of transportation is much larger than the 66% suggests. Only 18% of New

Hoosier respondents indicated that they have used the public bus system. The other 82% indicated that they rely solely upon cars to get around in the community.

This number is not indicative of car ownership, but of reliance upon cars as the only mode of transportation. Many New Hoosiers report being intimidated by the bus system because they lack the English skills to communicate with the driver and

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**A Mexican living in Fort Wayne states, "My big problem was just getting a license. I needed it to get to work so it is very important, but I had trouble getting the documentation that they asked for."**

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they cannot understand the routes and schedules. All of this has serious implications for Allen County. New Hoosiers report that it is very difficult to obtain a license without English lan-

guage proficiency. While tests are now being translated into Spanish, the problem of having a bilingual tester for the driving portion of the license certification process remains. The result is that many people who need licenses to get from home to work cannot legally obtain them, resulting in many New Hoosiers driving illegally with little understanding of national and state driving laws. Complicating this problem is the need to provide certain types of documentation to the license branch when applying for a license. If you do not have the appropriate materials, they will not issue a card to you, but many New Hoosiers come to this country without such documents as marriage licenses and birth certificates.

The availability of transportation seems to be on nearly everyone's mind. Those who get licenses and can afford an inexpensive car report that they frequently have to miss work because their cars are broken down. Often this results in several people missing work because up to six people might carpool to work together in one person's car.

### Case Study: Establishing Credit

Little things that most Americans take for granted can sometimes present seemingly insurmountable obstacles to Allen County's New Hoosiers.

Getting a place to live and a car for transportation often involves establishing a line of credit with a bank or a credit card company. But for the Bosnian Muslims who fled the internecine strife in the war-torn Balkans during the mid-1990s, getting credit is difficult, if not impossible.

Bosnia and Serbia were essentially cash economies when most of the Muslim refugees fled, and most Bosnian refugees arrived in Fort Wayne with little more than the clothes on their backs and what they could carry in one or two suitcases.

"Credit history is a big problem," said Maria, who arrived in Allen County in 1996. "Getting a credit card took me more than two years. And my first credit card had a 27% interest rate."

Banks and credit card companies classify immigrants and refugees with no prior credit experience in the same category as bankrupts. They can get credit cards, but the interest rates are high and the credit limits are low.

Ironically, immigrants and refugees qualify for federal housing programs that make available no-down-payment mortgages for first-time homebuyers. However, furnishing a new home or apartment is another matter altogether.

"With furniture," Maria explained, "you cannot buy it unless you have cash or a credit history."

Organizations report the same thing to us, saying that many of their clients cannot get services because they cannot get to them, whether this is getting across town for an ESL class after work or getting to some other service provider's office located far away from home. Fifty-one percent of the organizations that we spoke with claim that transportation is a regular problem for clients trying to access services. They further indicate that this needs to be among the top priority issues addressed by the Allen County community.

EDUCATION

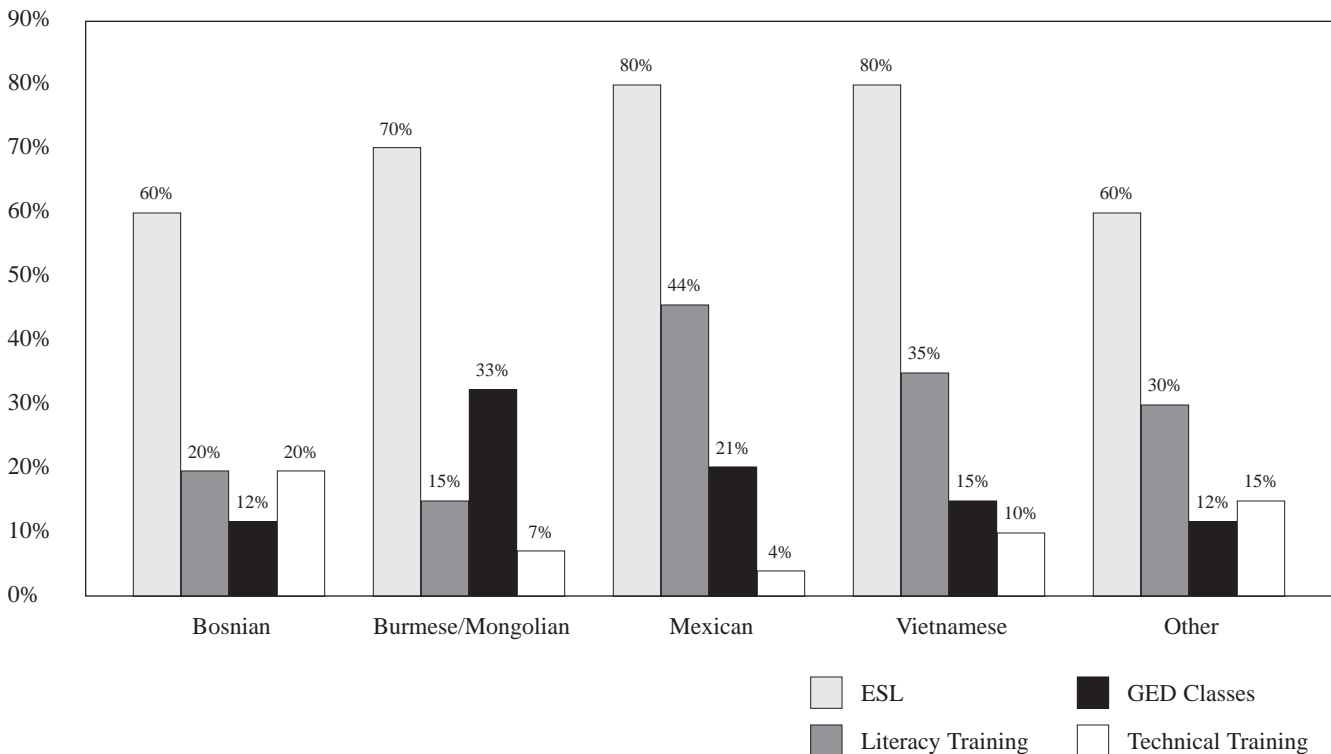
The area of educational services also seems to be high on the list of priori-

**A New Hoosier from Chad reports, "A very big problem for foreign people when they come is the issue of degrees. If they have degrees from other countries they are not allowed to use them here. If I have a Masters degree and come here, I have to go back to high school. My brother has a Masters in Economics and he has to work in a factory. Another brother has a Ph.D. and people don't believe him."**

ties among New Hoosiers. While we have already discussed ESL class enrollment in the section labeled Language-Related Issues, other types of educational needs were clearly expressed. Looking on

this page at the chart labeled "Education and Job Training Among New Hoosiers," we can see how many New Hoosier respondents reported taking advantage of literacy training classes, GED classes, or technical training. Overall, 29% of New Hoosiers reported having taken some type of literacy training course. These courses seem to be especially popular among the Mexican and Vietnamese populations in Allen County, but relatively unused by the Bosnians and Burmese. The explanation for this may be related to differing literacy rates in the New Hoosier's home countries. A large number of Burmese (33%) and Mexicans (21%) reported enrollment in classes to earn their high school

Education and Job Training Among New Hoosiers



Overall, 70% of respondents indicated that have attended ESL classes. While a number of our respondents were found through their enrollment in local ESL classes, large numbers were surveyed at local employers, community functions, apartment complexes, et cetera. The overwhelming response seems to indicate a high demand for ESL. This was reaffirmed through discussions with New Hoosiers during focus groups and on open-ended survey questions. 29% of respondents indicated that they had attended literacy training classes (the majority of whom came from Mexico, Vietnam, or fell in the "Other" category). 21% reported having enrolled in GED classes (Burmese / Mon and Mexican had the highest percentages), and only 10% reported having any technical training (the majority being Bosnian).

diploma equivalency degree. The level of technical training was uniformly low, with the Bosnian New Hoosiers reporting the highest usage rate at only 20%. This could reflect the large number of the Bosnians we spoke with who were employed at local manufacturers and received on-the-job technical training.

One of the major problems reported by New Hoosiers is that their foreign-earned degrees are not considered valid here in the United States. There are many New Hoosiers trained in technical fields, education, medicine, law, and virtually every other field imaginable. Some have Masters degrees, others have a Doctorate,

MD, or other degree related to their field of interest. Several barriers prevent these skilled people from pursuing their chosen careers, some of the most common being language difficulties and lack of appropriate degree documentation. People we have spoken with do not seem to have many suggestions for how to surmount these problems.

#### NEEDS OF SOCIAL SERVICE PROVIDERS

We also wanted to look at resource needs among service providers in the community. Given that the average percentage of overall clients in Allen County who are New Hoosiers ranges between 25% and 50%, we

### Case Study: Getting a Driver's License

Perhaps no other element of adapting to a new culture in Fort Wayne and Allen County is more frustrating for Indiana's New Hoosiers than getting a driver's license.

Today, every 16-year-old in the Hoosier state takes a driver's license as a right of passage, and some 86-year-olds, who perhaps shouldn't be driving, have little difficulty renewing a driver's license.

But if you're a 38-year-old New Hoosier from Jalisco State in Mexico, then it's often a different story. Fort Wayne is not noted for the convenience of its public transportation system, so gaining access to a driver's license and a car is critical for securing employment.

The state of Indiana does not make it easy for New Hoosiers to get a driver's license. First-time drivers have to pass three tests to get a license: a vision test, a written test, and a behind-the-wheel driving test. The first two tests aren't necessarily the problem. Indiana, like many other Midwestern states, makes the written test available in Spanish-language form.

But the Indiana Bureau of Motor Vehicles (BMV) has only a limited number of Spanish-speaking driving examiners, and the BMV actually prohibits interpreters from riding along on driving tests.

So, for many New Hoosiers, proficiency in the English language is literally a prerequisite for getting a driver's license.

That may be changing. Senator Robert Garton (R-Columbus), the powerful President Pro Tem of the Indiana State Senate, has had a number of heated exchanges with the BMV in recent months concerning the Bureau's treatment of Hispanic Hoosiers seeking driver's licenses. The Senator has publicly suggested that it is no wonder that Hispanic drivers can't pass the test if they can't understand what the examiner is telling them.

### Case Study: Catholic Charities

Catholic Charities has been working with immigrants and refugees for more than a century. The Fort Wayne office provides a wide variety of social and family-related services for Allen County's New Hoosiers, as well as a high-profile refugee resettlement program for the community's Burmese and Bosnian immigrants.

Kathleen Donnellan, executive director of the Fort Wayne Catholic Charities, explained that the organization has always had a number of initiatives specifically directed at Hispanic New Hoosiers. Those services address the language, transportation, and medical needs of the New Hoosier population.

Donnellan noted that the organization has a client-service focus and can offer refugees and New Hoosiers special training, staffing, and other resources. Donnellan added that Catholic Charities seeks to meet the needs of the New Hoosier communities in Fort Wayne and Allen County to the best of its abilities, given sometimes limited resources.

Donnellan concluded that because of the nature of the refugee resettlement program, Catholic Charities can better redirect its resources to provide comprehensive services essential to acclimating refugees to the community when they first arrive. Because of these more targeted services and a better support network for refugees, Donnellan said Catholic Charities feels that refugees tend to become integrated more quickly into the community than the great majority of Hispanic New Hoosiers.

assumed that many resources are being channeled into helping service providers work more effectively with New Hoosiers.

Forty-four percent of the organizations we spoke with at length reported that they provide special training to their employees to enable them to better provide services to New

Hoosiers. This clearly shows that awareness and skills in this area are increasing. It also indicates that such training may be more widely available in Allen County to those organizations that do not already have such training programs, through closer collaboration with each other. Indeed, 59% of those organizations we spoke with reported that they collaborate

with other organizations on a daily basis. Another 16% reported collaborating weekly, 16% monthly, and only 9% reported collaborating only a few times a year. Perhaps such training programs could become another opportunity for collaboration.

It should also be added that 41% of the organizations we surveyed report that they have special staff on hand to work specifically with New Hoosier clients. This seems to be a good sign in that the service needs and barriers for this population are often unique to New Hoosiers, requiring added sensitivity and experience to effectively deal with the issues that are likely to be encountered. These efforts seem to be paying off in that 94% of organizations characterized their overall relationship with New Hoosier clients as either "excellent" or "good."

The major areas needing improvement, from the perspective of service providers, mirror what many New Hoosiers have told us. Forty-eight percent say that more agency materials need to be translated into other languages to help get the word out about what they have to offer. Forty-two percent felt that the dissemination of information needs to be improved (see section entitled Community Access & Networking for more information about dissemination techniques). Other areas of improvement included improving the contact base with New Hoosier leaders and their communities (29%), expanding services to more locations (29%), and working to remove barriers to service access like transportation (29%).

On an open-ended question, service providers were able to suggest other ways of improving service to New Hoosiers. These included:

- Hire bilingual staff members.
- Conduct cross-cultural awareness workshops for staff.
- Expand service hours.
- Reduce paperwork required of New Hoosiers.
- Provide role models who speak the language.
- Hire more teachers/assistants who speak other languages.
- Get better information on ethnic groups living in Allen County.
- Provide community-wide cultural

## Case Study: The Second Generation

It is an axiom among those who study immigrant groups that children quickly adopt the role of interpreter for their parents. Indiana State Police Trooper J. J. Chapman discovered the truth in this statement one morning in 1998. Then assigned as a road trooper in rural Carroll County, Chapman pulled a car over for speeding near the small town of Delphi.

"I went up to the car to speak to the driver," Chapman said, "and noticed right away that the man in the driver's seat was Hispanic and seemed startled by me stopping him." Chapman, who had limited Spanish language training, and the driver were unable to communicate.

"We both were frustrated," Chapman recalled, "until from the back seat, a small girl stood up." The girl, who was about eight years old, told Chapman that her father did not speak English. The little girl was bilingual and was eager to help her father talk to the state trooper.

There was one big problem. Chapman suspected that the driver, the little girl's father, was likely intoxicated.

"I then had to make a decision," Chapman recalled. "This decision has haunted and motivated me throughout my career. I had to ask this eight-year-old girl to assist with my investigation against her father."

Chapman and the little girl explained sobriety tests to the father, and she helped the trooper in interpreting the reading of his rights preceding the arrest.

"I can't believe I had to ask this little girl to help me arrest her father for driving while intoxicated," Chapman explained.

Looking back on the incident, Chapman guesses that his initiative would have earned an "A" for effort in problem solving, but aspects of the incident trouble him to this day.

"On a human standpoint, I failed miserably," he said. "This young girl will remember this incident for the rest of her life because of what I did. I also contributed to the negative image of police officers carried by those who are new to this country and cannot speak English."

Chapman vowed to do better. Today, he is one of the more fluent Spanish-speaking officers in the Indiana State Police.

"I know that I have grown from the experience and will use it to perpetuate and shape the way I do police work," he concluded.

### **Case Study: ESL—In the Trenches**

Gaining proficiency in the English language is simply essential in the process of acculturation that New Hoosiers must go through, but ESL instructors in Fort Wayne will tell you that the ideal and the reality are more often than not difficult to reconcile.

The biggest problem in Fort Wayne, according to local ESL instructors, is the fragmentation of the ESL effort. "This town, as large as it is, does not even have a uniform place for people to go," said one ESL instructor. "Everyone wants money for his or her own center. We need to unify them. There needs to be a place that will work with everyone. What is needed is one unified place to help anyone who may have a need."

ESL instructors in Fort Wayne are somewhat critical of industry's response to the need for beefed-up ESL services. They agree that several Allen County employers—Wolf Mattress Co. and Nisco are often cited—do a good job of offering in-plant, paid-time ESL services.

"Every one of the companies we talk to is interested in ESL," said one local instructor, "but no one wants to pay their own money for the service. They want someone else to pay."

To be fair, several small businesses that employ New Hoosiers, or that would like to employ New Hoosiers, complain that ESL services offered by providers such as the Anthis Career Center are well out of their ability to pay.

### **Case Study: Getting a Car**

Fort Wayne's New Hoosiers quickly discover that it is difficult to get by in Allen County and northeastern Indiana without an automobile.

Fort Wayne, like most Indiana cities, is spread out, and the public transportation system primarily serves the downtown and older urban neighborhoods. Most of the employment opportunities for New Hoosiers are located in suburban industrial parks and along the city's network of interstate highways, which are not necessarily conveniently served by public transportation.

Because of the expense of buying and maintaining an automobile, New Hoosiers typically pool their resources to buy and operate a used car. As many as five or six New Hoosiers will use an automobile to carpool to work each day.

Allen County employers who hire New Hoosiers factor the transportation equation into workplace performance. Since many of the vehicles that New Hoosiers drive are old, breakdowns are frequent.

"You've got five guys working here who are living together," said the human resources manager for a Fort Wayne roofing company. "If their car doesn't work, we've got to send somebody out to pick up all five."

Simplifying that task to a certain extent is the fact that co-workers, especially among the Hispanic and Burmese segments of the New Hoosier community, are often members of an extended family and tend to live together. Also, many of Fort Wayne's New Hoosiers live at the Centlivre Apartments, a 455-unit multi-family facility that is 85% occupied by New Hoosiers.

sensitivity training to break down stereotypes.

- Subsidize services for New Hoosiers who cannot afford them.
- Create a central resource bank for the community with information about all the resources available to New Hoosiers.
- Provide special training for teachers.
- Get more interpreters for the medical profession.
- Increase ESL funding.

We also asked organizations what types of training and activities their organizations could benefit from. Forty percent said advocacy training for immigrant issues would be useful. This was followed by technical training on current federal and state laws and regulations relevant to New Hoosiers (29%) and coalition-building training to help better the existing network of services in the county.

Clearly, many organizations are putting a great deal of thought, time, and effort into finding ways to better reach and provide for their New Hoosier clients. While there still seems to be a long way to go, there are many good existing programs already out there, as well as many excellent ideas. Relationships between service providers and New Hoosiers seem to be very strong and efforts currently underway appear to be very well received.

It should be noted, however, that as information about services gets out to the New Hoosier community, more resources will be needed to accommodate the increase in demand. This is especially true with regard to resources tailored specifically to the New Hoosier community. Right now only 39% of the organizations we studied devote a quarter or more of their funding resources to the provision of services to the New Hoosier community, in spite of rapidly increasing numbers of New Hoosier clientele and an already existing clientele that exceeds 25% for a third of these organizations.

## Employment

SUMMARY OF MAJOR  
EMPLOYMENT FINDINGS

From the surveys that were sent out by the IEDC, several characteristics emerged with regard to the relationship between New Hoosier workers and their local employers:

- Businesses are very positive about hiring New Hoosier workers and very satisfied with their work ethic.
- Most New Hoosier workers are hired in the unskilled and semi-skilled categories. However, in Fort Wayne, a notable number of New Hoosiers are hired at the technical and professional levels.
- The two most frequently cited difficulties in hiring New Hoosier workers are legal requirements and language barriers.
- Businesses large enough to have a human resources department are well informed about legal matters and personnel issues unique to employing New Hoosiers, including respect for cultural differences. Smaller businesses, however, find it difficult to know not only what to do, but also where to turn, even for basic services such as ESL. There is a communication and information gap between the business community and service agencies that are supporting New Hoosiers.

### FINDINGS FROM GENERAL SURVEY OF ALL FIRMS

The IEDC's first survey to all firms was designed to identify those firms actively hiring and working with New Hoosiers in Allen County, and to illuminate some of the major issues that should be addressed in a more in-depth follow-up survey. A total of 293 surveys were returned to us for analysis. Several major findings emerged from this initial survey document:

- Only 3% of respondents had a negative or very negative impression of New Hoosier workers, while 42% had a positive or very positive impression.
- Of those who currently do not hire New Hoosier workers, 75% said they would hire them if qualified.

## Case Study: A Diversity Model

Allen County's Nishikawa Standard Co. may well be a model for Indiana's 21st century workforce.

The firm, also known as Nisco, is a tier-one supplier to the automotive industry. A joint venture between Japan's Nishikawa and Britain's Cooper Tire Co., Nisco makes weatherstripping for the Big Three automakers and American Honda. Nisco built its Fort Wayne plant on the edge of suburban New Haven in 1996. The company also has plants in nearby Topeka and Bremen.

Nisco employs 525 workers in its Fort Wayne plant. Of that total, 125 employees are New Hoosiers, nearly 24% of the workforce. The plant's workforce reads like a model United Nations: On the second shift alone, 51% of the employees are Burmese, 13% are Vietnamese, 5% are Latin American, and 2% are recent Bosnian refugees.

"We have 11 different languages spoken in the plant," said Ken Rauch, Nisco's manager of human resources.

Nisco's commitment to diversity in the hiring process is perhaps driven more by economic reality than by altruism. Allen County, like much of the rest of Indiana, has been coping with labor shortages since the mid-1990s. The unemployment rate in Fort Wayne and surrounding Allen County remained at or below 3% for much of the period between 1990 and 1996.

Still, Nisco may well be a model for what Indiana's manufacturing workforce will look like by the end of the first decade of the 21st century.

- The most frequently cited barriers to hiring New Hoosier workers are:
  - Legal requirements
  - Language barriers
- Firms growing at more than 15% per year (high-growth companies) are experiencing notable difficulty hiring skilled and semi-skilled workers. New Hoosiers have become a valuable source of labor for such occupations in Fort Wayne and much of Indiana. From follow-up focus groups it became apparent that legal and language barriers were intertwined on the job site. Legal issues go well beyond immigrant documentation. This applies particularly to cases where workers must comply with safety requirements, both firm specific and federal- or state-mandated. The Occupational Safety and Health Administration (OSHA) requires that workers know all safety rules. Furthermore, OSHA has the legal authority to take punitive action against firms where safety practices are less than satisfactory. As a consequence, firms must find ways to adequately orient New Hoosier work-

ers to all safety practices, especially those that they may not have been exposed to in their home country. In addition, employers need to be sure New Hoosier workers are familiar with emergency procedures for the company.

Legal issues also arise regarding disciplinary action. According to Equal Employment Opportunity laws, employers must be mindful of discriminating on the basis of culture or national origin. This has serious implications for companies with ever-diversifying workforces. An employer must not only work to hire qualified and dependable workers, but also remain cognizant of cultural and other differences that need to be taken into account to avoid legal action. In many cases, company rules such as dress code may conflict with employee rights under the Equal Employment Opportunity Act.

Our focus group participants expressed frustration at the lack of job training in New Hoosier languages, especially Spanish, which would ensure that workers are ade-

quately prepared for the regulatory requirements associated with job safety and work rules. While business and trade associations are beginning to provide training materials in foreign languages, small businesses in particular are finding it difficult to obtain appropriate safety materials, such as videos, audio-tapes, and books, in foreign languages.

While legal problems remain a barrier to job entry for New Hoosiers, the human resource professionals we interviewed were well versed in such matters. On the other hand, their superiors (company owners or plant managers) seem to be less informed and, as such, may be predisposed to avoid the problem by not hiring New Hoosiers. Furthermore, a successful experience with New Hoosier employees requires expertise in human resources beyond legal matters. Some of these particular personnel matters include ESL education, specialized training, and employment counseling that takes cultural differences into account. Human resource managers must

### **Case Study: The Simple Solutions**

Sometimes, simple solutions are the key when dealing with New Hoosier employees. Robert Mutton operates Mutton Rental Center, a family-owned party rental and events planning firm. Like many Fort Wayne employers, he's hired Hispanic workers in recent years.

"We have four Hispanic workers in our tenting department," Mutton said. "They take non-verbal instruction very well, and because of their rural background, they're very mechanically minded."

Like many recently arrived New Hoosiers in Allen County, the Hispanic workers are struggling with learning English. Mutton has noticed that his Hispanic employees "are very protective of their language," a not uncommon trait among first-generation immigrants in any society.

That's not been a problem for Mutton's Anglo employees. Several of Mutton's foremen are taking Spanish lessons to communicate better with the Hispanic workforce.

But where the problem does crop up, Mutton said, is in the field of customer relations. Until 10 years ago, Fort Wayne was a relatively homogenous community. Mutton discovered early on that sending two Hispanic workers to a job site to erect tents for a wedding reception could pose language difficulties between workers and customers.

"In Fort Wayne," Mutton said, "some of our customers get upset about the language situation."

The solution was simple, but elegant. "Now," Mutton said, "we always try to match up a Hispanic with an Anglo when we send a crew out to the job site."

convince their superiors that company gains in terms of productivity and low absenteeism among New Hoosiers are worth the extra effort.

#### FINDINGS FROM SURVEY OF FIRMS EMPLOYING NEW HOOSIERS

The 32 valid responses received from firms that employ New Hoosiers represented approximately 625 New Hoosier workers on the job overall. The average number of New Hoosier employees per firm was 20. The following are the main findings of this survey:

- New Hoosiers in Allen County can be broken down by occupation as follows:
  - Executive 13%
  - Clerical 1%
  - Skilled and semi-skilled 36%
  - Unskilled 50%
- The predominant languages of New Hoosier workers in Allen County are:
  - Burmese
  - English
  - Spanish
  - Vietnamese
  - Serbo-Croatian
- Firms identified Spanish and Burmese workers as having the most difficulty with English.
- Six employers offered English language training on the job.
- Word of mouth was the most frequently cited method by which New Hoosiers found employment.
- Twenty eight percent of the employers surveyed targeted New Hoosier workers for recruitment.
- The most significant barriers for New Hoosier workers are:
  - English proficiency
  - Transportation
  - Childcare
  - Relationships with non-immigrant co-workers
- New Hoosier workers perform very favorably in the workplace compared to their non-immigrant counterparts. The chart labeled “Immigrant Workers Compare Favorably to Company Average” on the opposite

page shows that a high percentage of employers perceive New Hoosiers as outperforming their co-workers on productivity, reliability, turnover, and absenteeism.

- Approximately the same number of New Hoosier workers are advancing into supervisory positions (44%) as not advancing (43%). The advancement issue led to some thoughtful responses at focus groups. The general feeling among focus group participants is that first-generation New Hoosiers are less concerned with advancement than with getting established and making sure they have stable employment. Several employers noted that New Hoosier workers do not appear to want to move up and are ambivalent about learning the English language, especially as it relates to the workplace (i.e., technical jargon and industrial codes and practices). In the words of one participant, “The first thing they are here for is to buy a home, not move up.” This reflects the behavior of previous generations of immigrants, for whom advancement in occupations, income, and status more frequently occurred in the second generation and beyond. However, since many New Hoosiers begin in unskilled positions, and Indiana’s critical employment needs are in the semi-skilled and skilled categories, firms appear to be anxious to find ways to help New Hoosiers move up.

Several additional issues and insights were gained from our focus group discussions. Those listed below deserve further clarification and study in future projects. For now this report offers a number of anecdotes captured in the mini case studies.

Small employers are experiencing difficulty in knowing where to go for information. In particular, they want to know what is available in ESL and general language training.

- Challenges facing refugee communities are different from those of regular foreign New Hoosiers.
- Cultural differences may get in the way of productivity in the modern U.S. workplace. For example, for

some cultures there are difficulties in accepting direction from a female superior or receiving training from a female. Also, hygiene practices vary across cultures. Firms that hire New Hoosiers have little alternative than to immerse themselves in these differences to ensure mutual understanding and respect in the workplace, as well as high productivity.

- From the employer perspective, social service agencies at times appear to be too focused on protecting the rights of individuals rather than providing opportunities for employment and advancement.

- Communication problems in the workplace arise not only from language, but also from verbal, numeric, and computer illiteracy. Employers may need to be more aware of literacy class offerings and basic education programs such as the GED.
- Employers should not overlook the personal satisfaction of hiring workers who are genuinely grateful for having a job and who, over time, become established and pursue the American Dream.

#### EMPLOYMENT ISSUES FROM THE NEW HOOSIER PERSPECTIVE

Among the New Hoosiers surveyed by the IUIRC, 78% reported that they are currently employed. Admittedly, these employment figures may not be a perfectly accurate description of the rate of employment among New Hoosiers in Allen County, given the varied methods that had to be used to find New Hoosiers to fill out our survey. For example, many of the Bosnian respondents were found through their place of employment where significant numbers of surveys could be obtained. This being said, however, a variety of methods was used for each population, from attending New Hoosier picnics and religious services to sitting in on ESL classes and walking door to door, to get surveys completed. Given this range of data-collection methods, the average figure of 78%, which spans across all groups and all survey collection methods, is probably a fairly accurate descriptor of the level of employment among New Hoosiers, and suits our initial aim for this part of the project—to illuminate some of

the major employment-related issues that New Hoosiers are facing in the community.

While an overall employment rate of 78% may be higher than many people might expect, this number does not reflect what those 78% are actually doing on the job. As the IEDC's survey results show, 50% of these

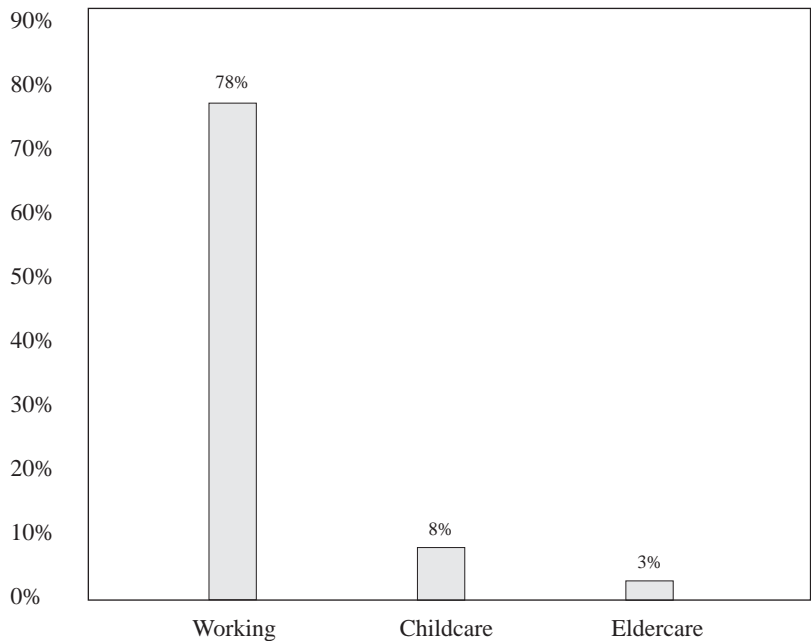
***In the words of one Burmese refugee, "I did not expect to come here and work under dirty conditions in a local factory. Had I remained in Burma I could have been a social worker or businessman by now."***

employed New Hoosiers are in unskilled jobs, and another 36% hold skilled or semi-skilled positions. Only 13% of New Hoosiers seem to be functioning at the executive level, according to local employ-

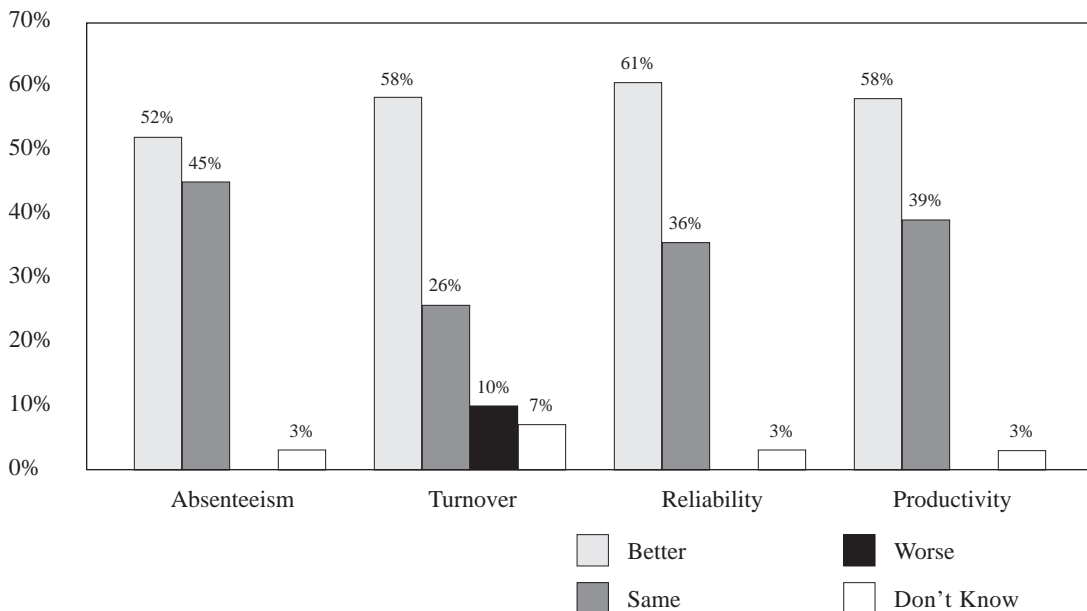
ers, and even fewer seem to be doing what they were trained or educated to do before leaving their home country for the U.S.

While the New Hoosiers taking these jobs are most certainly needed by local employers, issues such as a poor rate of advancement among this

Percentage of New Hoosiers Who Report Working in Allen County Compared to Percentage of New Hoosiers Using Child and Eldercare Services



Immigrant Workers Compare Favorably to Company Average



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**One Burmese refugee said, "A Burmese woman I know had to be hospitalized for two days due to work-related injuries. She had to take those days as personal days. She only gets 6 personal days per year!"**

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population, lack of job-relevant English skills, poor safety standards, gaping transportation and child-care needs, and a poor match-up between job qualifications and actual employment

remain largely unaddressed by the community.

In a recent group discussion focusing on labor issues within the New Hoosier community, many of the negative aspects of being employed in Fort Wayne were expressed. Perhaps the most striking characteristic of this group was the disparity between what they have been trained to do before coming to the United States, and what they are now doing in Fort Wayne. Trained professionals in numerous professions from social work and business, to teachers and university honors students now work

as machine operators for local companies. Furthermore, their treatment at these companies is often extremely poor. One man injured at work was told by the company-appointed physician to return to work in 3 weeks. When an outside doctor advised the refugee to wait 6 weeks before returning to work, management at the company criticized him for seeking a second opinion, put him on light-duty, and reduced his pay substantially. "The managers didn't even greet me when I returned to work," recalls the man."

Another problem that New Hoosiers

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**One refugee reports, "The push on production where I work is unrealistic - like a sugar cane being squeezed to get all the juice out. If the standard for production is 100 units per day and then someone does 200 in a day, they make a new standard in order to knock the rest of us down. If you don't make the quota, you are required to sign a warning. The second time you don't make the quota you are given another warning. The third time they fire you."**

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say they face is frequent changes in policies and management at their places of work. It was noted by several New Hoosiers who participated in the focus group discussion that frequent changes in management make it difficult for New Hoosiers to build friendly relationships with supervisors on the work floor. One New Hoosier added, "It's not just us, native-born Americans are quitting too because of these conditions, but Burmese and Mexicans lack knowledge of the laws and language, so they are more easily taken advantage of."

It is also important to note that 22% of the New Hoosiers we surveyed report that they are unemployed. This has serious implications for Allen County. As the New Hoosier population grows and the number of people this 22% represents gets larger and larger, this could place a huge burden on social service providers, local government offices, housing and healthcare industries, schools, and other relevant organizations. It seems that now is the time to build an infrastructure to support the spe-

## **Case Study: ESL on the Factory Floor**

ESL instructors in Fort Wayne complain that many area businesses are not pulling their weight when it comes to offering language training on site at the workplace.

Smaller employers counter that ESL training is expensive and disruptive to the daily flow of work. On-site ESL training is most likely to take place in large companies that have made a commitment to hiring Allen County's New Hoosiers.

Local ESL instructors point to two Allen County companies as models for the kind of on-site ESL training that they would like to see duplicated by more companies in Fort Wayne.

Wolf Mattress Co. has been offering paid-time ESL training to its employees for more than a decade, and Nisco, with perhaps the most diverse New Hoosier workforce in northeastern Indiana, has been offering on-site, paid-time ESL training since 1995.

"We do a continuous ESL program," said Ken Rauch, Nisco's manager of human resources. "We offer one class at a time, with 12 people in a class. It's a two-hour class that meets twice a week for 12 weeks."

Attendance at Nisco's ESL classes is voluntary, and the firm pays the wages of employees in attendance as well as the \$15-an-hour fee for an outside local ESL instructor. Classes stress the practical application of language, including safety, terms used in manufacturing, personal hygiene, and banking and finance.

"We have elaborate graduation ceremonies, including the awarding of certificates," Rauch explained. "They have to make a presentation in English as part of the program. And they're extremely proud when they are awarded that certificate."

## Case Study: Starting Over

A reality for many New Hoosiers coming to Fort Wayne and Allen County is the simple fact that resettlement in America often entails starting over in the job market.

Fly in to the Indianapolis International Airport or to Chicago's Midway Airport, and the odds are—if you take a cab to your destination—that the cab driver will be a Somali, a Bengali, or a Sudanese. The odds are also pretty good that your cab driver was an office manager, a teacher, or an army officer back home in Mogadishu, Dacca, or Khartoum.

Gassim is a case in point. He came to Fort Wayne in 1997 because a friend in Washington, D.C. told him that there were good jobs in Allen County. Gassim and his wife fled incessant civil war in Sudan in the early 1990s. For most of the 1980s, he was a high school physics teacher in his home town of Khartoum.

"The Sudanese do not have the same job opportunities here as at home," Gassim said. "Today, I work in a factory an hour from where I live."

Licensing for professions like teaching is far stricter in the U.S. than in Sudan and, in all likelihood, Gassim will have to go back to college, once he feels more proficient in English, to secure a teaching license in Indiana.

Gassim is philosophical about his situation, but he wishes he did not have to spend so much time working and getting back and forth to work.

"The best thing about America is freedom," he said. "But you cannot use those things if you do not have time. When you work all the time, that is a problem."

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***A Sudanese New Hoosier reports, "I came to Fort Wayne because of jobs. A friend told me that there were good jobs here, that the income was better, and that Fort Wayne is a less expensive place to live. But it has been difficult for me because no organizations have helped me find work."***

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cial needs of unemployed New Hoosiers, while the numbers are low and still largely manageable. This may mean developing more opportunities for job skill development such as technical training seminars, literacy classes, ESL instruction, GED workshops, and the like.

Now may also be the time to begin working more closely with the New Hoosier community to help them find jobs once they have achieved a skill level that is appropriate. In fact, 31% of the New Hoosiers we surveyed reported that they have already used job placement services in the commu-

nity to help them find work. However, many are still without work and their satisfaction with these services and the jobs they have been able to find through these job placement organizations differs greatly. We have had many reports, for example, of New Hoosiers being kept on as temporary workers long after their traditional Hoosier counterparts were hired on as full-time employees with benefits. Regardless of whether this is simply an inaccurate perception among New Hoosiers or something that is actually occurring, it is an issue that needs to be addressed.

The potential for education and training programs to have a significant impact is clear. Overall, 29% of New Hoosiers responded that they have attended literacy classes, 21% have been enrolled in GED classes, and 10% have received some sort of technical training since their arrival in Allen County. Still, demand for these types of programs remains high. On an open-ended survey question asking what services New Hoosiers

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***One service provider reports, "Some immigrants I work with have been at their jobs for five years. They have been working all those years as temps without benefits. People stay because they can't find other opportunities. There are no translators at other places and if they take a translator to an interview no one will hire them."***

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would like to see more of, better on-the-job training and more GED classes were among the top concerns related to employment training.

Reports from the employers themselves show that New Hoosiers are considered a valuable part of Allen County's workforce and

have an overwhelmingly positive impact at their places of employment. It seems, however, that much more could be done to support New Hoosiers in gaining the skills they need for the workplace, finding these jobs once those skills are acquired,

## Case Study: Taking Advantage

Christina Lange found out last summer that some businesses take advantage of Indiana's New Hoosiers.

Lange, with Fort Wayne Roofing Corporation, was approached by Michael, a young Polish immigrant, about jobs at her firm. Lange told Michael that roofers were paid \$8-\$8.50 an hour, depending upon experience.

Michael told Christina that he and five other young Polish immigrants had been brought to Fort Wayne by a labor agency that promised them good summer jobs. Instead, he and his friends found themselves driving ice cream trucks for well below minimum wage. The six Polish youths shared a small rental house in one of the city's poorer neighborhoods, and the rent was deducted from their wages.

Christina brought Michael and his friends into the roofing company for an interview and soon hired them to work on roofing crews. She put them in touch with the management of Centlivre Village Apartments, which is known throughout the Fort Wayne immigrant community as a housing development that welcomes New Hoosiers. The foreman for the roofing company managed to find them an old, but serviceable, used car that the youths could ride to work in each morning.

New Hoosiers are often willing to work when they come to America, but that very willingness frequently makes them victims of unscrupulous business people seeking to take advantage of those who may not understand the complexities of the local labor situation.

building upon their skill base once they are on the job, and advancing up the worker ranks and pay scale over time and with experience.

Allen County already has a good reputation within the U.S. immigrant community as a great place to find a solid job and raise a healthy family. As word spreads, more people will probably come to the area motivated to work and looking for good opportunities. This could have a very positive impact in Allen County if it is managed appropriately.

### Community Access & Networking

We have spoken at great length with New Hoosiers and representatives from different social service organizations to identify some of the major resources in the community that are available to international newcomers, and the barriers that they face when trying to gain access to these resources. We also wanted to evaluate the effectiveness of the information network and publicity strategies that have been used to see how well New Hoosiers are getting the information that these resources are available to them.

It was critical to look at these issues from both the perspective of a newcomer and that of the institutions that are providing services to see what has been successful and what may require some improvement.

#### INFORMATION ACCESS ON SERVICES

With regard to the existing network within Allen County, we wanted to examine how New Hoosiers are accessing information about the services that are available to them, and compare this with how organizations are trying to get information out to this population. Some very interesting results emerged.

Not surprisingly, we found that New Hoosiers, regardless of their home of origin, rely upon their human relationships to get most of their information about services available in the community. (See chart labeled "Sources of Information New Hoosiers are Using to Find Services in Allen County" on the opposite page.)

The most common source of information seems to be other family members living in Allen County (29%), followed very closely by church (28%) and word of mouth in general (25%). Postings in public areas such as libraries and parks also seem to be read by a lot of New Hoosiers (21%), which lends support to reports that New Hoosiers are starting to take advantage of Allen County's recreational facilities.

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***In the words of one service provider, "We already have to turn people away from our ESL classes. Demand is simply too great!"***

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Schools, television, the newspaper, and public presentations received

a moderate response from New Hoosiers as a source that they rely upon consistently for community information, and radio was reported as the least used information source of all.

When we spoke with representatives from the numerous service organizations about how they publicize their services to the New Hoosier population, 79% reported that they rely significantly upon word of mouth. No doubt this is contributing to the degree to which New Hoosiers rely upon this form of communication to get their information. It may also mean, however, that if organizations were to use other publicity methods

such as school workshops for parents or after-service information sessions at local churches, an overwhelming increase in demand could result.

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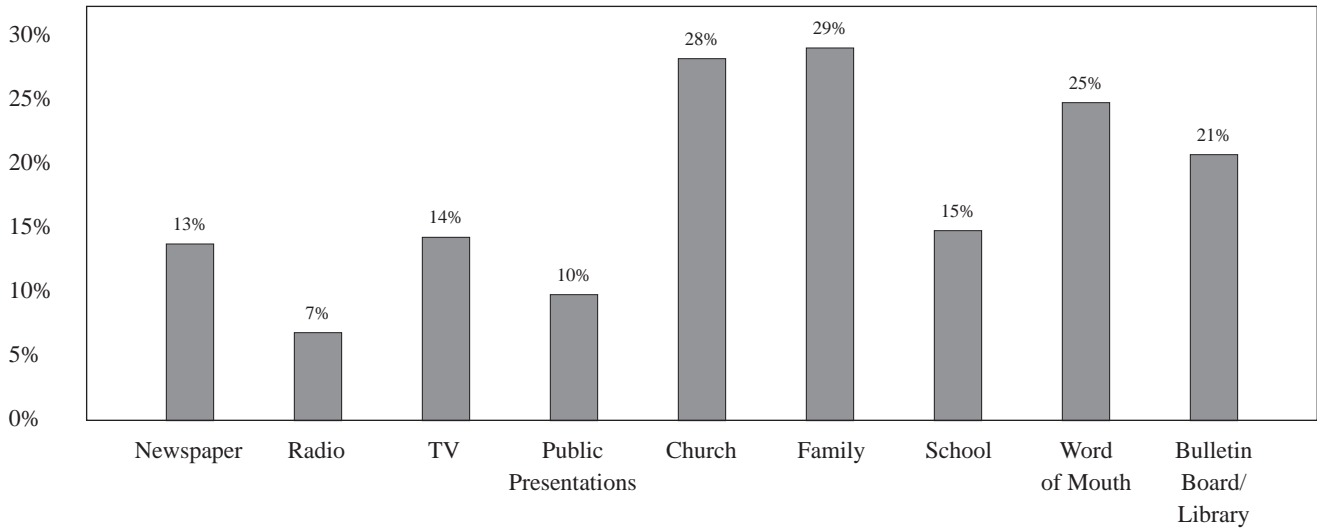
***A woman from Chad told us, "Most people rely upon relatives and friends. Many people must rely upon someone else who came before you. That's why people live in groups. They depend upon friends for help."***

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Other methods that local organizations seem to be using often are the newspaper (41%), public presentations (40%), flyers and brochures (38%), television (31%), and radio (26%). While these publicity efforts may not be reaching the immigrant population directly, given the sources New Hoosiers reportedly rely on, they may in fact be reaching the advisors and

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### Sources of Information New Hoosiers are Using to Find Services in Allen County



Church, family, word of mouth, and bulletin boards/public library were the major sources of information across groups. This seems to indicate that the key to getting information out about community services is relationship-building with the New Hoosier community. It is interesting to note that the different groups of New Hoosiers seem to rely upon different forms of communication for getting information about services.

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### Case Study: The Network

Perhaps the first industry sector in Indiana to experience a New Hoosier workforce was the restaurant business. As far back as 1990, restaurants in Allen County and the rest of Indiana began hiring Hispanic kitchen staff. Today, the majority of employees in many Hoosier restaurants are Hispanic immigrants.

Restaurant owners have discovered that Hispanic workers are loyal and have a strong work ethic. Kevin Connett, manager of Halls Triangle Park, a Fort Wayne culinary institution, said that 12 of the restaurant's 65 workers are New Hoosiers. The 10 Hispanic workers at the restaurant are all members of one extended family.

"We start them off doing entry-level jobs at the restaurant," Connett said, "even though they might have been an accountant or a teacher in Mexico."

While that may sound callous, it is a fact of life that even educated New Hoosiers frequently have to start over with entry-level jobs in a new society, at least until they have polished their language skills and have acquired certification to practice their old profession in the U.S.

Still, Connett pointed out that his Hispanic employees have told him that they made as little as \$100 a month in wages in Mexico. At the restaurant, they make more than \$300 a week, which is a powerful incentive to come to America that is often misunderstood by native-born Americans.

Connett also noted that turnover—which is extraordinarily high in the restaurant business—has dropped dramatically since he began hiring Hispanic workers.

"Our Hispanic workers will bring a cousin in to interview for the job when they leave for other work," Connett said.

other people that New Hoosiers rely on in their word-of-mouth network. It seems critical, therefore, for service providers themselves to serve as a link between these under-utilized sources of information and New Hoosiers. This may be another reflection of the need in Allen County for a central location to serve as a clearinghouse of information for New Hoosiers.

Another point of interest is that different New Hoosier groups that we surveyed seem to rely on different sources for their information in the community. The Bosnians we surveyed, for example, report using the church and family as their primary sources of information about services in the community. The Burmese and Mon populations also rely upon church and family, but use TV and public presentations much more often than the Bosnians. The 100 or

so Mexicans that we surveyed reported greater reliance upon schools, family, and word of mouth in general, and the Vietnamese reported higher usage of word of mouth and TV, but

were also the only group that reported use of the local newspaper, probably an indication of the length of time that they have been in the Fort Wayne community relative to the other groups. Over 20% of the Vietnamese we talked with reported using the newspaper regularly.

These figures point to the importance of considering appropriately matching the method of information disbursement with the target population. Furthermore, the results suggest that a variety of publicity approaches are necessary for reaching a broader New Hoosier audience.

#### BARRIERS TO ACCESS

There are a whole host of barriers that New Hoosiers face when trying to access services in the community. (See chart entitled "Barriers New Hoosiers Feel They Face in Getting

Services" on the opposite page.) The chart shows that New Hoosiers cite language as the biggest obstacle that they face in meeting their everyday needs. Given its importance, this

issue is discussed in much more detail in the section labeled Language-Related Issues.

Given that language is the biggest barrier that New Hoosiers face, it is likely that other barriers may also be related to communication difficulties. As the chart on the opposite page shows, lack of information about services available to New Hoosiers and lack of understanding with regard to what a particular service is are among the more common barriers that newcomers face. Both of these can be attributed in large part to poor communication between the service providers and New Hoosiers. It is likely that if New Hoosiers' English language skills improved, more literature was translated into other languages, and/or more agency staff had access to an interpreter or bilingual colleague, then these two barriers would not be as prevalent as they now are.

Other barriers that seem to pose a significant problem from the New Hoosier perspective are lack of money to pay for services (17%), lack of eligibility (14%), and lack of transportation (18%). All three of these barriers were ranked high by social service providers as well, and in fact were seen as a problem more by service providers than by the New Hoosiers themselves. For example, 51% of the service providers we surveyed said that they see transportation as a major barrier to being able to provide services to their New Hoosier clients. This was followed closely by lack of organizational resources to meet demand in the community (40%), cultural resistance on the part of New Hoosiers to accepting services (37%), distrust of the service provider and unfamiliarity with provided services (34% for both), and lack of time or scheduling difficulties (32%). Comparatively, legal constraints (24%), lack of eligibility (24%), and lack of financial resources (20%) ranked low from the service provider perspective, but still high relative to the responses we got from New Hoosiers.

Many other real or perceived barriers were written in on the surveys by service providers and New Hoosiers. These include lack of medical insur-

### Case Study: ESL—The Family Component

ESL instructors in Fort Wayne have pointed out more than once that the one thing that makes their job more difficult is the number of young families that they serve.

New Hoosier ESL students—especially within Fort Wayne's Hispanic community—are likely to be in their 20s; some have three or more children. That poses problems in finding low-cost childcare for the four-hour daytime and two-hour nighttime classes.

Back in Sonora State, a young Mexican mother would typically rely on her parents, her husband's parents, or grandparents to care for the children while she was away shopping or attending class, but the pioneer workers and young family New Hoosiers in Fort Wayne typically send money back to Mexico to help support elder family members.

The family component of the typical ESL class in Fort Wayne also brings out some of the cultural differences between New Hoosier and American families. One local ESL instructor told the story of the Serbo-Croatian parents of three school-age children who faithfully attended evening ESL classes. Upon being queried about how they were meeting their childcare needs, the New Hoosier parents told the instructor that they left the children home alone, a not-uncommon cultural practice in the mountains of Bosnia.

"I'm not sure how comfortable our American social workers would be with that practice," the ESL instructor observed.

ance, fear of deportation, lack of documentation, lack of a banking history for establishing creditworthiness, and lack of childcare. Regardless of the particular barrier under consideration, however, it is clear that many barriers exist for the New Hoosier population regardless of the type of service needed. Some of these barriers are language related and some are simply cultural or logistical.

Eliminating these barriers, while necessary, has serious implications for Allen County. Not only will the effort have to be well coordinated and comprehensive, but also, once barriers begin to fall, ways to increase the community's current level of service provision will have to be found. Many organizations already seem to be operating at peak capacity in spite of all the barriers just mentioned. At present, service organizations report on average that about 25% of their clientele is New Hoosier. Only 19% report that they work with New Hoosiers 75% of the time or more. As these numbers increase, more resources will have to be found to accommodate the needs of these

### Case Study: The Literacy Issue

There is a little-discussed issue that complicates the best efforts of employers and social service agencies in Fort Wayne and Allen County to secure proficiency in English for their New Hoosier employees and clients. Many of Allen County's New Hoosiers aren't literate in their native language.

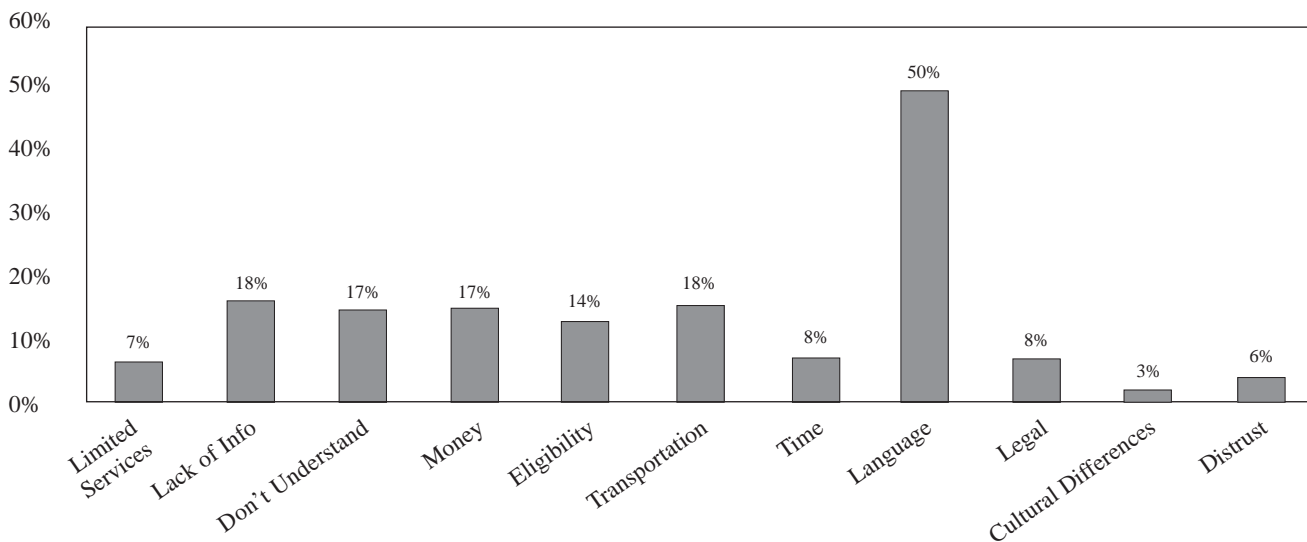
For every Allen County New Hoosier who has an advanced degree from a Mexican university, or who was an engineer in Ukraine, there are probably three or four New Hoosiers who can't read a simple document in Spanish or Ukrainian.

Marsha Tapp Sanders is the human resources manager for Fort Wayne Newspapers, Inc., the Knight-Ridder Newspapers subsidiary that publishes the Fort Wayne News-Sentinel and Fort Wayne Journal-Gazette. The company employs about 600 people, including 25 Hispanic New Hoosiers in the firm's packaging and distribution department.

"We have Hispanic workers who are absolutely illiterate in Spanish," Sanders said.

An inability to read and write in one's own native language poses insurmountable problems when it comes to learning a second language. The Three Rivers Literacy Alliance, in collaboration with Adams Elementary School and the Fort Wayne Community Schools' Adult Education Division, is attempting to deal with the problem through its Family Literacy Program offered at the Adams School. ESL instructors in Allen County pointed out that illiteracy is perhaps the biggest stumbling block to learning a second language.

Barriers New Hoosiers Feel They Face in Getting Services



Language is clearly perceived as the key barrier to accessing services in the community. In focus group discussions and open-ended survey questions, New Hoosiers indicated an overwhelming desire for more translated materials, easier access to translators/interpreters, and ESL instruction.

New Hoosiers.

#### COMMUNITY RESOURCE LIST

In Appendix 1 of this report, an alphabetical listing of organizations that filled out our survey can be found. We have tried to include as much information as possible under each entry about the types of services that these organizations provide, along with the necessary contact information. Our hope by printing this information is to further efforts at increasing the network of resources within the Allen County community.

In the coming months, this information will also be added to a new web-based immigration resource center called the Indiana Immigration Network. The network will be a searchable database of community organizations and resources all over the state of Indiana that are relevant to immigration. Information will be searchable by geographic area or by topic (such as housing, legal services, ESL programs, financial assistance programs, and best practices). The website will also host a series of interactive discussion areas where questions and insights can be posted according to topic. We hope that this resource will help communities throughout the state begin a dialogue with each other so that ideas and solutions can be shared. The site's URL will be:

<http://www.indiana.edu/~iuirc>

If your organization is not listed in Appendix 1 and you would like it included on the Indiana Immigration Network site, please contact Maria del Pilar Muriel at Indiana University. She can be reached at (812) 855-7521 or by e-mail at: [mmuriel@indiana.edu](mailto:mmuriel@indiana.edu). She would be happy to get the necessary information from you for inclusion on the site. The site should be up and running by early fall 2001.

#### Funding for Immigration-Related Issues

##### FOUNDATIONS WITH AN INDIANA FOCUS

Local foundations such as the Fort Wayne Community Foundation,

which is a public charity, and the Foellinger Foundation, which is a private foundation, are natural sources of funding for initiatives with an Allen County focus. The website of the Indiana Grantmakers Alliance, <http://www.ingrantmakers.org>, contains information on how to approach community foundations.

In addition, we have included some national foundations with an interest in immigration-related issues and some specific U.S. government grant programs. All of these funding sources could potentially be used to leverage funding from local corporate sources. Immigration-related service providers in a number of Indiana communities, such as Indianapolis and Jasper, have used a combination of public and private funding to support their activities. Collaborative projects that combine resources and have a variety of funding sources are more attractive to funders.

##### PUBLICATIONS

Grants: Corporate Grantmaking for Racial and Ethnic Communities by the National Committee for Responsive Philanthropy, published by Moyer Bell, Wakefield, Rhode Island. Over 124 corporations are featured and the 10,000 grants they offer to benefit minorities are described. To order the book, go to the website <http://www.moyerbell.com>.

##### NATIONAL FOUNDATIONS WITH AN INTEREST IN IMMIGRATION-RELATED ISSUES

Fannie Mae Foundation:  
<http://www.fanniemaefoundation.org>

Anne E. Casey Foundation:  
<http://www.aecf.org>

W. K. Kellogg Foundation:  
<http://www.WKKF.org>

German Marshall Fund, Immigration, and Integration Program:  
<http://www.gmfus.org>

Russell Sage Foundation:  
<http://www.russellsage.org>

Mertz-Gilmore Foundation, Joyce

Human Rights Program:  
<http://www.jmgf.org>

Verizon Foundation:  
<http://www.foundation.verizon.com>

##### IMMIGRANT-RELATED GRANT OPPORTUNITIES

Please note: Most grants have time-sensitive application procedures. Please check with the grant-giving agency for more information.

Immigration-Related Employment Discrimination Public Education Grants, through the United States Department of Justice. Their focus is to "conduct public education programs about the rights afforded to potential victims of employment discrimination and the responsibilities of employers under the anti-discrimination provisions of the Immigration and Nationality Act." Website: <http://www.usdoj.gov/crt/osc/news/01grantann.htm>

Bilingual/Bicultural Service Demonstration Program, through the United States Department of Health and Human Services. Their goal is to "improve and expand the capacity for linguistic and cultural competence of healthcare professionals and paraprofessionals working with limited-English-proficient (LEP) minority communities; and to improve the accessibility and utilization of health care services among the LEP minority populations."

Emergency Immigrant Education Program, through the United States Department of Education. They aim to "help state educational agencies to assist local educational agencies that experience unexpectedly large increases in their student population due to immigration."

Bilingual Education: Teachers and Personnel Grants, through the United States Department of Education. They aim to "provide grants for pre-service and in-service professional development for bilingual education teachers, administrators, pupil services personnel, and education personnel who are either involved in, or preparing to be involved in, professional educational services for LEP children and youth."

## RESOURCES FOR EDUCATING THE COMMUNITY

Educating the community about New Hoosiers is critical to creating a welcoming environment. The following list contains resources for cultural performances, lesson plans, and workshops. A number of Indiana communities have created international festivals and other cultural activities that help put a human face on immigrant-related issues.

The Lotus Education and Arts Foundation brings world music performers into classrooms each March through Lotus Blossoms: Nurturing an Understanding of World Cultures. For more information go to: <http://www.lotusfest.org>

Center for Latin American & Caribbean Studies (CLACS) offers guest speakers and/or interactive video presentations on Latin American culture. It also offers a workshop on teaching about Latin America. For more information go to: <http://www.indiana.edu/~clacs>

Indiana in the World: Middle and high school lesson plans that examine Indiana's global economic and cultural connections, including a lesson plan on new immigrants to Indiana. See the complete lesson plans at: <http://www.indianaintheworld.indiana.edu> or e-mail Pamela Hayes ([iuirc@indiana.edu](mailto:iuirc@indiana.edu)) for a printed copy.

Traditional Arts Indiana (TAI) documents ethnic arts and crafts throughout Indiana and maintains a database of ethnic performers throughout Indiana. Contact Erin Roth, Project Manager, 504 N. Fess Ave, Bloomington, IN 47408, Tel: 812-855-0418, e-mail: [eroth@indiana.edu](mailto:eroth@indiana.edu).

Currently in production, a PBS program called The New Americans has a good set of immigrant-related lesson plans at: <http://www.pbs.org/kcet/newamericans/6.0/html/mosaic.html>

## Implications & Actions

On May 10, 2001, a group of over 60 representatives from different social

service organizations, healthcare facilities, employers, local government offices, and New Hoosier groups assembled to discuss the implications of our findings and to suggest ways that the community might act to address some of the issues that have been identified in this project. The major points of this discussion follow.

## IMPLICATIONS OF THIS STUDY

Having a written document with statistics and anecdotal information taken directly from Allen County employers, service providers, and New Hoosiers adds strength to the arguments of those who have been actively trying to address the many issues related to immigration in the community. Furthermore, this report should serve as a sign to others that there is a need to start constructive change if the community is going to effectively incorporate New Hoosiers into Allen County. "Now people can no longer say that there are no immigrants or immigration-related issues in Allen County," said Rosa Guerra of the Benito Juarez Cultural Center. She added, "This report has implications at all levels of service in the community."

This document can be used as a tool in future grant proposals, sensitivity workshops, and long-term organizational planning efforts. Many of the issues brought up in the report, for example, would help facilitate rich discussion, and the facts and figures lend credibility to proposals that address particular local needs relating to New Hoosiers. In fact, a draft of this report has already been successfully used to lobby for the inclusion of school ESL enrollment figures in the calculation used to determine how much money a particular school should receive.

One of the most useful and successful ongoing aspects of this project has been the networking that has occurred as information and input has been gathered. People were brought together from all segments of the community to engage in a candid discussion of crucial topics. This type of communication among local leaders, New Hoosiers, service providers, and employers must continue if we

are to create a welcoming and inclusive atmosphere for New Hoosiers. "It will take the collaboration of everyone in the community to get things done," said Fred Gilbert, a local social worker speaking from his own experience.

Allen County needs to start providing more in-language (foreign language) informational resources about services and opportunities in the community. More foreign language newspapers, newsletters, and translated materials should be developed.

Allen County needs a better system to help local New Hoosiers find jobs. These resources already exist within the community, but they are spread out and uncoordinated, frequently leading to confusion and frustration among New Hoosiers.

Reverend Dhammadina from one of Fort Wayne's Buddhist temples mentioned how critical the involvement of local religious organizations can be in initiatives designed to help New Hoosiers, especially for the Burmese and Mon communities. "Our Buddhist temples are a focal point for the Burmese and Mon community. Most of the people here from Burma are Buddhist. We provide them with information about community services, bring in ESL instructors to teach English, take people to the hospital or to job interviews who don't have transportation, etc." Reverend Dhammadina stressed the importance of keeping this and similar links with New Hoosier communities in mind when developing new programs, but also emphasized the limitations that faith-based initiatives often face due to a lack of funding.

Aside from English language education for New Hoosiers, basic literacy training is a barrier that must be addressed. Many New Hoosiers cannot read or write in their own language, let alone in English.

Alan Tepfer, Planner for the city of Fort Wayne, said that most of the issues brought up in this report can be broken down into two categories, short term and long term. Basic needs such as food, housing, and clothing are short-term issues that need to be dealt with immediately as

new New Hoosiers arrive and struggle to get established. An infrastructure needs to be developed within Allen County to better meet these immediate needs. However, Tepfer mentioned that there is also a need to develop a strategy to address the long-term needs of New Hoosiers such as job advancement, education and training, and language and literacy development.

Family ESL and family literacy should be a major focus of future efforts in the county. Programs should be developed that incorporate entire New Hoosier families so that access can be improved. A family-centered approach helps New Hoosiers to overcome some of the most typical barriers to attending ESL and literacy classes by eliminating the need for childcare while the parents are in class. Furthermore, by having both parents in class with their children, conflict on common issues such as who gets to go to class and who should stay home with the children can be avoided.

School children are a crucial link to getting families enrolled in ESL classes and can serve as resource people to help get the word out to parents about new programs.

There is a strong need to provide basic cultural information to newcomers in their own languages. Information on such topics as how to pay parking tickets and fines, what to do when pulled over by a policeman, or how to check into the local hospital are critical skills and should be consciously incorporated into ESL and cultural awareness classes.

It was also added that sensitivity and cultural awareness training need to be incorporated into the training provided to police officers, firefighters, healthcare providers, and others to better enable them to work with New Hoosier clients. Understanding some of the cultures of New Hoosiers and realizing that they might not be familiar with our customs and procedures can go a long way toward bridging this gap.

Human service agencies, employers,

and government entities must begin working together so that resources can be maximized to better serve New Hoosiers.

The Workforce Investment Board needs to become more involved in ESL and the certification of skilled workers in the community.

Interagency communication needs to improve and all organizations need to educate their staff on how to be more culturally sensitive and aware.

#### IDEAS FOR COMMUNITY ACTION

Monthly meetings will help local organizations to network and share ideas/resources with each other. Jerry Peterson of the United Way mentioned that they would serve as the host to the first series of meetings and incorporate the relevant United Way study circles into these meetings.

Workforce Investment has verbally committed to helping New Hoosiers who already have a degree or certification in a particular area to acquire that certification in the U.S.

The new Multicultural Information Exchange Center (MIX) will serve many functions for the community as it becomes established:

- It will provide translated materials to New Hoosiers.
- It will offer short-term survival courses to newcomers on such things as how to use the bus system in town.
- It will have information on what resources might be available to New Hoosiers in the community. Identifying and meeting newcomers' immediate informational needs would be the main focus.
- In the future, the building already purchased by the Salvation Army (which will house MIX) may become a satellite office for many community organizations that serve New Hoosiers. The building is close to Centlivre Apartments where many New Hoosiers now live.
- In collaboration with MIX, the Indiana Department of Workforce Development in Fort Wayne is

working to get money committed at the state level for a centralized Workforce Training site. It is hoped that non-incumbant workers will be able to take advantage of the training that will be developed. (Typically DWD money is for incumbent workers only.)

The network of local resources developed through this project needs to be expanded and kept up to date.

Attention needs to be given to bolstering financial support for the public transportation system in Allen County.

A 24-hour translation/interpretation service needs to be tapped into so that service providers can communicate more effectively with their clients at all times. Parkview Hospital has an existing service of this type and the Allen County Division of Family and Children Services is developing a new program that may address some of the translation and interpreter needs of the community. It was also mentioned that the Township has been looking into getting a bank of phone interpreters in the community.

A website could be developed to encourage and facilitate the exchange of information on local agencies, services, and so forth. Contact information could be put on the site along with a summary of services that each organization provides. A library of best practices could be added to the site as well.

An on-line newsletter was suggested that would profile special events, new resources in the community, and other relevant information for New Hoosiers.

The Indiana University International Resource Center has committed to maintaining and adding to the listserv that was established during this project to facilitate the continued exchange of information about New Hoosier issues in the community. Furthermore, this resource could be used to call future meetings and distribute newsletters, announcements, and the like.

Tutoring/mentoring programs should be established with New Hoosier children, especially the Hispanic/Latino, to give them support and assistance as they navigate through our educational and social system.

A cultural sensitivity training program should be developed for local police to enable them to work more effectively with New Hoosiers.

More New Hoosiers can and should be using Medicaid to help with the cost of transportation to medical care facilities.

Seminars/information sessions should be developed where New Hoosiers can come and learn about organizations and services available

to them. Seminars would be held in different languages.

Seminars/information sessions should be developed at places of employment where new employees can learn about safety and company rules/regulations in their own languages.

English for Specific Purposes (ESP) programs should also be developed to help employees master the English they need to function safely and effectively at work.

The report that has been developed from this project should be taken to state agen-

cies to encourage more funding for

pilot programs in Allen County.

Local companies that provide transportation to seniors, the disabled, and low-income populations are willing and should be better utilized to get New Hoosiers to their medical care providers. These companies are funded by local foundations and work on a sliding payment scale to enable low-income clients to use them. More collaboration could also be encouraged with local doctors and agencies to expand the area that these companies currently cover.

A health taskforce should be developed to work on issues specific to the New Hoosier community.

# Appendix 1: Organizations and Resources in Allen County

## **African Immigrant Ministry/ Africans In Mission**

Reverend John Loum  
7819 Decatur Rd.  
Fort Wayne IN 46816  
Tel: 219-447-5771  
Fax. 447-0962  
E-Mail: [aim-ind@juno.com](mailto:aim-ind@juno.com)

Services: This ministry is seeking to bring the Gospel to Africans and create a caring African community in Fort Wayne. Sunday services are held at the Decatur Rd. address, as are Wednesday night prayer meetings. There is a food bank and other caring ministries for African immigrants. The group is also involved with teaching ESL at the Hospitality Center at Centlivre Apartments.

The group also sponsors an annual festival of food in July where each nationality features food from its own ethnic group.

## **All Nations Friendship Center**

Lutheran Church—Missouri Synod, Indiana District @ Centlivre Village Apartments  
Jeanne Burger, Director of Immigrant Services  
2827 Westbrook Drive, Room 102  
Fort Wayne, IN 46805  
Tel: 219-484-7059

## **American Red Cross of North-East Indiana (ARCNEI)**

Jean Wagaman, Executive Director  
P.O. Box 5508  
Fort Wayne, IN 46895  
Tel: 219-484-9336  
e-mail: [arcnei@arcnei.com](mailto:arcnei@arcnei.com)

Services: A humanitarian organization led by volunteers. Provides emergency services for all families in need, regardless of language or immigration status. No restrictions for eligibility of clients. Provides translators in emergencies and runs a language translation bank that assists other organizations in finding speakers of various languages. Translation services of various types: medical/hospital, government, court system, school system, documents, personal. Offers classes for little or no cost to people interested in disaster assistance for international individuals. General assistance and referral services for other providers.

## **Anthis Career Center/Continuing Adult Education**

Jim Davis, Director, Adult Continuing Education  
1200 S. Barr Street  
Fort Wayne, IN 46802  
Tel: 219-425-7653  
e-mail: [James.davis@fwcs.k12.in.us](mailto:James.davis@fwcs.k12.in.us)

Service Areas: For state residents. No eligibility restrictions for possible clients. Services: ESL classes (day and night with several levels), primary and secondary education, GED and credit classes, and adult vocational classes. Special accommodations for immigrant clients. Provides bus passes for expectant mothers, childcare, and transportation for night classes.

## **ASK Ministries, Inc. (Medical Clinic)**

Louise Magoon, Health Education Coordinator  
P.O. Box 10345  
Fort Wayne, IN 46851-0354  
Tel: 219-744-9540  
Fax: 219-744-9540

Services: ASK's goals are to provide advocacy for the poor and homeless, network with other healthcare providers, and develop a drop-in center for homeless. Provides professional and lay volunteers to individuals, communities, and organizations that need assistance in serving the economically disadvantaged. Provides direct healthcare to individuals in the inner city and outlying areas, health screening by licensed nurses, and health education programs. Also, ASK offers translation, interpretation, and pharmacy services. It provides housing locator/referral services and transportation to the emergency room. ASK has several Spanish-speaking doctors available, as well as several videos in Spanish.

### **Benito Juarez Center**

Rosa Guerra, Executive Director  
1210 Broadway  
Fort Wayne, IN 46802-3304  
Tel: 219-422-2651  
Fax: 219-420-2272  
e-mail: [Bacc1@fwi.com](mailto:Bacc1@fwi.com)

Services: Its mission is to improve the quality of life for Hispanics in Northeastern Indiana by providing advocacy, social, and cultural services and promoting an understanding of Hispanic cultures, challenges, and opportunities. The following services and programs are available: translation and interpretation, vocational training, job search assistance and placement program, educational programs (ESL classes for Hispanics and GED classes). Childcare and transportation are provided for clients (available for morning and night classes). Youth social development programs: Charting New Paths for our Youth, Exito Art Program, Annual Hispanic Post-Secondary Awareness Seminars, Hispanic Women's Program (information and referral assistance, food shelter, medical services, translations, and school enrollment assistance). Also provides social and recreational activities such as the Grand Annual Fiesta. All staff is bilingual and translated materials are available.

### **Broadway Christian Church**

910 Broadway Fort Wayne  
Tel: 219-423-2347

Services: In As Much ministry offers help to all nationalities through the distribution of food and clothes to those who are needy. This program operates on Monday, Wednesday, and Friday and has no particular ethnic target group.

### **Catholic Charities**

Kathleen Donnellan, Executive Director ([kdonnellan@fw.diocesefwsb.org](mailto:kdonnellan@fw.diocesefwsb.org))  
Nancy Miller, Resettlement Director ([nmiller@fw.diocesefwsb.org](mailto:nmiller@fw.diocesefwsb.org))  
Justo Donias, Hispanic Coordinator ([jdonias@fw.diocesefwsb.org](mailto:jdonias@fw.diocesefwsb.org))  
315 E. Washington Blvd.  
Fort Wayne, IN 46802  
Tel: 219-439-0242

General services: Provides a wide variety of social and family services for immigrants, refugees, and the rest of the community. Services to children and their families: adoption, birth parent, pregnancy, and new parent services. Counseling services: marriage, family, and individual counseling and Project Rachel post-abortion healing. Support groups and parenting classes: Rainbows grief and loss program, parent education. Emergency financial and material assistance/cultural services: Through the Hispanic outreach program, Catholic Charities offers citizenship classes and ESL classes. Through the refugee resettlement and job placement, families are provided with housing, medical and dental care, education, ESL classes, employment counseling, and job placement. Catholic Charities also offers services to seniors and the disabled.

### **Center for Nonviolence**

Anna Giusti, Facilitator, Hispanic Women's Programs  
235 W. Creighton Ave.  
Fort Wayne, IN 46807  
Tel: 219-456-4112  
Fax: 219-456-1086  
e-mail: [centeronvil@igc.org](mailto:centeronvil@igc.org)

Services: Provides legal assistance, translation/interpretation services in Spanish, transportation, and childcare for immigrant clients. There are 5 Spanish speakers on staff. Other services: Domestic violence counseling and support groups for immigrants and refugees (materials offered in English and Spanish). Through the Women's Program, the Center for Nonviolence makes available two Spanish support groups: Mujeres Unidas and Mujeres en Cambio. Other support groups deal with anger management (services also offered in Spanish). The Center also facilitates staff training around the U.S. on anger management and support group development. No restrictions on client eligibility. Currently the center is examining ways to extend its services to the Burmese population living in Fort Wayne.

### **Centlivre Village Apartments**

Sharon R. Dosen, Manager  
2903 Westbrook Drive  
Fort Wayne, IN 46805  
Tel: 219-483-8812  
Fax: 219-483-2073  
e-mail: [dosen@fwi.com](mailto:dosen@fwi.com)

Services: Centlivre Village Apartments is a 455-unit apartment community. Serves as a housing locator/referral service, and provides general assistance or referrals for obtaining services from other providers. Serves a multicultural clientele. Employs a multi-cultural and bilingual staff (Burmese, Latin American, Russian, and Bosnian) to facilitate services for immigrants. Translated materials available (apartment application in Spanish, Burmese, and French). The apartments are on the bus route. Restaurants, grocery stores, and the Glenbrook Mall are within walking distance of the apartment units.

### **City of Fort Wayne**

Lizette Romary, Public Information Officer, Mayor's Office ([Lizette.romary@ci.ft-wayne.in.us](mailto:Lizette.romary@ci.ft-wayne.in.us))  
Wendy McConnell, Customer Service Manager, Division of Utilities ([wmccconnell@ci.ft-wayne.in.us](mailto:wmccconnell@ci.ft-wayne.in.us))  
1 E. Main Street  
Fort Wayne, IN 46802  
Tel: 219-427-1123

Services: Provides translation and interpretation services, referral for financial and credit assistance, legal assistance, recreation and social activities, general referral for obtaining services from other providers in the community. Services available to any resident of the area. Bilingual (Spanish/ English) and diverse staff. Translated materials: Bill formats (five different languages), recycling collection pamphlet (Spanish), residential garbage collection pamphlet (Spanish), solid waste ordinance pamphlet (Spanish).

### **Community Harvest Food Bank**

Jane Avery Doswell, Executive Director  
P.O. Box 10967, 999 East Tilman Road  
Fort Wayne, IN 46855  
Tel: 219-447-3696  
Fax: 219-447-4859  
e-mail: [javery@secondharvest.org](mailto:javery@secondharvest.org)  
Website: <http://www.communityharvest.org>

Services: Serves the nine northeastern counties of Indiana (Adams, Allen, DeKalb, Huntington, Lagrange, Noble, Steuben, Wells, and Whitley). Provides free/low-cost food for low-income families. Its mission is to alleviate hunger through the full use of donated food and other resources. Helps people at times of crisis by providing the most basic of needs, food. Links food producers and human services for the feeding of the hungry. No restrictions on client eligibility.

### **Division of Family and Children Services**

Joyce Abramson, Case Worker  
201 E. Rudisill Avenue, Suite 100  
Fort Wayne, IN 46806  
Tel: 219-458-6312  
Fax: 219-458-6305

Services: (the survey was not filled out, notes from researcher were difficult to read)  
Offers temporary assistance for needy families (formerly known as AFDC or Welfare), Food Stamp Program, Medicaid, and other types of assistance. To apply for assistance, please visit their office. Once an application is filed with the office, the client will be assigned a caseworker and an appointment will be set up for the client. The assigned caseworker will discuss with the client his/her needs and assess eligibility for services. This initial interview with the caseworker will take between 1 and 1.5 hours. Client's eligibility is determined within the following time frames: Food Stamps—30 days, TANF/Medicaid—45 days, Disability Medicaid—90 days.

### **East Allen County Schools**

Bill Hartman, Director of Student Services  
Otto Cuevas, ESL Instructor  
1240 State Road 930 E  
New Haven, IN 46774-1700  
Tel: 219-446-0289  
Tel: 219-446-0100

Services: Provides English language training, primary and secondary education, GED, ESL classes at 18 East Allen County schools, and extended kindergarten classes (all day) for language minority students. Translation and interpretation services available during parent/teacher meetings. Also provides a free immunization service once a year. Availability of bilingual personnel (Spanish/English). Also provides general assistance and referral information for obtaining services from other providers in the community. Has a Home-Visit program, which determines the unmet needs of their immigrant clients. Available translated materials: Head Start and First Call for Help (Spanish).

### **Educational Opportunity and Talent Search Center**

Dan Mitchell, Director  
Jose Lopez, ESL Coordinator  
2513 S. Calhoun Street  
Fort Wayne, IN 46807  
Tel: 219-745-5421  
Fax: 219-744-1363  
e-mail: [staff@fwtrio.com](mailto:staff@fwtrio.com)

Services: Help people to further their education in general. Provides English language training, computer literacy training, tutoring in primary and secondary education, and GED. Provides help to individuals in filling out various types of applications: employment, college, and high school. Provides tutoring for specific topics (math and science) to help people prepare to enter college or to take exams. Provides general educational assistance. Anyone who needs educational assistance is eligible for these services. The EOC offers clients translated materials in Spanish, Chinese, and Vietnamese. These materials are workbooks for ESL, listings of local agencies, and brochures explaining the free services offered by the center. Bilingual personnel: Jose Lopez, Counselor (Spanish/English) and Carmen Overhult, Counselor (sign language). Has translation and interpretation through Catholic Charities and Lutheran Social Services. The Center is located on the bus route.

### **Family and Children's Services, Inc.**

Stephen Jarrell, Interim Director  
2712 S. Calhoun Street  
Fort Wayne, IN 46807  
Tel: 219-744-4326  
Fax: 219-744-0188  
e-mail: [jcfcfh@juno.com](mailto:jcfcfh@juno.com)

Services: Promotes and develops healthy relationships for individuals and families so that they will be empowered to make effective life transitions. Provides information and referral services. Special programs: First Call for Help/Primera Llamada de Auxilio Program (designed to connect families with service providers); food, clothing, counseling: individual therapy, play therapy, group therapy, family/couple therapy. Specialized services: Adult and child abuse, addictions, community-centered initiatives, employee assistance. Financial assistance and medical help. Translated materials and interpreters available.

**Fellowship Missionary Church**

Mike Ummel  
2536 E. Tillman Rd.  
Fort Wayne IN  
Tel: 219-447-3578  
E-Mail: [fellowship@fmcfw.org](mailto:fellowship@fmcfw.org)

Services: ESL classes meet in the church building on Tuesday and Thursday evenings. There are about 20 in attendance. The teachers are from Fellowship Church, but trained through the Three Rivers Literacy Alliance program. The target group is any ethnic group and consists mostly of people from the south side of Fort Wayne.

**First Baptist Church**

Diana Sowards  
2323 Fairfield Ave.  
Fort Wayne IN  
Tel: 219-745-3658  
E-Mail: [FirstBaptist@FWI.com](mailto:FirstBaptist@FWI.com)

Services: This church is a host site at which the Burmese Christian community can worship. Assistance is available to help find housing and employment. In the summer there is an ESL program for the Burmese. Burmese services are also held the 3<sup>rd</sup> Sunday of every month at 12 noon. Tu-Mu is the pastor/leader of the Burmese service. Diana Sowers is active with helping resettle Burmese refugees and immigrants in the Fort Wayne community.

**First Call for Help, Family and Children Services**

Jackie Custer, Director  
2712 S. Calhoun Street  
Fort Wayne, IN 46807  
Tel: 219-744-4326  
Fax: 219-744-0188  
e-mail: [jcfcfh@juno.com](mailto:jcfcfh@juno.com)

Services: Provides general assistance and referral for other service providers in the community. Information on food, shelter, clothing, counseling services, financial assistance, medical help, and other services. Available: bilingual phone counselors and materials in Spanish.

**Fort Wayne Community Schools (FWCS)**

Henrietta Howell, Manager of Extended Learning  
Ann Higgins, ESL Instructor at FWCS—Fairfield Elementary  
1200 S. Clinton Street  
Fort Wayne, IN 46802  
Tel: 219-425-7255  
Tel: 219-425-7329  
Fax: 219-425-7722  
e-mail: [Henrietta.howell@fwcs.k12.in.us](mailto:Henrietta.howell@fwcs.k12.in.us)

Services: FWCS's goal is a proud community of learners embracing change and boldly striving for excellence. Provides personalized, student-centered learning focused on mastery of a core curriculum emphasizing creativity and critical thinking. Characterized by strong leadership and shared decision making among diverse students, staff, parents, and community. Available: 25 ESL teachers. Provides translation and interpretation services, English language training from kindergarten to adults, transportation for ESL students, training on adapting to U.S. culture and customs, literacy program, primary and secondary education, vocational training. Also provides medical services, mental health care for employees and students, childcare/after-school care services, clothing and food services: free and low-cost breakfast and lunch, recreation and social activities. FWCS offers case management and K-12 counseling. Available information for referrals for other service providers in the community. Available translated materials: parents' guides, home language surveys in 10 languages. FWCS hires immigrants when possible.

**Fort Wayne Islamic Council**

Sabah Sand, Director  
5420 S. Bend Drive  
Fort Wayne, IN 46804  
Tel: 219-436-0635  
Fax: 219-747-2136

**Islamic Center**

1117 Largo Drive  
Fort Wayne, IN 46814  
Tel: 219-432-6605

Services: Services offered in English and Arabic. Provides translation and interpretation services. Through the Islamic Center it offers primary education. Islamic School: religion and history teachings for grade and high school students, religious services. Also provides clothing and basic amenities, financial and credit assistance, food, legal assistance, employment referrals, recreation and social activities for clients, general referral assistance. Translated materials offered in the Islamic Center library in English, Arabic, and Spanish. Bilingual staff available: Arabic, Urdu, and English. The center is on the bus route.

**Fort Wayne Jewish Foundation**

Jeff Gubitz, Director  
227 E. Washington Blvd., Suite 205  
Fort Wayne, IN 46802-3137  
Tel: 219-422-8566  
Fax: 219-422-8567  
e-mail: [fwjewfed@aol.com](mailto:fwjewfed@aol.com)

Services: Provides translation and interpretation, training on adapting to U.S. culture and customs, religious services in English, Russian, and Hebrew. Programs on refugee resettlement, diversity education, and philanthropy (aid to Israel). Offers elder and disabled homebound care, food, clothing, and basic amenities. Transportation: medical and refugee acculturation. Also provides legal assistance (immigration applications). Has information for employment referrals. Facilitates recreation, entertainment, and social activities. Has general referral information for other service providers in the community.

**Fort Wayne Metropolitan Human Relations Commission (MHRC)**

Leslie Raymer, Executive Director  
City County Building, Room 680  
One Main Street Fort Wayne, IN 46802  
Tel. (219) 427-1146  
Fax (219) 427-1126

Services: General Ordinance No. G93-050 makes it unlawful to discriminate in the areas of employment, housing education or public accommodation because of a person's race, color, sex, national origin, religion, or disability (familial status in housing complaints). The Fort Wayne Metropolitan Human Relations Commission is charged with the investigation and elimination of discrimination, so as to insure all Fort Wayne citizens the equal protection and the full availability of all rights and privileges of citizenship.

**Fort Wayne Neighborhood Housing Partnership**

John Lehner, Executive Director  
Rita Tilden, Assistant Director  
525 Oxford Street, P.O. Box 6123  
Fort Wayne, IN 46896  
Tel: 219-744-1587  
Fax: 219-456-2013

Services: The mission of the partnership is to improve and stabilize the social and physical conditions of Fort Wayne's neighborhoods by promoting and financing the development and redevelopment of affordable home ownership, eliminating or rehabilitating vacant and under-maintained property, and coordinating and maximizing the resources available to very low-, low-, and moderate-income residents and the commercial enterprises that serve them. Provides financial and credit assistance to people not able to obtain a conventional loan, savings program with banks, business incubator, and general housing financial assistance for purchase and rehabilitation. Translated materials available: General information about programs and the application process (Spanish). Bilingual staff available: assistant to the executive director and the outreach coordinator (both Spanish speakers). Office is on bus route.

**Fort Wayne Police Department Victim Assistance Program**

Lynnice Hamilton, Director  
1320 E. Creighton Avenue  
Fort Wayne, IN 46803  
Tel: 219-427-1205  
Fax: 219-427-1000  
e-mail: [Lynnice.Hamilton@ci.ft-wayne.in.us](mailto:Lynnice.Hamilton@ci.ft-wayne.in.us)

Services: Provides public security. Materials translated: Domestic violence and victim assistance pamphlets in Spanish and interview forms for minors' rights. Bilingual personnel available.

**Fort Wayne Women's Bureau, Inc.**

Ronie Greenberg, Director  
3521 Lake Avenue  
Fort Wayne, IN 46805-5533  
Tel: 219-424-7977  
Fax: 219-426-7576  
e-mail: [rgreenberg@womensbureau.com](mailto:rgreenberg@womensbureau.com)

Services: The Fort Wayne Women's Bureau, Inc. (FWWB), a community-based not-for-profit human service agency, was established in 1976 to promote equity and opportunity for all women through public and client education, advocacy, and activism. The FWWB continues to strive to meet women's changing needs through the provision of programs, services, and support groups that enhance women's self-sufficiency and growth, works to eliminate all forms of oppression, and helps empower the lives of women and their families in this community. Provides counseling, rape-awareness program, alcohol/drug intervention program, alternatives for women and children, transitional living and after-care programs, HIV testing. Networks: Career Planners and Women Decision Makers. Support groups: Co-Dependents Support Group, Lesbian Growth and Support Group, Women of African Heritage Support group, Women of Color Recovery Group, Survivors for Survivors, Reaching Out, and Teens Only Support Group. Training: Common-sense self-defense and assertive communication training. Available translated materials in Spanish: Health and Peace for the Latino Woman and mental health program pamphlets in Spanish, Toma El Tiempo Para Ser (brochure on sexual assault and services available through their agency for victims of sexual assault), the agency general information brochure, and the Women's Enterprise Program brochure. Other services offered to immigrant clients are: Translation and interpretation, childcare, transportation to appointments, voter registration, counseling, general assistance or referral for services offered in the community, legal assistance, financial and credit assistance, business ownership assistance.

**Friends of Burma**

Diana Sowards, Director  
548 Home Avenue  
Fort Wayne, IN 46807-1606  
Tel: 219-745-3658  
Fax: 219-745-3658  
e-mail: [nsowards@juno.com](mailto:nsowards@juno.com)

Services: Geared toward refugees. Available: translation and interpretation services and training on adapting to U.S. culture and customs. Friends of Burma also provides housing locator/referral, employment referral, and general assistance with obtaining services in the community. Also funds help programs inside Burma. Available bilingual staff: Burmese/ English.

**Friends of the Third World**

Marian Walltz, Director  
611 W. Wayne Street  
Fort Wayne, IN 46802-2167  
Tel: 219-422-6821  
Fax: 219-422-1650  
e-mail: [fotw@igc.org](mailto:fotw@igc.org)

Mission: to alleviate poverty. Services: Geared toward low-income individuals who are looking for means to work. Provides job training for adults: retail sales, computer data entry, printing, building repair, bookkeeping. General referral assistance for obtaining services from other service providers in the community. The international gift shop markets handicrafts made by immigrants, refugees, and low-income individuals from around the world and within the U.S. Facilitator of social and recreational community events. Volunteer training opportunity. Translated materials available in Spanish, French, and English. Bilingual staff available (English, Spanish, and French). Business is on bus route #1. Will release the Ethnic Guide To Fort Wayne, a listing of schools, organizations, restaurants, individuals, etc.

### **Goodwill Industries**

Bill Warriner, President  
1516 Magnavox Way  
Fort Wayne, IN 46804-1534  
Tel: 219-478-7617  
Fax: 219-436-3800  
e-mail: [billw@fwgoodwill.org](mailto:billw@fwgoodwill.org)

Services: Their mission is to provide services to assist individuals with disabilities and other barriers to employment in becoming competitively employed in the community at the highest job level they can achieve and maintain. Provides innovative services to promote self-sufficiency in the community. Services offered are: Vocational training, job training (e.g., how to write a resume, interview skills, tips to keep a job). Goodwill Industries employs clients when needed. Also provides referral information for other services in community. Bilingual staff available: Job support specialists (Spanish/English). All facilities are accessible by public transportation.

### **Hispanics Organized for Promoting Education (HOPE) EI Rey Restaurant**

Mrs. Gabby Garza, President  
1906 Bluffton Road  
Fort Wayne, IN 46809  
Tel: 219-478-1881

Mrs. Gabby Garza, Owner  
1812 Bluffton Road  
Fort Wayne, IN 46809  
Tel: 219-747-4896  
Fax: 219-747-3391

Services: Geared toward Hispanic individuals both inside and outside the U.S. Translation and interpretation services (courts, hospitals, schools), training on adapting to U.S. culture and customs, legal assistance, medical assistance (setting up appointments and transportation to appointments). Provides clothing and basic amenities, financial and credit assistance, food and basic nutrition, job training, helps with completing applications, raises funds for funerals. Facilitates recreational and social activities, and serves as a housing locator/referral service. Located on the bus route.

### **Holy Cross Lutheran Church**

Jim Bernhart  
3425 Crescent Av.  
Fort Wayne IN  
Tel: 219-429-6167  
E-Mail: [jbernhert1@home.com](mailto:jbernhert1@home.com)

Services: ESL program for Bosnians. Small groups of 4-5 people with weekly two-hour sessions. Classes are at the Holy Cross Lutheran Church.

### **Immigration and Naturalization Law**

Jerry Mead, PC, Attorney  
323 W. Berry Street  
Fort Wayne, IN 46802  
Tel: 219-422-3436  
Fax: 219-426-0210  
e-mail: [jlmead@compuserve.com](mailto:jlmead@compuserve.com)

Services: Offers legal assistance with immigration applications. Translator available. Provides assistance to clients inside and outside the U.S. Payment plans available.

**Lutheran Social Services of Indiana (LSSI)**

Stan Veit, Executive Director  
330 Madison, P.O. Box 11329  
Fort Wayne, IN 46857  
Tel: 219-426-3347 ext. 328  
Fax: 219-424-2248  
e-mail: [spveit@lssin.org](mailto:spveit@lssin.org)

Services: Through a wide range of programs and services, LSSI offers support to individuals, children, and families regardless of income or ability. Some services and programs offered are: Adoption, care team ministries, case management initiative, childcare, counseling, emergency assistance, faith-based family mentoring initiative, family preservation, foster care, foster parent training, healthy families, Lutheran disability outreach, mental health care, elder/disabled/homebound care, financial and credit assistance, food and basic nutrition, utility assistance, employment referrals, counseling, general referral to service providers in the community, self-sufficiency programs for families, teen parent program. Translated materials: Preventing Shaken Infant Syndrome pamphlet in Spanish. Available bilingual personnel: Rev. Darrell Howanitz, Disability Outreach Director, LSSI Office (Spanish/English). The LSSI has access to translators through Catholic Charities and All Nations Ministry. The LSSI is located in downtown Fort Wayne and is easily accessible by car, bus, or taxi (located 3 blocks from the Greyhound station).

**Matthew 25 Health and Dental Clinics**

Nancy K. Schenkel, Administrator  
413 E. Jefferson Blvd.  
Fort Wayne, IN 46802  
Tel: 219-426-0346  
Fax: 219-426-0443

Services: The Matthew 25 fellowship aspires to reduce the level of violence in the community. It strives to provide individuals with the medical, dental, and social health necessary for a good and nurturing style of life. The Matthew 25 Health and Dental Clinics are walk-in free clinics. In addition to the general and primary health care clinic, Matthew 25 has several specialty clinics: Blood pressure, diabetics, ear/nose/throat, eye, podiatry, and pulmonary. The dental clinic provides a variety of services: primary dental care, denture problems, and children's dental sealant. Health education services: dietetic counseling, wellness education, lifestyle awareness, and patient advocacy. Available translation and interpretation: bilingual (Spanish/English) staff. Offers transportation to clients: bus passes and taxi vouchers. General referral assistance to other services in the community.

**Midtown Realty, Inc.**

Eric K. Fisher, President  
2430 Bowser Avenue  
Fort Wayne, IN 46803  
Tel: 219-744-4781 ext. 23  
Fax: 219-456-2615

Services: Housing locator and ownership services for low-income individuals. Has 180 rental units. One bilingual (Spanish/English) staff member available. Establishment is on bus route.

**Midwest Chinese Ministries**

Reverend Edmund Lim  
Tel: 219-486-9827  
E-Mail: [RevEdLim@aol.com](mailto:RevEdLim@aol.com)

Services: Worship services are held 2 times a month in Chinese at the Concordia Lutheran Church on Sundays. There is also a Monday ladies group, and translation services are provided at the courthouse.

**Minority Health Coalition, Inc.**

Pam Peterson-Hines, Director  
Zaida Townsend, Hispanic Coordinator  
2700 S. Lafayette Street  
Fort Wayne, IN 46806-4100  
Tel: 219-456-4566  
Fax: 219-456-6065

Services: Offers translation and interpretation services, transportation to appointments, health education, and information and referral services. Services available to all under-served minorities. Translated brochures (Spanish/ English): American Heart Association, fighting heart disease and stroke—Cual es Tu Riesgo de Tener un Ataque al Cerebro? , Alta Presión Arterial; high blood pressure—Consejos Prácticos para el Corazón y la Alimentación Saludables, La Alta Presión Arterial; Control, Riesgo, Modo de Vida, Peso, Fumar y las Enfermedades del Corazón; American Heart Association—Buenas Noticias sobre los Derrames Cerebrales, Sea un Salvacorazones Americano; National Health Institutes & National Cancer Institute—Preguntas para Hacerle a su Médico sobre el Cáncer del Seno, Rompa con el Vicio; Una Guía para Dejar de Fumar; Institutos Nacionales de la Salud, Coma Menos Grasa; Usted Puede Reducir su Riesgo de Padecer Ciertos Tipos de Cáncer, Su Familia se Merece los Mejores Alimentos!; Celebre la Cocina Hispana y Manténgase Saludable, Celebre La Cocina Hispana; Healthy Hispanic Recipes, La Prueba PAP; Un Método para Diagnosticar el Cáncer del Cuello del Útero. U.S. Department of Agriculture & Department of Health and Social Services—Comiendo Correctamente de Acuerdo con las Guías Alimenticias. Department of Health and Social Services, National Health Institutes, Public Health Service—Lo Que Usted Debe Saber sobre los Exámenes de los Senos. Indiana State Department of Health—Lo Que Usted Puede Hacer para Evitar el Envenenamiento por Plomo. The Susan G. Komen Breast Cancer Foundation—La Salud de los Senos y Usted. National Cancer Institute, U.S. Public Health Service, Academy of Pediatrics, AIDS Alliance, and Association of AIDS and Infant Mortality Programs—Back to Sleep, Back to Sleep; Proteja a su Bebé del Síndrome de la Muerte Infantil Súbita (SMIS). ETR Associates—Drogas y VIH, Piénselo; Alcohol y VIH, Piénselo; Lo Que Debes Saber sobre el VIH, 101 Maneras de Evitar el VIH. Journey Works Publishing—Mamografías: 50 Buenas Razones para Hacerse un Mamograma; Protegiendo su Salud. San Francisco AIDS Foundation—Condomes para las Parejas. March of Dimes Birth Defects Foundation—Jorge, Tú También Vas a Tener un Bebé! Una Guía para los Papas en la Dulce Espera. American Cancer Society, Indiana Division—Luchar Cáncer con sus Manos; Hacer Examen de los Pechos; Hacer Examen de los Testículos. American Red Cross: Mientras Que Llega Asistencia.

**Neighborhood Health Clinic (NCH)**

Mary Hauptert, President  
Rikki Goldstein, Social Service Coordinator  
1717 S. Calhoun, P.O. Box 11949  
Fort Wayne, IN 46862  
Tel: 219-458-2641  
Fax: 219-458-3093  
e-mail: [mshauptert@ctlnep.com](mailto:mshauptert@ctlnep.com)

Services: The purpose of NHC is to identify the needs of and provide quality comprehensive health services to those persons unable to access the normal health care delivery systems. This is to be done in an effective and efficient manner with respect and sensitivity for those being served. Medical Services: full family medical care, pediatric medical care for children, women's health care, pregnancy care. Dental services: full family dental care, cavity prevention, cavity treatment, dental x-rays, crowns, and dentures. Other services: Case management, childcare services, voter registration through WIC, food and basic nutrition through WIC, training on adapting to U.S. culture (e.g., hospital procedures). Full-time bilingual staff available. Also offers a housing locator/referral service and general information and referral services for low-cost specialists. Physical exams, immunizations, pregnancy tests, family planning, lab tests, x-rays, nutritional planning, Sickle Cell testing, social services, ultrasounds. Translation and interpretation services available. Translated materials available.

**New Life Lutheran Church**

Pastors Larry Merino and Jim Keller  
2424 S. Coliseum Blvd.  
Fort Wayne, IN 46803  
Tel: 219-420-3024  
e-mail: [newlife4burmese@aol.com](mailto:newlife4burmese@aol.com)

Services: Free ESL classes are being offered every Wednesday (11 am - 1 pm) at Centlivre Apartments (next to the party room). The program is also recruiting and training ESL tutors to teach privately in Burmese homes. Three such tutors have already been placed. New Life Lutheran Church also provides social activities for the Burmese 3-4 times a year. This includes a Christmas party, an Easter party, and an October Fun Night (these last two are held in conjunction with the Harvester/McCormick Neighborhood Association). The church also takes the Burmese to a local Christian Camp for the day, provides assistance to the Burmese with job hunting, minor medical needs, some transportation needs, and emergency food/clothing needs. Transportation is provided to New Life for Sunday worship, and plans are now under way to include more of the Burmese language into the worship services.

### **Northcrest Elementary**

Heather Lussenhop, ESL Teacher  
1515 Strand Road  
Fort Wayne, IN 46808  
Tel: 219-422-4690

Services: Two ESL teachers and two ESL assistants are available. Parents are required to complete a language survey to determine if ESL classes are required for students. Students are tested and later placed in appropriate ESL classrooms. Offers primary education.

### **Parkview Behavioral Hospital**

Giesela Feil, Psychiatric Social Worker  
7230 Engle Road, Suite 240  
Fort Wayne, IN 46804  
Tel: 219-432-6790 or 219-482-5601  
Fax: 219-436-2945

Services: Provides counseling, mental health care, and training to students and teachers on mental health issues. Offers general information and referral services. Two bilingual staff members are available. Translated materials available in Spanish.

### **Peace Lutheran Church**

Rev. Teasedale, Pastor  
Fort Wayne, IN

Services: Free English language training at beginning and intermediate levels (ESL classes directed to Hispanic clients), religious services in English, and a Bible study group in Spanish.

### **Salvation Army of Fort Wayne**

Major Marc Turner, Commander  
1725 S. Calhoun Street  
Fort Wayne, IN 46802-5257  
Tel: 219-744-2311  
Fax: 219-744-2402  
e-mail: [tsaftwayne@aol.com](mailto:tsaftwayne@aol.com)

Services: The Salvation Army is an international movement and an evangelical part of the universal Christian Church. Its mission is to preach the Gospel of Jesus Christ and to meet human needs in his name without discrimination. Provides housing locator and referral information, religious services in English, childcare before and after school, and transportation (bus passes). The Salvation Army of Fort Wayne is on the bus route. Offers food bank, utility and rent assistance, and a counseling program for individuals, families, and groups seeking relief from stress, depression, anxiety, and family conflicts. Also offers counseling on physical, sexual, and substance abuse issues and case management services. Offers general information and referral assistance. To receive help, individuals need to go through a confidential interview with a caseworker, show a photo ID, and show proof of current address. There are no bilingual personnel available, but the Salvation Army of Fort Wayne uses translators from the Three Rivers Literacy organization and the Red Cross Language Banks.

**St. Mary's Soup Kitchen**

Father Thomas O'Connor, Director  
P.O. Box 11383  
Fort Wayne, IN 46857-1383  
Tel: 219-424-8231  
Fax: 219-426-2406  
e-mail: [stmaryfw@aol.com](mailto:stmaryfw@aol.com)

Services: Food and basic nutrition, preparation of food for clients, scholarships for students wanting to enter private schools.

**St. Patrick's Church and St. Paul's ESL Academy**

Maria Kenworthy, Executive Director  
2120 Harrison Street  
Fort Wayne, IN 46802  
Tel: 219-744-1450 ext. 21  
Fax: 219-744-6231  
e-mail: [frkohrman@fwdiocese.fwsb.org](mailto:frkohrman@fwdiocese.fwsb.org)

Services: The Academy's mission is to target adults, young adults, and special children in need, and to educate the family in ESL. The purpose of its mission is to educate students so that they can be productive citizens of the community. Students should attend classes regularly and actively participate in all classroom instruction. Services are provided without discrimination against race, creed, gender, handicap, or previous educational background. Other services provided are: religious services in English, Spanish, and Vietnamese, childcare, literacy training, elder/disabled/homebound care, clothing and basic amenities, housing locator and referral, transportation for clients, food bank, assistance with utilities and rent payments, recreation and social services, counseling (Alcoholics Anonymous group in Spanish), general information and referral services, citizenship classes, Project Read for children, and medical and dental services. Translated materials (Spanish and Vietnamese): Application sheets, contact sheets, promotional flyers, and other materials. Bilingual staff available.

**Suarez Bilingual Services**

Jorge Suarez, Owner  
5430 Evard Road  
Fort Wayne, IN 46835  
Tel: 219-485-2958  
Fax: 219-485-2958

Services: Written and oral translation and interpretation services. Provides legal assistance with immigration applications, U.S. laws, driver licenses, court systems, and taxes. Also provides Spanish training for business, counseling, and general information and referral assistance.

**Sunset Catering**

Clemente Treviño, Owner (Hispanic Community Leader)  
6809 S. Hanna  
Fort Wayne, IN 46816  
Tel: 219-447-5748

Services: Provides assistance with letter writing, immigration issues, and U.S. laws. Served in migrant commission and various other public services.

**Three Rivers Literacy Alliance (TRLA)**

Karen Limkemann, Family Literacy Coordinator ([karenlim@fortwayne.infi.net](mailto:karenlim@fortwayne.infi.net))  
709 Clay Street, Suite 100  
Fort Wayne, IN 46802  
Tel: 219-426-7323  
Fax: 219-424-0371  
e-mail: [trla@fortwayne.infi.net](mailto:trla@fortwayne.infi.net)

Services: The TRLA is a non-profit, educational, human services organization that provides literacy, basic education, and GED instruction for learners. Its mission is to enable adults to learn to read so that they can achieve their personal goals. Provides family literacy, housing locator and referral assistance, school enrollment assistance, and general information and referral services. Programs offered: Read to Me (promotes reading to children from birth to age five), Families Learning Together (adult education, early childhood education, parent and child time [PACT], parent time). Also provides childcare and transportation services for clients. Translated material available: Read to Me brochure (Spanish) and Families Learning Together brochure (Spanish).

### **United Way of Allen County**

Marc Levy, Director  
227 E. Washington Blvd.  
Fort Wayne, IN 46802-3199  
Tel: 219-422-4776

Services: Provides medical, dental, vision, mental health services, translation and interpretation services, English language training, literacy training, job training, childcare, elder/disabled/homebound care, clothing and basic amenities, housing locator and referral, transportation, food and basic nutrition. Also offers legal assistance, employment referrals, recreation and social activities, training on adapting to U.S. culture and customs, counseling, and general information, and referral assistance. No restrictions on client eligibility.

### **Wayne Township Trustees Office**

Matthew Schomburg, Trustee  
320 E. Superior Street  
Fort Wayne, IN 46802-1209  
Tel: 219-449-7000  
Fax: 219-422-8460  
e-mail: [trustee@waynetownship.org](mailto:trustee@waynetownship.org)

Services: Provides temporary emergency assistance for citizens and residents of the community who meet eligibility requirements. Offers food, shelter, transportation, utilities assistance, burial, and fuel. Other services provided: Translation and interpretation, literacy training, job training, childcare, counseling, and general information and referral assistance.

### **Wolf Corporation**

Bonnie Moorman, Director of Human Resources  
3434 Adams Center Road, P.O. Box 11306  
Fort Wayne, IN 46857-1306  
Tel: 219-749-9393  
Fax: 219-749-5829  
e-mail: [bonniem@wolfcorp.com](mailto:bonniem@wolfcorp.com)  
Website: <http://www.wolfcorp.com>

Services: Wolf Corporation is committed to service, excellence, product quality, corporate financial stability, and high moral standards. Their organization is dedicated to producing high-quality sleep and fiberfill products within an environment of world-class manufacturing and continuing improvement in partnership with their employees, customers, suppliers, and the communities they serve. Employees receive a benefit package including medical, dental, mental health, and emergency room services. In addition, the company provides translation and interpretation assistance, literacy training, life skills training, safety training, ESL training, and on-the-job training.

## Appendix 2: Best Practices

### **Anthis Career Center – Fort Wayne, Indiana (English as a Second Language Education)**

The Anthis Career Center started giving ESL classes in the mid 1970's when a large group of Vietnamese immigrants arrived in Fort Wayne. Catholic Charities was involved in their resettlement process and the center began its ESL program in direct response to the Vietnamese community's needs. From the start, the classes were very intensive and for the first couple of years there was a full-time staff person providing this service. When demand seemed to subside, ESL classes were provided by a part-time teacher.

In 1983 the center expanded from one part-time teacher to a full-time teacher. Since then, the center has added 2 more full-time teachers and another 10 part-time ESL teachers. Classes are provided in three periods: morning, afternoon, and evening. During each of these periods, three separate levels of instruction are offered. The center's teachers are recruited and trained by the Three Rivers Literacy Alliance.

The ESL classes focus mainly upon English literacy, however, life skills are often incorporated into discussions. The topics of the classes are largely student driven. For example, if members of the class are interested in knowing more about teachers' conferences, the class might discuss how to read their children's grade cards, school-related vocabulary, and other relevant topics. Because of the diversity of skills that the Anthis ESL classes cover, Jim Davis, the center's director says that the program often has, "...a monumental effect throughout the entire community. Our ESL students, for example, are much better prepared for taking jobs with local businesses."

Due to the large percentage (nearly 50%) of ESL students at the center who are parents with children in the local schools, Anthis works closely with the schools on their K-12 ESL program. Davis believes that by helping the parents to learn English, he is helping the next generation as well. Their approach is inter-generational, and is grounded in the idea that if parents understand more about how American schools work, their children will become more successful as students.

Anthis also offers ESL on-site for local businesses that hire New Hoosiers. The center's teachers go to the local business to provide them with English for Specific Purposes (ESP) classes upon request and contract. ESP refers to English classes that address the language needs relevant to a specific technical field or company. Several local companies have already brought in Anthis to work with their New Hoosier employees.

Overall, the center serves about 1500 ESL students a year, with anywhere from 375 to 425 ESL students at any one time. While about 50% of Anthis's students are Spanish-speaking, they also have Albanian, Vietnamese, Laotian, Burmese, and Malaysian students. The center receives federal and state funding for its ESL classes, as well as for all of its adult literacy programs. Local businesses fund the on-site ESP classes.

For more information about the Anthis Career Center contact: Jim Davis, Director, Adult Learning Center, 1200 South Barr, Fort Wayne, IN 46802, Tel: 219-425-7653, Fax: 219-425-760, Email: [james.davis@fwcs.k12.in.us](mailto:james.davis@fwcs.k12.in.us).

### **Centlivre Village Apartments – Fort Wayne, Indiana (Housing)**

The Centlivre refugee story starts in 1989 when it was approached by the Fort Wayne Jewish Federation to house some of the Russian immigrants seeking political asylum in the United States. They told Centlivre's management of some of the problems that they were confronting in finding housing for their people, and Centlivre decided to become involved. When they arrived, most of the immigrants spoke little or no English, had little money or clothes, and lacked social security cards, furniture, or jobs. At some point during this time, Catholic Charities started bringing in Russian immigrants and the people came to Centlivre because they already knew other families living there.

The management at Centlivre helped the immigrants get phone and electric service, gave them the items people left when they moved out of their apartments, and told them where they could go to get the rest of the things they needed. When they had wrecks with their cars, Centlivre helped them with the police and their insurance companies. Importantly, Centlivre has also helped newcomers establish credit by becoming their first landlord. "Overall, our New Hoosiers have not disappointed us," said Sharon Dosen of Centlivre, "We have found that if you give them a hand, they treat you right in return."

Over the years Centlivre's demographics have become such that over one-half of their tenant's are foreign-born, representing 23 different nationalities overall. "In the beginning, our tenants said that they came back and rented with us because we treated them so friendly on their first office visit," said Dosen. "However, today word of mouth brings most of our new people to us." To better accommodate the needs of their tenants and staff, Centlivre employed two Burmese, a Bosnian, a Russian, a

Puerto Rican, and a South American. "Even with these resource people, our foreign population grew to a point where we did not have enough time to help each and every person meet their needs," reports Dosen. "I then began to investigate outside sources that could give us a hand," recalls Dosen, "It took about three years to get any organizations to become involved. Many of the groups I contacted felt like it was too overwhelming a task to undertake."

One of the first organizations to help Centlivre was Multi-Cultural Activities for Youth (MAYA). Maria Heredia, the director of MAYA, made a commitment to work with the young people living at Centlivre. The children learned to build drums and play them. Local artists came to the community and taught art classes, and Maria took the children on field trips. She has operated programs at Centlivre for two years now, helping children of different nationalities mix with one another. "The involvement of this program has been very exciting to watch," said Dosen, "The children of many different races became friends, and then their parents started to interact."

Another group that has done remarkable work in conjunction with Centlivre is the New Life Lutheran Church. Pastor Moreno offered to come and operate an outreach program if Centlivre could supply them with some space. Sharon Dosen gave them a two-bedroom apartment in one Centlivre's buildings, and they have been working there ever since. They now pick up all the things that Centlivre's office staff can't fit into their schedule, along with giving personal English lessons to anyone interested.

After Centlivre spent three years searching for a more comprehensive ESL program, Three Rivers Literacy Alliance offered to set up a temporary site at the apartment complex. "We were absolutely thrilled," recalls Dosen. Centlivre furnished them with a space to work and they started teaching ESL classes on site. The program has since expanded to five days a week to try and meet overwhelming demand. "This has been such an educational and enjoyable journey for us," says Dosen, "Especially since we have always taken a personal interest in our people. Many of our staff live on the grounds, or nearby. So for us, this is not just a business, it's about building a neighborhood."

For more information about the efforts of Centlivre Apartments please contact: Sharon Dosen, Manager of Centlivre Village Apartments, 2903 Westbrooke Dr., Fort Wayne, IN 46805, Tel: 219-483-8812, Fax: 219-483-2073.

### **Rural Opportunities' Comprando Casa Program – Indianapolis, Indiana (Housing)**

Comprando Casa started in 1997 when founder Jim Sieber was working with farm workers. Through a survey conducted to learn about the housing needs of farm workers, he met many Hispanic families who were interested in buying their first home. Many Hispanics had been living in the area for several years but were renting because they didn't feel comfortable going to a bank or mortgage companies. Many of them didn't even have a bank account.

Sieber organized the Comprando Casa program to help the local Hispanic community through the process of buying their first home. He chose the name Comprando Casa (Buying a House) because it is "catchy." He started the outreach program by publicizing Comprando Casa to other organizations and churches that were already working with Hispanics. This was an essential step in establishing trust in the new program among local New Hoosiers.

Now that the program is well known and established, Sieber goes house to house to talk to people, tapping into the face-to-face network that is so crucial to working with the Hispanic community. "People need to feel trust in the programs that are offered to them, and knowing people in person helps establish that trust," said Sieber. The first year Comprando Casa only closed 10 home loans. However, the next year, after trust had been established and the word-of-mouth network started to get word out about the program, 50 home loans were closed on.

"People keep calling for help, even though the program hasn't dedicated much time to outreach since the first year," Sieber said. "Once people trust you and start talking about the benefits of your program, they keep coming," added Sieber. However, since Sieber is the only person in the program who has the capacity to provide guidance, many people needing immediate assistance are having to wait, deciding to go to mortgage offices instead. "Unfortunately, those who go to these offices are often taken advantage of because of the language barrier," said Sieber, "but I simply can't meet the demand that I have found through establishing Comprando Casa."

Sieber has seen a drastic change in the lives of the families that Comprando Casa has been able to help. Families start feeling for the first time that they are part of the rest of the community. Their children are able to go to better schools and the whole family enjoys a safer neighborhood. In addition, many families have been reunited, their lifestyles improved, and they are proud of who they are. "They become more motivated in all aspects of life," said Sieber. While the statistics don't talk about this, this is a change that Sieber says he sees every day.

Mr. Sieber has been working on this program only part time due to the lack of funding. The program has been funded by Irving Mortgage and National Neighborhood Reinvestment, but that hasn't been enough. "There is not enough staff to enable us to apply for grants and other types of funding resources that would really help us," said Sieber, the only certified bilingual coun-

selor in the program. Sieber considers Comprando Casa a good model to follow, but emphasizes that a program like this needs the commitment and cooperation of the entire community so that it gets funding and necessary community support to be effective. "Many have tried to organize programs like Comprando Casa, but people don't go to their offices. Often times their offices are located in suburbs, for example, or people don't know about the program or trust the people running it," said Sieber. "The key is to talk with New Hoosiers and gain their trust through working with them in their own neighborhoods," said Sieber.

Mr. Sieber is willing to provide training and consulting services to staff members in organizations and communities that are interested in offering a housing program. For more information, please contact, Jim Sieber, Rural Opportunities, Inc., 1111 E. 54<sup>th</sup> St., Indianapolis, IN, 46220, Tel: 317-722-2391, Fax: 317-722-2385.

### **Destination Indianapolis – Indianapolis, Indiana (General Program for New Hoosiers)**

The Destination Indianapolis effort brings together the Indianapolis International Center, Goodwill Industries of Central Indiana, Inc., and the Hudson Institute to understand the issues and challenges of the growing immigrant population and to address the barriers that prevent immigrants from becoming successful members of the Indianapolis community. The group developed a perspective of a newcomer coming to Indianapolis through focus groups and one-on-one interviews with employers, educators, government agencies, immigrants, faith community leaders, and social service organizations. The group also used existing community data, including the Indianapolis Hispanic Study done by the Central Indiana United Way.

The group identified issues in five key areas:

- Workforce development
- Municipal services & affordable housing
- Social services & family stabilization
- Community & cultural opportunities
- Education / ESL

A number of important recommendations came out of the study. ESL programs must be offered in a wider variety of locations and venues, including community centers, churches, and the workplace. Technology, such as computer software tutorials and distance learning methods, should be used in addition to traditional methods to deliver ESL instruction. A centralized source of the critical information that new arrivals need about the community and its systems, designed with creative distribution modes and outlets, would greatly enhance the ability of immigrants, educators, employers, faith based communities, and service providers to connect with each other. Ongoing community research needs to be undertaken in order to understand where services are needed and what the 'next wave' of migration will bring. The community must use creative ways to connect undocumented immigrants with critical services. Indianapolis needs to create an awareness of itself as an 'international' city. The community must mobilize to deliver needed services, including expanded flexible bus service options, enforcement of housing codes, and bilingual staff for human service agencies. An ongoing community dialogue between employers, nonprofit organizations, educators, and government will help share 'best practices' and enhance overall community learning about the needs of the growing population of new arrivals. Employers must develop more proactive and innovative ways of recruiting and training new immigrants. Companies should be well connected with the information and services needed to ensure that the new immigrant has a successful acclimation to the workplace and community.

The three original partners, together with the Indianapolis Private Industry Council are working together to implement many of these recommendations. For more information contact: Carol Stephan, Project Coordinator, Goodwill Industries of Central Indiana 1635 W. Michigan Street, Indianapolis, IN 46222-3899, Tel: 317-692-2522, Fax: 317-264-1336, E-mail: cstephan@goodwill-indy.org

### **Hispanic Outreach Center – Jasper / Huntingburg, Indiana (General Program for Hispanics)**

The Hispanic Outreach Center's (HCO) board consists of representatives from private businesses, religious organizations, government, as well as educational and philanthropic institutions located in southwestern Indiana. No fewer than three members of the board come from the southwestern Indiana Hispanic-American community. Their goal is to establish and implement programs and services necessary to help Hispanics function in our communities.

The center's activities are designed to facilitate the integration of Hispanics into the community, as well as educate non-Hispanics about Hispanic culture. The organization coordinates resources and services, as well as individuals willing to provide needed resources. The HCO also provides translations and written materials, and hosts workshops and seminars as needed. Past seminars have been conducted in the areas of immigration, housing, insurance, basic literacy in Spanish, ESL, Spanish, banking, personal finance, and cultural awareness training for businesses, government, and employers. Other activities that the center is involved with include local cultural activities, legal services assistance, and working on relations with the business community.

The organization had its genesis in two earlier groups working in Jasper and Huntingburg, the Beacon Group and Grupo Hola. Representatives from local businesses, churches and the mayors of Jasper and Huntingburg got together to form Hispanic Outreach Services. The center opened its doors on November 1, 2000.

In June 2001 HCO will move to a new location in downtown Jasper. This will make it more convenient for its clients since the center will be closer to the court, health department, social security office, license branch office, and other offices. Funding for the project has come from local businesses identified as major employers of Hispanics, the Huntingburg Chamber of Commerce, fees for services from translations and Spanish classes, and a Lilly Endowment grant to improve education in the county.

If a community wants to start an information center, Ellen Franco, Service Coordinator for the HCO, recommends conducting a survey to identify the needs and the leaders of the community, as well as to find out more about the demographics of the local population. Once that's done, Ellen recommends forming a group of community leaders from different fields such as the church, private business, education, and government. She highly recommends that the organization obtain its recognition as a non-profit as soon as possible in order to facilitate future funding.

Franco adds that it is very important to have immigrant representation on the board of directors of an organization. This helps with getting the word out to the Hispanic community about the services that are to be provided, and contributes substantially to the overall success of the program by opening doors and getting much needed input from all members of the community.

Currently the board of directors of Hispanic Outreach Services plans to function for at least three more years. They are starting to identify Hispanic community leaders so that in the future these local leaders can take charge of HCO and continue providing its services to their community. For more information about this program, please contact: Don Hayes, Executive Director of the Hispanic Outreach Center, 1029 Kunderk Street, Room 101, PO Box 403, Jasper, IN 47547, Tel: 812-481-9073, Email: [outreach@fullnet.com](mailto:outreach@fullnet.com).

### **Indiana Center for Intercultural Communication Workforce Training Program – Indianapolis, Indiana (Workforce Training)**

The Indiana Center for Intercultural Communication (ICIC) specializes in designing site- and situation-specific workforce training. The special design is accomplished by a thorough needs analysis that includes questionnaires, interviews, and observations. The course is designed using materials from the site and the needs analysis. Courses previously designed by the ICIC have included some of the following:

#### **Workforce Language Training**

Workforce Language Training Courses are designed using the information from an on-site needs analysis. Participants learn language specific terms and structures that enable them to interact and communicate more effectively in their work situation. In addition, they are introduced to the goals of the communication in various workforce settings so that they may improve their effectiveness in those settings. These courses can be offered on a short-term or long-term basis.

#### **Intercultural Workshop**

The overarching goal of this workshop is to make participants more effective in cross-cultural and multicultural situations. Through simulations, role plays, and case studies, participants will be encouraged to acknowledge the psychological stress of cross-cultural situations, develop skills for effective communication in them, and encourage the development of interpersonal relationships from them. For example, a key issue in learning to adjust to another culture involves the ability to tolerate ambiguity and to understand how to solve the ambiguity. Other issues will involve developing cognitive flexibility and dual perspectives. Development of these skills will enable participants to be aware and appreciate their own culture and its communicative styles and the new culture they are trying to adjust to. This workshop is appropriate for both New Hoosiers and native-born Americans.

#### **Understanding Key Issues in American Culture**

One main portion of the challenge of adapting to another culture can be explained by interpreting the actions of the members of the new culture in light of their own cultural expectations. This leads to misinterpretation of the actions and dissatisfaction of the visitor because the new culture members are not as friendly as they should be or as helpful, or as forthcoming. The purpose of this workshop is to introduce participants to some key issues in American culture that will inform their interpretation of the actions of the Americans they come into contact with.

#### **The Culture of the Workplace**

Adapting to a new workplace environment can be one of the biggest challenges for someone coming to work in another culture. Even something as simple as having a separate office or determining the chain of command can cause a newcomer a great deal of stress and can hurt productivity. Issues that will be introduced include: the role of a manager, expectations for ini-

tiative, networking, approaches to small meetings, appropriate follow-up with customers, and accountability.

### **Staffing**

Each course is conducted by trainers supervised by the ICIC faculty and staff. All trainers certified by the ICIC have at least a Master's Degree in a field related to intercultural communication. Many have doctoral degrees and extensive experience in intercultural training. For more information please contact Dr. Ulla Connor, Director ICIC, 620 Union Bldg, Room 407, Indianapolis, IN 46202-5170. Phone: (317) 278-2441 or (317) 274-2555. Fax: (317) 274-5616.

### **La Casa of Goshen – Goshen, Indiana (General Program for New Hoosiers/Housing)**

The first meeting for La Casa took place in November of 1969. The initial group was formed by representatives of five local churches who were concerned about the situation of migrant farm workers in the area. La Casa opened in 1970. The first customers were migrant farm workers, but the organization very quickly moved beyond that, working with any Hispanic person that came to them, and then, with anyone in the community regardless of cultural, racial or language background.

Except for the immigration counselor available at the center, La Casa has not focused on creating specific immigrant or refugee programs. Instead, the organization has concentrated its efforts on the needs of the whole community, and has created programs that respond to these broader needs. La Casa programs (house developing, loans, neighborhood based training) are directed toward improving the quality of life of all people in their community. La Casa believes that this community approach is very helpful because it avoids singling out any particular group for assistance.

Arden Shank of La Casa, says only about half of La Casa's clients are Hispanic. Of these, many come to the center for the training and housing services, in addition to the immigration-related services that center provides. There are two main service departments within La Casa: Community and Housing Development services. Through Community Services, La Casa of Goshen offers the following programs: Arbor Ridge Outreach, Crisis Management, Domestic Violence Counseling, Individual Development Accounts (IDA), Language services, Neighborhood Revitalization, and Financial Fitness courses. A bilingual counselor also provides immigration services, which include asylee and refugee adjustment, family base petitions, adjustments of status, applications for citizenship, work authorizations, travel documents, and applications for legal permanent residency.

Through the Housing Development program, La Casa offers the following programs: housing development, home ownership assistance, and rental services. Additionally, La Casa of Goshen organizes special events such as: Help a House, community garage sales, holiday celebrations, Latin dance classes, a women's support group, afterschool programs, College Goal Sunday, and the Northside Neighborhood Extravaganza. All services and literature are provided in Spanish and English.

The key to La Casa of Goshen's success seems to be the partnerships that it has developed with the community over time. For its Neighborhood Revitalization program, for example, La Casa partnered with the City of Goshen, neighborhood residents, and numerous local churches to get the financial and people resources it needed to succeed. La Casa has also partnered with Elkhart County to improve migrant housing for those working at local orchards, and has financial assistance from numerous foundations and organizations such as the Neighborhood Reinvestment Corporation. Funding for La Casa of Goshen comes from fees for services, the United Way, local churches, business, and foundations, individual contributions, as well as loans and grants from the state and federal government.

For more information about this program contact: Becky Gascho, Community Services Director, 202 N. Cottage Avenue, Goshen, IN 46528, Tel: 219- 533-4450, Fax: 219-533-4399, E-mail: [Backy.gascho@lacasagoshen.org](mailto:Backy.gascho@lacasagoshen.org).

### **The Newcomers Entering Teaching Program – Gorham, Maine (Education)**

The Newcomers Entering Teaching Program helps address the twin problems of lack of acceptance of immigrants' and refugees' professional credentials and lack of diversity among teachers. The program helps immigrants who are already working in the school system as language facilitators, educational technicians, or community liaisons enter a special teacher education program. The school system gains dedicated teachers sensitive to the needs of the immigrant student, and the teacher gains a professional career, as well as an opportunity to repay their community. The future teachers take 33 hours of graduate credits in education and a year-long classroom internship. Funding to assist with the participant's financial needs comes from a mixture of federal and national grants as well as local corporations. For more information please contact: Dr. Flynn Ross, Assistant Professor of Teacher Education, University of Southern Maine, 511 Bailey Hall, Gorham, ME 04038, E-mail: [flynn.ross@maine.edu](mailto:flynn.ross@maine.edu).

## **Operation Melting Pot – Logansport, Indiana (Cultural / Community Awareness Building for New Hoosiers)**

Jeremy Chapman's assignment as an Indiana State Trooper is to be an issue-oriented policeman where specific challenges are identified and community needs are addressed proactively. Very quickly in his work Chapman identified the language barrier as one of the biggest underlying causes behind many of the issues associated with New Hoosier residents and emergency personnel. Operation Melting Pot (OMP) seeks to relieve some of the stress in these types of situations by preparing those who do not speak English on what they can expect in different emergency situations. The type of situations that are covered range from what to do in the case of a traffic accident, how to use the 911 emergency number, and how to report a crime, to realizing when you are being victimized, knowing where to go to get insurance or a doctor, and understanding emergency room protocol.

Two years ago, a committee of 15 organizations got together to identify major issues resulting from the incorporation of New Hoosiers into Logansport, and to establish goals for the community in addressing these issues. The group consisted of police officers, IBP representatives (a local pork processing plant that employs many New Hoosiers), representatives from the school system, members of the Chamber of Commerce, managers from the local branch of the Indiana Bureau of Motor Vehicles, representatives from Hispanic churches (Catholic and Baptist), and others. Currently there are 20 community organizations represented on the committee, which holds regular meetings open to the public. The funding necessary to run OMP comes from the Cass County Community Foundation and the IBP Foundation.

Chapman says that the key to OMP's success has been the broad involvement of organizations throughout the community, and an approach that focuses on proactively addressing local needs and issues, rather than on assigning blame for problems that arise.

Chapman reports that OMP was the first initiative of its kind to come publicly to Logansport. He adds that the overall reaction of the community was quite mixed at first. "There was a part of the community that had the attitude that their ancestors came to this country without knowing English, and did fine without help from anyone," said Chapman, "As a consequence they don't feel they should help newcomers now." While many still feel this way, Chapman says that parts of the community were very receptive to OMP and supported it right from the start, giving them a good base from which to begin the process of changing attitudes.

Chapman says that another key aspect of the program's success has been their efforts to "legitimize the cause." In other words, Chapman feels it was crucial to gain the trust and confidence of the wider community, as well as New Hoosiers, for the program to be successful. For example, Chapman made the effort to contact the religious leaders in the Hispanic community and ask them for help because he not only wanted to gain their support, but he wanted to work with them to gain the trust of the Hispanic community. Furthermore, Chapman asserts, "Communities could accomplish much more if we increase the level of communication among them. Communities should study approaches that other communities have taken to address similar issues, and adapt or follow the most appropriate methods for their set of circumstances."

While OMP started as one among many projects for Trooper Chapman, it has become his full-time job. Several programs have been started under OMP and continue to improve the lives of New Hoosiers living in Logansport. One of the goals of these programs is to change the negative image that many new residents have about the police force and other emergency personnel. Chapman wants, "...new residents to know that they can depend upon the police and others to serve them in a non-discriminatory way."

### **Emergency Cards**

These cards have important background information about the person who carries it (one side in English, one side in Spanish) in the event that they encounter an emergency situation that would require this type of information. The emergency cards are filled out with the help of local employers and churches working with New Hoosiers and fit easily into a newcomer's wallet or purse. Local emergency personnel report that the cards have made their jobs substantially easier because they are able to quickly and efficiently get the information that they need to enable them to act appropriately. OMP has distributed over 5000 cards within the community.

### **What to Expect Scenarios**

OMP also goes to ESL classes to teach people how to react and be safe in an emergency situation. They have specifically chosen to go to the ESL classes because they believe that once the students become bilingual, their friends will come up to them looking for help and advice. "This seems to be an effective way to access the word-of-mouth network that exists among New Hoosiers in our community," said Chapman. "As the newly bilingual residents become community leaders, they can also become our community liaisons by helping those that come after them," claims Chapman.

### **Specialized Training Programs**

In addition to the emergency card and "what to expect" programs, OMP organizes and conducts specialized training programs in the Spanish language for its New Hoosiers. Courses on first-aid and CPR are among those that have been offered already in Logansport.

Chapman has advice for other communities thinking about establishing this type of program.

Always keep an open mind. The strength of the economy is demanding that the workforce be fulfilled, and New Hoosiers are an important resource for our communities to tap into. Furthermore, we need to remember that these newcomers are coming to our communities seeking a better life and new opportunities. As communities we need to take steps to make all services more user friendly, whether it be getting a driver's license or a marriage license. These are important tools used in the community so we need to make these services available to everyone. For example, OMP translated the driver's license manual into Spanish long before it was decided to do this on a statewide basis. I much prefer to have someone driving with a driver's license than someone who doesn't have a license and is not aware of the transit laws and regulations that we must follow to be safe. The ultimate goal of our communities should be to make all services available to everyone and to strive toward making these services as user-friendly as possible.

For more information about Operation Melting Pot, please contact: Trooper Jeremy Chapman, Indiana State Police, 1451 N. EEL River Cemetery Road, Peru, IN 46970, Tel: (800)552-2959, Pager: (800) 735-7416 pin # 8402, Email: jjgchapman@iquest.net.

### **Diversity Dynamics – Logansport, Indiana (Community Awareness Building for Indiana Communities)**

Operation Melting Pot (OMP) started before the Diversity Dynamics (DD) program began. From the start, OMP's goal has been to address the urgent needs of the non-English-speaking community in such areas as law enforcement, healthcare, and emergency services. After OMP started to do their work, however, the long-term residents of Logansport expressed their anger about the rapid influx of Hispanics into their community, saying that they were not happy with the change of the population and the attention that they were getting from the community. It became clear that there was a need for the community to more actively address and accept the changes that were taking place.

Recognizing this need, Joyce Gebhardt, Director of the United Way in Cass County and DD's community advisor, began to work with the Deputy Mayor of Logansport to assemble a group of nearly 30 community stakeholders from different sectors (business, education, health, media, religion, city and county government, law enforcement, healthcare, housing, social services, and minority groups) to develop a diversity task force. Among others, the group included representatives from the Chamber of Commerce, Logansport Economic Development Foundation, United Way, the Mayor's office, numerous local ministries, the City Treasurer's office, the Transitional Housing Office, Bureau of Motor Vehicles, local newspapers, Human Resources Department of the local pork processing plant IBP, Indiana University at Kokomo, Logansport City Council, and the Girl Scouts.

DD's goal is to address the other side of the community diversification issue. While OMP works directly with New Hoosiers, DD addresses the long-term residents' needs, helps them understand cultural and other differences so that they can accept one another, and helps them through the changes taking place in their community. The people involved with DD do not consider it to be a task force, but an on-going process that will continue to grow and change with the needs of the community. In the words of Gebhardt, "We don't like to refer to DD as a task force because this term gives people the idea that they are addressing a problem. We want to convey the idea that there are positive opportunities associated with this community change and that DD is working to bring people together to help Logansport realize these opportunities, rather than simply address a series of problems."

At DD's first meeting, those present broke up into small groups and brain stormed on three questions:

- What is the current situation as you see it?
- How would you like it to be changed?
- How are you addressing, or could you address the situation?

From this discussion, three target areas were identified for the DD to focus upon and committees were established to address issues in each of these areas:

1. Promoting a centralized communication center
2. Cultivating leadership among minorities
3. Providing diversity classes (ESL, Spanish, multicultural awareness lectures)

### **The Community Center**

The original idea was to start a coordinated effort to make sure that information gets out to the community, and to identify a center that could gather this information and be responsible for its dissemination. An organization called Amistad was already

doing this to a small extent, and was identified by DD to serve as the centralized information center for the community.

### **Leadership Among Minorities**

The local hospital is the coordinator of this group. The identified project goals of this group are:

Leadership Academy: Sponsored by the Chamber of Commerce for New Hoosiers working for local businesses. Typically businesses send their employees to the academy, on other occasions the committee identifies minority leaders that could benefit from it and encourages them to sign up. People enrolling in the academy learn about their community, social services, how to serve on various community boards, how to get more involved in the community, and about how to become leaders. The academy has had 18 people in total, 3 Hispanics.

Welcome Wagon: The committee is developing an informational packet that will be made available to new residents through a home visit by the Welcome Wagon Committee. Information will be provided in English and Spanish.

### **Diversity Classes**

This effort is coordinated by Jerry Thacker, Superintendent of Logansport Community Schools. Some of the programs that have been organized so far are the June of 2000 Summer Migrant Education Program, a homeowners' seminar offered by National City Bank, PappaRap lectures, and Spanish or ESL classes for the community. Gina Riando, co-coordinator of the Diversity Classes effort, has also developed a series of classes called "Building a Multicultural Community". This group also actively promotes IU Kokomo programs on inter-cultural communication and Spanish.

DD and OMP have recognized the need to work together within the community. At a meeting in February 2001, the two groups decided to combine all community diversity initiatives under the umbrella organization of Diversity Dynamics. While OMP still functions, it operates under the new name DD OMP and continues to focus on health and safety issues under the direction of Jeremy Chapman. Other areas have also been added to DD, and include:

- Health and public safety- OMP
- Media Relations
- Festivals and Special Events
- Multicultural Communication Center-Amistad

For more information about the Diversity Dynamics program contact: Joyce Gebhardt, DD Community Advisor and Director of the United Way of Cass County, 122 5<sup>th</sup> Street, Logansport, IN 46947, Tel: 219-753-3533, Fax: 219-737-7803, Email: jgebhardt@cqc.com.

### **Proyecto Salud – Columbus, Indiana (Healthcare)**

The aim of the Proyecto Salud program is to facilitate increased access to medical services in the community by providing bilingual staff and translated materials to the Spanish-speaking residents of Bartholomew County. Healthy Communities, a community collaboration initiated by Columbus Regional Hospital, has established this volunteer advocate network in coordination with several other community organizations. Support for the program comes from the Columbus Regional Hospital Foundation. Proyecto Salud recently established the Free Volunteers in Medicine Clinic to serve members of the Spanish-speaking population who have no insurance and/or cannot afford appropriate medical care

For more information about these programs contact: Laura Hurt, Coordinator for Proyecto Salud, 836 Jackson street, PO Box 561, Columbus, IN 47202-0561, Tel: 812-376-9750, Fax: 812-376-6977.

### **Su Casa Columbus – Columbus, Indiana (General Program for New Hoosiers)**

Juana Watson has lived in Columbus for more than 20 years since she came to the United States from Mexico. Watson has been actively volunteering for different organizations (the hospital, court, schools, churches) in town performing translation and interpretation services. Approximately four years ago she noticed that more places were asking for her services than ever as more and more Latinos were moving to and staying in Columbus. Watson decided at that point to try and establish a community center to help meet this increasing demand for Spanish-language services.

Originally Watson met with representatives of several local organizations to discuss her ideas, but found their response to be somewhat less than enthusiastic. Watson then decided to turn to her close friends and church. This initial group of people helped Watson structure a plan, and each member of the group took on an assignment (finding a place for the center, identifying funding sources, and locating volunteers).

On May 5, 1999, Su Casa Columbus was established. At first, Su Casa offered basic programs such as ESL and cultural awareness workshops. Watson started promoting the center by visiting the local factories to provide workshops for immigrant employees about American culture and customs. Soon Watson started providing cultural awareness training for the police department. Watson has been implementing a cultural awareness program she designed, "From Birth to Death", to teach both the Hispanic and the non-Hispanic communities about cultural differences and similarities.

Shortly after Su Casa opened, more community leaders began to realize the need for such a program in the community. Since then, Su Casa's community base has grown substantially and includes many organizations that originally showed little interest. Su Casa now offers over 24 programs to the community.

Watson explains that the mission of Su Casa is to integrate the Columbus community through mass education. Because of this, Watson dedicates a significant portion of her time toward advocating for increased cross-cultural understanding in the Columbus area by talking with churches, factories and schools to convey her message.

Watson also has several recommendations for other communities trying to start similar programs. She says that it is very important for communities to understand that the immigration issue is a community issue and not just a Latino issue. She believes that communities can be successful in opening centers like Su Casa if their approach is multidimensional. "Organizations need to have support and recognition from all groups within the community; Hispanic, non-Hispanic, and African American alike," said Watson. After representatives of the whole community are involved in the process, communities can begin to address the major issues immigrants are faced with in terms of housing, employment, life skills, ESL, and others. Watson sees Su Casa as being in the second phase of their plan of community education. They are now concentrating on broadening the reach of their educational programs and increasing cultural awareness within the whole community, while still assisting immigrants in meeting their basic needs.

One of the most recent programs that Watson has implemented is the "Adopt a Family" program with the churches. Watson met with representatives of several local churches to request that they adopt a Hispanic family new to the area. This program is designed to give the Hispanic family a chance to learn about American culture in a non-threatening and friendly environment, as well as to give the opportunity to the church to learn from the family's culture. So far there are 20 families and churches that are interested in participating in this program.

Additionally, Watson has developed a mentor program similar to big brothers/ big sisters, in which executives at the local companies are encouraged to be mentors of Hispanic children at the junior and senior high levels.

Watson says that since Su Casa opened, more and more community members have come to them looking for volunteer opportunities. Watson asserts that members of the non-Hispanic community are now beginning to understand that they also need to be involved in addressing this issue. She says, for example, that the African American community in Columbus now understands that Hispanics are not competing with them. Watson has worked on explaining that this matter isn't black and white anymore. "Now there is a third group, and all three need to learn how to live harmoniously," Watson said.

Watson has seen a tremendous change in the Hispanic community as well. She says that when Hispanics first come to Su Casa they don't have anything with them. After they have received assistance from Su Casa, Hispanics learn how to be self-sufficient. Now they have a place to live, a bank account, a job, and some of them are taking ESL classes. Watson says people who have been helped in the beginning keep coming to Su Casa when they need help in specialized fields. Funding for Su Casa is provided by the Heritage Foundation, First Presbyterian Foundation, Commons Foundation, Irwin Union Foundation, and by fees for consultation and training services.

For more information about this program, contact: Juana Watson, Su Casa Columbus Program Director, 1871 State Street, Columbus, IN 47201, Tel: 812-375-9370, Fax: 812-373-9430, E-mail: [juanaw@sucasacolumbus.com](mailto:juanaw@sucasacolumbus.com).

### **Wishard Hispanic Health Project – Indianapolis, Indiana (Healthcare)**

In 1994, while employed at El Centro Hispano in Indianapolis, Ms. McCammon noticed that many Latinos complained that there were no bilingual personnel at the hospital or clinics to provide them with assistance. Clients were frustrated and could not receive the services they needed. McCammon asked the hospital's board of directors for permission to begin the Wishard Hispanic Health Project to work with Latino clients. The board liked the idea and gave her office space at the hospital. She developed a 3-year plan to establish the project.

Initially McCammon had to do a little bit of everything, including translation, interpretation, publicity, and ESL and Spanish classes. After the first two months, she requested a part time helper because demand for her services was so great. The first year the hospital paid for all the expenses of the program.

During the second year, McCammon developed educational programs and asked the hospital to make her assistant a full-time employee handling all translation and interpretation services for the Wishard Hispanic Health Project. The first pediatric clinic was also opened at El Centro Hispano in this year.

In the third year, McCammon started offering education and prevention programs, and began providing Spanish and culture classes for other hospitals in Indianapolis. She was able to obtain funding for these programs from state foundations such as the March of Dimes, and government organizations like the Health Department. Currently the program has 11 staff members and 6 consultants.

The Hispanic Health Project is now being duplicated at one of the hospital's clinics. The goal is to provide this program at all six Wishard neighborhood clinics in the area. The Wishard Hispanic Health project has collaborated with several local organizations such as El Centro Hispano, the Indianapolis Chamber of Commerce, local churches, and ethnic organizations, as well as selected media outlets including radio and newspapers.

Ms. McCammon says it is crucial to identify the needs of the community and organizations already providing services. "It is also important to work with community leaders including both informal and formal leaders, because they can help publicize the program within the target community," said McCammon. McCammon also emphasized the importance of finding organizations to partner with in the community and demonstrating a commitment to follow through on the established goals of the program.

Challenges to the current program include obtaining sufficient funding and difficulties in finding certified personnel. The long-term goal of the organization is to establish a state-wide health resource center to serve organizations working with Latinos in Indiana. For more information on this program, please contact: Aida McCammon, Wishard Hospital, 1001 W. 10<sup>th</sup> Street, Indianapolis, IN 46202, Tel: 317-656-4264, Fax: 317-630-7112, Email: [emccammo@wishard.edu](mailto:emccammo@wishard.edu).

### **Wolf Corporation – Fort Wayne, Indiana (Employer Program)**

"The Wolf Corporation was founded 128 years ago by a New Hoosier, and ever since has been committed to providing opportunities to anyone willing to work and make a contribution to the community, regardless of where they come from," said Bonnie Moorman, Human Resources Director for Wolf.

Training programs began at Wolf three years ago when the company needed to hire new employees. "The job pool at that time was very low because of the area's low rate of unemployment," said Moorman. "We had to look to alternative resources within the community if we were to find the workers we needed," she added. The first group of immigrants Moorman hired was a group of Bosnian newcomers. Of this first group, Moorman says, "The Bosnians we hired have a very strong work ethic. They needed a job and appreciated the opportunity that we gave them, so they have been exceptionally conscientious employees."

Moorman hired the Bosnian immigrants knowing that she would have to spend a lot of time with their training program. The first training sessions that she conducted were very intense and time consuming because she had to draw, demonstrate, and communicate in ways that didn't require the workers to have strong English language skills. These initial training sessions were primarily about job responsibilities and safety concerns.

Wolf currently employs New Hoosiers of several nationalities, including Bosnian, Albanian, Mexican, Salvadorian, Vietnamese, and Laotian. Moorman reports that while many of their New Hoosier workers initially come to the corporation to work at entry-level positions, through training they are able to improve their communication and job skills, acquire more responsibilities, and eventually become leaders at the company and within the larger community.

Recognizing the English language needs of many of their new workers, Wolf started providing ESL classes on-site to their employees. Moorman started out as the only instructor, but Wolf now receives instructional support from the Fort Wayne Community Schools Continuing Education Department. Wolf also applied for, and recently received a grant from the Indiana Literacy Foundation to help pay for training instructors.

Wolf pays for all the time that their employees are in class, as well as for the class materials and instructor's fee. Another important step that Wolf took with this program was to contact the company's supervisors in order to know what their daily communication needs on the job were with their New Hoosier workers. Thus, specific vocabulary and safety issues that the employees need to know in order to perform their jobs effectively have been incorporated into Wolf's ESL curriculum. ESL classes are now provided three days a week in two-hour sessions.

Wolf wants its employees to be able to communicate in and out of the work place more comfortably. "The more comfortable they are out of the work place the more satisfied and motivated they are as employees," said Moorman. With this in mind, ESL

classes are complemented with entertainment and cultural activities such as an end of the session party. Each student brings a dish from their country, they write about the dish and share it with the rest of the class and supervisors. In addition, every student has the opportunity to give a short presentation to their class on a topic of their choice, such as their job, family, culture, or life stories. Everyone is encouraged to interact.

Other services Wolf offers to its New Hoosiers:

- Intermediate ESL training
- Job specific training: hands on training of duties
- Safety issues training
- Life skills
- Development skills classes

Life skills classes provide general skills that people need wherever the employee goes. Topics discussed include getting a driver's license or bank account, establishing credit, and exploring cultural differences such as what is considered polite in American society. Participants also practice reading newspapers, learn to use maps, and discuss relevant topics such as the healthcare system in the US (paying bills, getting insurance, making a doctor's appointment, et cetera). American culture is also focused upon through discussions on common idioms and local phrases such as "go for it" and "it's raining cats and dogs."

Development skills classes provide training for leadership positions within Wolf Corporation. They work on increasing interpersonal, written and verbal communication skills, as well as other skills like problem solving and training program development that will help New Hoosiers get promoted. In short, New Hoosiers are trained to become leaders at the company and there have already been many cases in which New Hoosiers have moved into leadership positions within the corporation.

Moorman mentioned that the programs that Wolf offers have led to increased stability within the workforce by substantially lowering employee turn over. "Employees taking their training classes develop a commitment to Wolf that makes them want to stay within the corporation," said Moorman. "Employees feel that they have found a place where they have the one-on-one support they need to be able to increase their skill levels in a variety of areas," added Moorman. "That type of individualized attention is rare among companies," Moorman said.

It should be added that supervisors have undergone diversity training as well. As they develop an appreciation for a more diverse workforce, the management at Wolf is becoming better able to learn about differences in learning and work styles, making them better supervisors and managers overall. It is hoped that this lesson is also being extended to the overall community. For example, Moorman now visits other local corporations to tell of Wolf's experience, to explain how their programs are organized and implemented, and to discuss their successes, challenges, and how other corporations can benefit by hiring a diverse work force. It is Moorman's hope that other companies within Allen County will become more diversified and work to find ways to improve the lives of their New Hoosier employees.

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