

## Recruiting English Language Learners

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As public schools, New York City charter schools seek to serve and best educate all students, including students whose primary language is not English. Successfully recruiting these English Language Learners (ELLs) depends on much more than the usual outreach and marketing. Charter schools that are successful in recruiting ELL students make a comprehensive commitment to community engagement, student achievement and cultural diversity that is strategically planned and implemented.

The following tips are designed to aid in the development of a robust ELL recruitment and education plan for your school. Please reach out to the New York City Charter School Center's Program Manager of English Learner Supports, Melissa Katz, at [mkatz@nyccharterschools.org](mailto:mkatz@nyccharterschools.org) for more information regarding ongoing programs and supports.

### Start Right

#### **Know Your Community**

Identify the demographic composition of the neighborhoods you serve. What are the primary languages spoken and backgrounds represented? You can find out this information through surveying community groups, other schools in your area, and existing parents. A little leg work can yield rewards later on.

#### **Allocate Resources and Staff**

Designate a coordinator or school committee to oversee the recruitment process. They should be familiar with the non-English speaking communities in the neighborhoods you serve and act as a point of contact within the school during the recruitment process. Remember, all non-English speaking populations are not the same. You need to become familiar with the needs of each group.

#### **Budget**

Design a recruitment budget to account for expenses related to printed materials, open house refreshments or facility fees, staff overtime, in-person and print translation services, etc. Make sure to budget for staff members at recruitment activities and open-houses who speak the languages in your area.

#### **Map Your Assets**

Identify which board members, staff members and current families have strong connections within non-English speaking communities. Recognize leaders from community organizations and foreign-language media sources with strong ties to non-English speaking communities who can serve on your school's board of directors, or whose organizations can partner with your school to provide services for non-native students and parents. Create a plan to reach out to these contacts and begin a partnership. These people serve as great points of introduction to non-English speaking communities and can also speak at school events.

#### **Engage Parents**

Enlist support in identifying existing parents who may have access to non-English speaking communities. Ensure they are engaged during each phase of the plan. If need be, parents can also play the role of facilitating communication between your staff and non-English speaking community members although this is not a replacement for having multilingual staff. Parents can break down linguistic and cultural barriers that are otherwise insurmountable. Use parents to make potential non-English speaking families feel comfortable at your events and in your school. Ask them to speak with other non-English speaking families about the services your school provides.

## Make a Plan

### Establish a Timeline

At the start of the year, put in place a timeline for recruitment that includes ample time to draft, review and translate materials and applications. *See Appendix A for a sample timeline.*

### Create Application and Marketing Materials

Flyers, brochures, posters, ads and public service announcements should avoid jargon and be translated into the predominant languages spoken in the community. Materials should clearly communicate the school's mission and program benefits to students. The application should be as simple as possible and comply with NYSED guidelines. It is not enough to just translate materials however; materials for non-English speaking families should address their needs and concerns such as safety, access to services, inclusion, and familiarity of setting. *See appendix B for additional tips on drafting an application.*

### Partner with Community Based Organizations (CBOs)

Collaborate with CBOs (churches, food banks, civic organizations, housing authority programs, etc.) that are frequented by your target population. *See appendix C for a list of community based organizations operating throughout NYC.* In addition, use your board members, personnel and parent body contacts to identify community leaders with ties and access to non-English speaking families in other areas. Make sure you distribute marketing materials at local grocery stores, laundromats, restaurants, salons, parks or any location that is used as a gathering place within the community. When all else fails, think outside the box!

## Recruitment and Outreach Activities

### Canvas the Neighborhood

Walk your neighborhood and Community School District (CSD) on foot to get the word out about your school. Select time slots when your "ambassadors" will be canvassing targeted areas and make sure they speak the languages predominant in that area! Sending out people to canvas who are not able to communicate with prospective families is a waste of time and can give the impression that your school isn't truly committed to working with the community. Ideally, you want to send out your ambassadors in January-February at different times throughout the day. Have your materials ready; at a minimum this should be a flyer (English and non-English) with basic information about your program, the application process and contact information. Promotional materials are excellent in this process -- a refrigerator magnet with school address, logo and contact information, or a pen. Follow up any contacts with a letter thanking them for their time and outlining your program. Include important dates and contact information, and details on how to apply.

### Attend Community Meetings

Every community board has a monthly meeting that allows for brief presentations by community members and organizations. At meetings like this, and similar meetings held by the chambers of commerce in your area, you can use this time to present your school and its ELL services and/or programming to the community. Visit <http://www.nyc.gov/html/cau/html/cb/cb.shtml> to identify which Community Board your school falls under.

### Government Offices

Always reach out to the elected officials who represent your neighborhood. Their staff will know the communities in the area, and are always interested in having information to share with constituents. Provide them with materials that families can easily pick-up; many people come through their doors looking for information and will be glad to find your printed flyer or brochure. You can find contact information for your school's elected officials by visiting: <http://www.mygovnyc.org/>

### **Distribute, Distribute, Distribute**

Distributing your materials widely allows you to increase your visibility in the community. By preparing bilingual materials, you increase your chances that non-English speaking families will learn about your school. Consider posters, flyers, and brochures as methods for disseminating bi-lingual information in places that non-English speaking families gather. When placing advertisements about your school, do not forget local non-English speaking newspapers, community and church bulletins, and radio ads.

### **Host Open Houses**

Request that parents and community members attend the event to learn about your school. An Open House is a great way to introduce the community to your ELL program, but pay special attention to ensuring that you create a welcoming and safe environment. Instead of holding events solely at your school, consider holding an information session at a partner organization's site or someplace else familiar to the families you are seeking to recruit. Providing translation and interpretation services to show that your school values inclusion.

### **Collect Applications**

Regularly check that your online system and drop-off bins are intact and functioning properly. Create multiple drop-off locations: on-line, at your school and at community partners' sites. Non-English speaking families should have access to people who speak their language to assist with completing applications. Letting parents know that your school does not share information with other government agencies, and that there are no questions about immigration status, will make some families more comfortable about submitting an application.

### **Conduct a Lottery**

If there are more applications than seats available, the school must conduct an admissions lottery. Preferences should be prioritized as set in your approved charter. April 1 is the application deadline set forth by both NYS charter authorizers. Make sure all lottery and application materials are translated and readily available! You will also need to explain the process to families that are new to the country. The New York City Charter School Center has a variety of materials to explain to parents what the lottery and charter schools are (visit <http://www.nyccharterschools.org/for-parents> or contact Kayla Turner at [kturner@nyccharterschools.org](mailto:kturner@nyccharterschools.org)).

### **Make Your Commitment Year-Round**

#### **Stay Engaged**

Student recruitment should be embedded in the culture of your school instead of only occurring during a few months of the year. Make sure application material is always available in your main office and clearly posted on your website. Create a one-page document that clearly explains the tenets of your school and the application process. Make sure it's translated! Having a staff member who can communicate fluently in the languages predominant in your community is vital. Ensure that parents without government issued photo IDs are afforded access to your school.

#### **Open Your Doors**

Create a regular multilingual tour schedule for potential students, their families and community members. If possible, make your space available for community events.

## Appendix A: Sample Recruitment Timeline

Month	Activity
<b>Summer</b>	Canvas community and meet with local leaders and organizations to establish partnerships. If your charter needs to change previously established admissions preferences, submit new preferences to your authorizer for approval.
<b>September – October</b>	Draft recruitment plan and identify recruitment coordinator/committee. Recruitment plan should include strategic marketing campaigns and schedule of recruitment information sessions and open houses.
<b>November</b>	Proof and finalize application and marketing materials, including all necessary translations. Submit a copy of the application to your authorizer for approval. Sign up for the Common Online Charter School Application.
<b>December</b>	Post application and materials online. Disseminate application and material to partner organizations.
<b>January – March</b>	Hold at least two open houses: at least one at the school site and the other could be an information session at a partner’s site. Run ads, radio announcements and/or post flyers in the community.
<b>April</b>	April 1 - Application deadline April 5 - 10 Conduct Lottery April 5 - 15 - Notify families of lottery results and position on waitlist
<b>April – May</b>	Set reply deadline for families wishing to accept a seat at the school. Families who are on the waitlist should be notified immediately if any seats become available.
<b>August</b>	Schedule an orientation for families of ELLs. This may be in addition to or in conjunction with any regular orientation provided for the entire school.

## Appendix B: Application Tips

- When asking for student information, use “home address” instead of “residence.” Any reference to residence can easily be misinterpreted as residency related to immigration status, which should never be mentioned in the recruitment/application process.
- Before distributing, submit a copy of the application to your school’s authorizer for approval.
- Professionally translate all materials into the language(s) represented in recruitment communities. Avoid translation websites which are often imprecise in proofing. Ensure the accuracy of translations – few things betray a school’s lack of understanding of non-English speaking communities as poorly translated documents. Have translations checked by community members.
- Take advantage of the New York City Charter School Center’s annual Common Online Charter School Application which is available in ten professionally translated languages. Contact Randall Iserman at [RIserman@nyccharterschools.org](mailto:RIserman@nyccharterschools.org) for more information.

## Appendix C: CBOs & Community Resources

\*Reach out to all your elected officials:

<http://www.mygovnyc.org/>

NYC ELL Groups By Borough\*

### Citywide

**Advocates for Children of New York** (<http://www.advocatesforchildren.org>)

Advocates for Children of New York (AFC)'s Immigrant Students' Rights Project combines distinctive leadership in the field of public education advocacy with in-depth knowledge of the needs of immigrant students, students learning English, and their families to improve student achievement and advance meaningful reform. Their work with families, strong partnerships with leaders and service providers in immigrant communities, and expertise on legal rights and entitlements aids their efforts to improve educational opportunities for these students.

**African Hope Committee** (<http://www.afriquehope.org>)

African Hope Committee is a pillar of the community, offering a variety of crucial services to African and Immigrant communities. All activities of this organization are planned with the purpose of relieving the poor, the distressed and the underprivileged African immigrant population and other minority group living in New York City

**Arab American Association of NY** (<http://www.arabamericanny.org>)

Their mission is to support and empower the Arab Immigrant and Arab American community by providing services to help them adjust to their new home and become active members of society. Their aim is for families to achieve the ultimate goals of independence, productivity, and stability. They provide legal and immigration services.

**Asian Americans for Equality** (<http://www.aafe.org>)

AFE is committed to preserving affordable housing throughout New York and to providing new opportunities for the city's diverse immigrant communities. Through a wide range of multilingual counseling services, AAFE provides education, financial assistance and training to empower people, small businesses and neighborhoods. Its research, advocacy and grassroots organizing initiatives help to shape government policy and to effect positive change.

**Asian American Legal Defense and Education Fund** (<http://aaldef.org>)

Founded in 1974, the Asian American Legal Defense and Education Fund (AALDEF) is a national organization that protects and promotes the civil rights of Asian Americans. By combining litigation, advocacy, education, and organizing, the AALDEF works with Asian American communities across the country to secure human rights for all. The AALDEF focuses on critical issues affecting Asian Americans, including immigrant rights, civic participation and voting rights, economic justice for workers, language access to services, educational equity, housing and environmental justice, and the elimination of anti-Asian violence, police misconduct, and human trafficking.

**CAMBA** (<http://www.camba.org>)

CAMBA serves more than 45,000 individuals and families, including 9,000 youth, each year. They help people with low incomes; those moving from welfare to work; people who are homeless, at risk of homelessness or transitioning out of homelessness; individuals living with or at risk of HIV/AIDS; immigrants and refugees; children and young adults; entrepreneurs and other groups working to become self-sufficient. The majority of CAMBA's clients lives, works and/or attends school in Brooklyn.

**Catholic Charities NY** (<http://www.catholiccharitiesny.org>)

Catholic Charities helps solve the problems of New Yorkers in need - non-Catholics and Catholics alike. The neglected child, the homeless family, and the hungry senior are among those for whom they provide

help and create hope. They seek to rebuild lives and touch almost every human need promptly, locally, day in and day out, always with compassion and dignity.

**Child Welfare Organizing Project** ([www.cwop.org](http://www.cwop.org))

CWOP has offices in East Harlem, Highbridge, and Bedford Stuyvesant. CWOP, with a staff and Board consisting largely of ACS-involved parents, has contributed significantly to transformation through a wide range of evolving, constituent-driven activities and strategies including parent education and organizing, facilitating parent dialogue with child welfare policy-makers and parent participation in professional education, and helping parents write for publication and work with the media.

**Chinese-American Planning Council** (<https://cpc-nyc.org/>)

With offices in Brooklyn, Manhattan and Queens, the CPC has established an array of successful programs for children and youth that incorporates positive youth development principles, caring adult role models, interactive teaching methods and a focus on English Language Learners and those from immigrant or low income families. The program is supported today by the Department of Youth and Community Development (DYCD) and COMPASS NYC (formerly Out of School Time) and regulated by the Office of Children and Families and the Department of Health & Mental Hygiene.

**Citizens' Committee for Children of New York** (<http://www.cccnewyork.org>)

Citizens' Committee for Children of New York is committed to ensuring all children have access to quality education. They advocate for increase in funding, college and career readiness, decreased suspensions, increased alternative programs, and more enrichment.

**Coalition for Asian American Families** (<http://www.cacf.org>)

CACF believes that children of all backgrounds should have an equal opportunity to grow up healthy and safe and should live in a society free from discrimination and prejudice. CACF challenges stereotypes of Asian Pacific Americans as a "model minority" and advocates on behalf of underserved families in their community, especially immigrants struggling with poverty and limited English skills. CACF promotes better policies, funding, and services for East Asian, South Asian, Southeast Asian, and Pacific Islander children, youth, and families.

**The Committee for Hispanic Children and Families, Inc.** (<http://chcfinc.org>)

The Committee for Hispanic Children and Families, Inc. (CHCF) combines education and advocacy to expand opportunities for children and families, and strengthen the voice of the Latino community.

**The Community Association of Progressive Dominicans** (<http://www.acdp.org>)

(ACDP) is an organization that provides services to residents of Northern Manhattan and the Bronx. ACDP was founded in 1979 and incorporated in 1980 as the first non-profit to focus on the needs of New York's Dominican immigrants and the communities in which they live. ACDP has organized the community to develop high quality programs providing direct assistance to 27,000 children and families annually. They bring people together by celebrating diversity and opposing all forms of stereotyping and discrimination.

**CUNY Citizenship Now!** (<http://www.cuny.edu/about/resources/citizenship.html>)

CUNY has many branches all over the city to help immigrants to complete forms and filings for USCIS.

**Flanbwayan Haitian Literacy Project** (<http://www.flanbwayan.org>)

The Flanbwayan Haitian Literacy Project has assisted hundreds of Haitian newcomer youth in NYC public high schools since it was founded in 2005. They ensure Haitian newcomer youth 14-21 years old are appropriately placed in high schools that support their ability to remain in school and graduate. Their out of school time programs develop students' capacity as productive citizens through youth and leadership development activities that build their self-esteem and nurture their voices.

**Grand Street Settlement** (<http://www.grandstreet.org>)

Grand Street Settlement was founded in 1916. Each year, Grand Street Settlement provides services to more than 5,000 people. Grand Street Settlement is a multi-service center with programs ranging from

child care and Head Start services for young children, to meals and social services for senior citizens. For the past 10 years, Grand Street Settlement's focus has been on educational and employment services designed to promote independence.

**Hanac** ([www.hanac.org](http://www.hanac.org))

Since 1972, HANAC has offered a beacon of hope to New York City residents in need of social services. Through facilities located in Queens, Manhattan, Brooklyn, and the Bronx, HANAC provides a broad array of services to immigrants, seniors, families, youth, and those struggling with alcohol and substance abuse, as HANAC strives to improve the lives of their clients, their families and their communities. HANAC is proud of its reputation for quality social services delivered by thoughtful, culturally sensitive and multilingual (English, Spanish, Greek) staff.

**Hispanic Federation** ([www.hispanicfederation.org/](http://www.hispanicfederation.org/))

The Hispanic Federation provides grants to a broad network of Latino non-profit agencies serving the most vulnerable members of the Hispanic community and advocates nationally with respect to the vital issues of education, health, immigration, economic empowerment, civic engagement and the environment.

**Justice for Our Neighbors** (<http://nyac-jfon.org>)

Based in Manhattan, Brooklyn, and Queens, Justice for Our Neighbors is a ministry of hospitality that welcomes immigrants by providing free, high-quality immigration legal services, engaging in advocacy for immigrants' rights, and offering education to communities of faith and the public.

**Korean Community Services** ([www.kcsny.org](http://www.kcsny.org))

The objectives of KCS are to develop and deliver a broad range of social service programs to meet the various needs of the community. In order to achieve these objectives, KCS provides various professional community service programs in the areas of community, aging workforce development, and public health.

**Lutheran Social Services of New York** (<http://lssny.org/main/life-shield/>)

Their Safe Haven for Children Program provides follow-up case management services to minors who arrive in the country without parents or guardians and who have been released to qualified sponsors in the New York Metropolitan area, pending their immigration court proceedings.

**Make the Road NY** (<http://www.maketheroadny.org>)

With branches in Brooklyn, Queens, and Staten Island, Make the Road New York (MRNY) builds the power of Latino and working class communities to achieve dignity and justice through organizing, policy innovation, transformative education, and survival services.

**Minkwon Center** (<http://www.minkwon.org>)

The MinKwon Center for Community Action was established in 1984 to meet the needs and concerns of the Korean American community through five program areas: community organizing and advocacy, civic participation, social services, and culture and youth empowerment. MinKwon advocates for a pro-immigrant agenda for the federal, state, and local levels of the government and organizes communities at the grassroots level to empower themselves. MinKwon also builds coalitions with other communities and actively participates in leading them.

**New York Foundling** (<https://www.nyfoundling.org>)

The New York Foundling – in the tradition of openness and compassion of its sponsors, the Sisters of Charity – helps children, youth and adults in need through advocacy and through preventive and in-care services that strengthen families and communities and help each individual reach his or her potential. The Foundling's diverse network of programs works interactively to provide care for families with multiple social, economic, medical, and psychological needs.

**New York Immigration Coalition** (<http://www.thenyic.org/education>)

Children who come to the U.S. knowing little or no English face daunting challenges in school and often drop out of high school. The NYIC advocates before the city and state to increase resources for these

English Language Learners (ELLs), to improve teacher training and instruction, and to eliminate barriers that prevent immigrant parents from being more involved in their children's education.

**South Asian Youth Action** ([www.saya.org](http://www.saya.org))

South Asian Youth Action (SAYA!) is the nation's only secular youth development organization dedicated to South Asian youth. Their mission is to create opportunities for South Asian youth to realize their fullest potential. Since inception in 1996, SAYA! has brought comprehensive youth development and after-school programs to nearly 9,500 youth across New York City.

**Students First NY** (<http://www.studentsfirstny.org>)

This organization advocates for quality teachers and school leaders, equity in funding, tenure reform, increased school funding, and more SPED in high school.

**Supportive Children's Advocacy Network** (<http://www.scanny.org>)

SCAN serves East Harlem and South Bronx families. "Yes, I Can!" is the theme of SCAN because it truly personifies the spirit of SCAN. SCAN's mission is to inspire all SCAN children, parents and families to believe in themselves and to "reach for the stars" despite the real struggle and courage necessary to stretch beyond one's limitations. SCAN provides: family/individual therapy, family planning, parenting education, emergency food/clothing, and sexual abuse treatment.

**United Neighborhood Houses** (<http://www.unhny.org>)

Among many other issues, UNH also advocates for critical educational and enrichment opportunities that help young people make positive choices and succeed in school and in the workforce. They do this through advocacy and policy analysis as well as by providing resources to their [member agencies](#) for program innovation and enhancement.

## Bronx

**BronxWorks** ([www.bronxworks.org](http://www.bronxworks.org))

BronxWorks is a CBO that helps individuals and families improve their economic and social well-being. Their programs are for all ages as they seek to feed, shelter, teach, and support Bronx residents to build a stronger community.

**Claremont Neighborhood Centers** (<http://www.claremontcenter.org/default.html>)

The mission of Claremont Neighborhood Centers, Inc. is to provide innovative afternoon/evening and weekend recreational and educational programs to area youth through evidence based models. It is also dedicated to providing day care services in order meet the childcare needs of working parents in the community.

**East Side House Settlement** (<http://www.eastsidehouse.org>)

Operating from 17 locations, East Side House helps 8,000 individuals improve their lives each year by providing access to quality education and technology training as gateways out of poverty. The continuum of high-performing programs includes early childhood and after-school programs, adult education, computer technology programs, family services, and senior services. In addition, East Side House has six programs that focus on high school graduation and college preparation

**Kingsbridge Heights Community Center** (<http://www.khcc-nyc.org>)

Founded in 1974, Kingsbridge Heights Community Center is a multi-service center serving 7,000 North West Bronx families and individuals. Programs include: early childhood education, college preparation, school-age after school and teen evening programs, concrete and counseling services to families where children are at risk of abuse or neglect, service to adults and senior citizens, after school and Sunday respite for developmentally disabled youth and adults, and homeless services. Several programs serve the entire borough of the Bronx, including the Child Sexual Abuse Treatment and Prevention, and College Directions and the teen parents program. Newer programs include Early Head Start (birth through three

years old) and the North Bronx Youth Collaborative, a leadership/outreach program with two other Bronx settlement houses.

**LIFT** (<http://www.liftcommunities.org>)

LIFT's mission is to help community members achieve economic stability and well-being. They are working to establish a new standard for holistic and enduring solutions in our country's fight against poverty.

**Mercy Center** (<http://www.mercycenterbronx.org>)

Mercy Center is based in Mott Haven and is a community center offering programs and services that empower women and their families to reach their full potential and become agents of change for healthy family living and economic independence. They promote an improved quality of life by addressing the needs of the whole person in a community of respect, hospitality and non-violence.

**Mosholu Montefiore Community Center** (<http://www.mmcc.org>)

Founded in 1942, Mosholu Montefiore Community Center provides services and activities for over 20,000 individuals each year at sites located in its main building on Gun Hill Road, in 12 public schools, at the Marble Hill Houses and at its branch in Co-op City. Mosholu Montefiore strives to serve the middle and working class members of the community as well as low-income individuals and families. The settlement is committed to strengthening families and maintaining the quality of life for the entire community. Mosholu Montefiore offers services including: a child development center, after school programs; teen programs; and summer day camps.

**New Settlement Apartments and Community Center** (<http://www.settlementhousingfund.org/>)

The organization's mission is not only to rebuild and maintain a sizable portion of the housing stock in its neighborhood, but also to support the rebuilding of the neighborhood's social capital. Year-round community services and education programs are structured in direct response to the interests of neighborhood residents, who are primarily low-income Blacks and Latinos, including many new immigrants. Programs serving over 4,700 youth and adults each year are staffed by paid professionals and dedicated volunteers.

**Riverdale Neighborhood House** (<http://www.riverdaleonline.org>)

Riverdale Neighborhood House provides a variety of human services and community resources to 5,000 residents in and around the Northwest Bronx. Members range from infants to senior citizens, representing multiple ethnic and income groups. The settlement offers a wide array of programs designed to improve the quality of life of its members.

**Southeast Bronx Neighborhood Centers** (<http://www.sebnc.org>)

Founded in 1929, The Southeast Bronx Neighborhood Centers, Inc. (SEBNC) is one of the oldest community service agencies in the South Bronx and provides services to over 6,000 persons on an annual basis. Services range from early childhood to adult services, with particular emphasis on youth programs. Programs include: family child care and child care day care centers, afterschool programs, an evening youth activity center, vocational programs, and summer camp.

## Brooklyn

**Arab-American Family Support Center** (<http://www.aafscny.org>)

The Arab-American Family Support Center (AAFSC) is a 501(c)3 non-profit, non-sectarian organization. Established in 1994, AAFSC is the first and largest Arabic-speaking social service agency in New York City. AAFSC is headquartered in Brooklyn, home to the highest number of New York City's recent Arab immigrants. As a settlement house and member of United Neighborhood Houses (UNH), AAFSC has taken the initiative in providing culturally, linguistically and religiously sensitive services to members of immigrant communities throughout the five boroughs. They serve nearly 6,000 low-income people each year through seven main programs: the Preventive Services Program, Adult Education Program, Youth Program, Legal Services Program, Health Program, Anti-Violence Program and Disaster Relief Services Program. As the leading provider of social services to the Arab-American community, their agency has a

strong commitment to providing services in a culturally competent manner. Their full time staff members speak Arabic, Bengali, English, Farsi, French, Hindi, Urdu, Punjabi, Tibetan, Nepali, Portuguese and Spanish and all understand the cultural nuances necessary to complete their work. Their programs are designed to empower and strengthen the Arab, Middle Eastern, Muslim and South Asian (AMEMSA) communities, while creating an environment of tolerance and understanding for all nationalities and beliefs.

**Atlas DIY** ([www.atlasdiy.org](http://www.atlasdiy.org))

Atlas: DIY Is a Brooklyn based cooperative empowerment center for immigrant youth and their allies. Their headquarters in Brooklyn serve as a place where immigrant youth may come and enjoy a wide variety of services, such as free legal services, language classes, college preparation programs, scholarship lists and more. Our national online resources provide a lifeline for those without access to quality legal representation.

**Caribbean Women’s Health Organization** (<http://cwha.org>)

This Brooklyn-based CBO helps with insurance, domestic violence, immigration, and has some teen programs (young mothers, big brothers/sisters).

**Catholic Migration Services** ([www.catholicmigration.org](http://www.catholicmigration.org))

Catholic Migration Services sees its mission as welcoming strangers to their commitment to empowering underserved immigrant communities in Brooklyn and Queens, regardless of religion or ethnicity. They provide comprehensive pastoral, educational, advocacy and legal services to advance equality and social justice in a changing and diverse population. Catholic Migration Services, Inc. is a not-for-profit corporation affiliated with the Roman Catholic Diocese of Brooklyn.

**Center for Family Life in Sunset Park** (<http://www.cfisp.org>)

The essential focus of the activities at the Center for Family Life is on the family as a sustaining source of development for children and youth. Individual, group and family counseling provided by the Center’s social workers are augmented by involvement in extensive school-based, after-school programs at two local elementary schools and evening center programs for teens.

**FEGS Health & Human Services** ([www.fegs.org](http://www.fegs.org))

For more than 40 years, FEGS has worked in partnership with the New York City Department of Education, other governmental organizations, foundations, voluntary organizations, and businesses to create a spectrum of programming to enhance educational and career planning opportunities for *youth* and *special populations*. In addition to providing in-school, after-school, and out-of-school programs for at-risk youth, they also provide continuing education for adults, including English for Speakers of Other Languages and civics classes for new immigrants and employment training and resources for professionals.

**Juan Neuman Center** (<http://olphbkny.org/juan-neumann-center>)

The Juan Neumann Center was founded in 2003. Founder and Director Father Ruskin Piedra realized the great need for quality low and no-cost immigration legal services in Sunset Park and its surrounding communities and created the Center in order to meet those needs. The Center seeks to provide the highest quality legal assistance to the Sunset Park immigrant community at the lowest possible cost. Since its inception, the Center has helped over 2,000 individuals with their immigration matters.

**La Union** (<http://la-union.org>)

Based in Sunset Park, La Union addresses the educational disparities that impact immigrant, Latino, and African-American students by organizing immigrant parents and students to change the system. The Parents Committee works with Youth Action Changes Things (YACT) in an intergenerational campaign that engages entire families to improve public school services, both for immigrant parents and their first-generation Mexican-American sons and daughters. La Union is a founding member of the Parent Organizing Collaborative and coordinates the parent-led group “Padres Organizados por la Educacion” engaged in permanent work to advance a better educational system.

**Opportunities for a Better Tomorrow** (<http://www.obtjobs.org/>)

The mission of Opportunities for a Better Tomorrow is to help disadvantaged youth and adults recognize their own self-worth, and advance towards self-sufficiency and financial security through job training, academic reinforcement, improved life skills, job placement, and support services.

**Polish and Slavic Center** (<http://www.polishslaviccenter.org>)

The Polish & Slavic Center (PSC) is a non-profit social and cultural services organization founded in 1972 with the headquarters in New York City that primarily serves the Polish-American community. With about 40,000 members the PSC is the largest Polish-American organization on the East Coast. Without engaging itself politically, the PSC serves the entire Polish and Slavic community.

**School Settlement Association** (<http://www.schoolsettlement.org/>)

School Settlement provides services to approximately 1,500 residents a year, the majority living in various neighborhoods in Brooklyn and Queens. All services are focused on assisting individuals as they strive to improve their economic and social self-sufficiency. Programs include: an after-school program; literacy program; summer camp; Attendance Improvement Dropout Prevention programs at two local high schools; computer classes in a computer room that is open to all; a game room; Career Options, and two home attendant services.

**Shorefront YM-YWHA of Brighton-Manhattan Beach** (<http://www.shorefronty.org>)

The Shorefront YM-YWHA of Brighton-Manhattan Beach, Inc. (Shorefront Y), founded in 1949, has a long history of providing a range of social, recreational, educational and cultural programming for individuals and families in the most southern tier of Brooklyn. The Shorefront Y provides programs in early childhood education, teen services, athletic and recreational activities for children and adults, a senior center and immigrant and resettlement services. The Shorefront Y also offers services to Russian speaking adults with disabilities and coordinates numerous social, educational, recreational, and cultural events throughout the year. Approximately 80% of the agency staff are émigrés from the former Soviet Union.

**United Community Centers** (<http://www.ucceny.org>)

United Community Centers (UCC) was founded by residents of local housing projects to organize East New York neighbors to strive for a better community and higher quality of life. The settlement offers service programs and advocacy campaigns. These programs include pre-school and afterschool youth education, as well as health and HIV prevention. The UCC is also involved in a number of street fairs, bike tours, runs and marches. Evening programs include Adult ESOL classes, citizenship training, basic education, and computer literacy.

## Manhattan

**Alianza Dominicana** (Washington Heights) (<http://alianzaonline.org>)

Alianza's mission is to strengthen communities and affirm the value of family and community life by forging strategic partnerships, developing and implementing model programs to provide support and protection to those in need, and creating opportunities for social and economic development.

**Cabrini Immigrant Services of NYC, Inc.** (<http://cis-nyc.org>)

(CIS-NYC) is a multi-service community and faith-based 501c(3) Board of Immigration Appeals (BIA) accredited agency that provides a broad range of culturally and linguistically appropriate services to immigrants, refugees, asylees, and their families. They are located on the Lower East Side.

**Chinese Progressive Association** (<http://www.cpanyc.org>)

Based in Manhattan's Chinatown/Lower East Side, the Chinese Progressive Association works towards social and economic justice for Chinese Americans. They involve community residents in the decision-making processes that affect their lives and work with other communities to support equality and justice for all. They provide educational, advocacy, service, and organizing programs that raise the community's living and working standards.

**Dominican Women’s Development Center** (<http://www.dwdc.org>)

(DWDC) is a non-profit organization located in Washington Heights, Northern Manhattan. DWDC was founded in 1988 by nine Dominican women who identified the need for Latinas to organize around critical issues and seek solutions to systemic problems affecting their families and community, such as sexism and discrimination, high housing costs, low-achieving schools, high dropout rates, limited access to health care services, attacks on reproductive rights, high teenage pregnancy, and high poverty rates.

**Educational Alliance** (<http://www.edalliance.org>)

The Educational Alliance serves 50,000 New Yorkers annually at 20+ downtown Manhattan locations and via 42 programs, including preschools, camps, youth development programs, senior centers, health & wellness programs, arts & culture classes and events, counseling services and addiction recovery programs. An evolving organization that’s embedded in the neighborhoods they serve, they develop impactful programs that address the changing needs of the families and individuals within those communities. All of their programs feature intergenerational and cross-cultural activities – bringing together people from different backgrounds and age groups, so they can learn from and with each other.

**Goddard Riverside Community Center** (<http://www.goddard.org>)

Over the years Goddard Riverside Community Center has developed into a highly regarded agency that provides a variety of programs and services to city resident of all ages, the majority of whom live on the Upper West Side of Manhattan and in West Harlem. Last year, over 15,000 New Yorkers took part in the wide range of activities. Their programs include early childhood education; school-based and after-school programs; educational support, arts activities, recreation, and college counseling for teens; over 540 units of permanent housing with on-site supportive services; outreach and extensive aid to the mentally ill homeless; meals, activities, and assistance to the elderly and homebound; and free legal services and community organizing to preserve the Single Room Occupancy (SRO) housing stock and the rights of the poor who live in SRO’s.

**Hamilton-Madison House** (<http://www.hamiltonmadisonhouse.org/>)

Hamilton-Madison House (HMH) is dedicated to improving the quality of life for residents in the Two Bridges/Chinatown area on Manhattan’s Lower East Side. Hamilton-Madison House offers a variety of human service social programs. These programs include: Day Care and Head Start; a Youth Development Program; HIV Teen Outreach Program; Refugee Assistance Program; Mental Health services; Chinatown Alcoholism Unit, and Senior Services.

**Henry Street Settlement** (<http://www.henrystreet.org>)

Founded in 1893 by social work and public health pioneer Lillian Wald, Henry Street Settlement delivers a wide range of social service and arts programs to more than 50,000 New Yorkers each year from 17 program sites on Manhattan’s Lower East Side. Distinguished by a profound connection to its neighbors, a willingness to address new problems with swift and innovative solutions, and a strong record of accomplishment, Henry Street challenges the effects of urban poverty by helping families achieve better lives for themselves and their children.

**Lenox Hill Neighborhood House** (<http://www.lenoxhill.org>)

Lenox Hill Neighborhood House is a multi-service community-based organization that serves people in need on the East Side of Manhattan and on Roosevelt Island. Founded in 1894 as a free kindergarten for the children of indigent immigrants and as one of the first settlement houses in the nation, Lenox Hill Neighborhood House is the oldest and largest provider of social, legal and educational services on Manhattan’s Upper East Side. Each year, they assist more than 20,000 individuals and families who "live, work, go to school or access services" from 59th Street to 143rd Street and on Roosevelt Island. They operate out of five East Side sites located between 54th Street and 102nd Street, with their headquarters located on East 70th Street.

**North Manhattan Coalition for Immigrant Rights** (<http://www.nmcir.org>)

The Northern Manhattan Coalition for Immigrant Rights (NMCIR), is a non-profit organization, founded in

1982 to educate, defend and protect the rights of immigrants. Recognized by the Board of Immigration Appeals, NMCIR is committed to expanding access to legal immigration services, participating in policy making and community organizing.

**Northern Manhattan Improvement Coalition** (<http://www.nmic.org/>)

NMIC is a community-based, not-for-profit organization founded in 1979 to serve the Washington Heights and Inwood communities. Their mission is to provide resources and support to the community's poorest residents, empowering them to secure economic stability and to be active participants in their community. NMIC's client-centered programs minimize evictions; improve the most hazardous housing stock; educate and train residents to get better jobs; expand quality childcare by creating family-run businesses, assure clients of entitlements and intervene to bring lasting peace and stability to women and children subject to domestic violence.

**Stanley M. Isaac Neighborhood Center** (<http://www.isaaccenter.org>)

Founded in 1964, The Stanley M. Isaacs Neighborhood Center serves an estimated 5,000 people of all ages annually. The Isaacs Center offers adult educational programs including Basic Literacy, GED classes, plus tutoring in reading, math and ESL. For children, there are three after-school learning center program sites, plus dropout prevention programs in two public schools. During summer months, a day camp provides full-day activities. Youth leadership and youth development services offer community service work opportunities, and an evening education and recreation center for teens. Youth employment services include walk-in assistance, job readiness training and placement assistance.

**Union Settlement Association** (<http://www.unionsettlement.org>)

One of the area's largest social service agencies, they serve more than 13,000 residents each year through a wide array of programs, including: *Early Childhood Services* (six childcare/Head Start centers and a Family Childcare Network), *Youth Services* (after-school and summer programs, Tech Lab, tutoring, sexual literacy, college readiness, dance, theater, workshops), *Adult Education* (Basic Education in Spanish and English, English for Speakers of Other Languages, Citizenship, GED preparation, citizenship, computer skills), *Senior Services* (five senior centers, Meals on Wheels, transportation program, health and fitness), *Mental Health* (Johnson Counseling Center, Children's Blended Case Management) and *AIDS and HIV Services*. Two separately incorporated entities, the *Union Settlement Federal Credit Union* and *Union Settlement Home Care*, complement their services.

**University Settlement Society** (<http://www.universitysettlement.org>)

Founded in 1886, University Settlement Society is one of New York's most dynamic social service institutions with deep roots on the Lower East Side. Each year University Settlement's diverse programs help over 25,000 low-income and at-risk people build better lives for themselves and their families. With an impressive legacy as the first settlement house in the United States, University Settlement has been an incubator for progressive ideas for 125 years, offering pioneering programs in early childhood education, adolescent development, eviction prevention and case management, literacy, mental health and arts education that set the standard. Building on the strength of this experience, University Settlement now provides services at 21 locations in lower Manhattan as well as in upper Manhattan and Brooklyn.

## Queens

**The Ansob Center for Refugees** (<http://www.ansob.org>)

Based in Astoria, this CBO seeks to help refugees and immigrants begin the process of rebuilding their lives in the United States and offers a wide array of services.

**Concerned Citizens of Queens**

Also known as Ciudadanos Conscientes de Queens, this CBO has a mission to serve minorities, specifically the population of Queens, in trying to find solutions to immigration problems. They offer adult citizenship and ESOL classes.

**Dominico-American Society of Queens** (<http://www.dominicoamerican.org>)

The Dominico-American Society of Queens is a not-for-profit 501 (c) 3 organization that serves low-income minorities. Since 1993, the Dominico-American Society of Queens, better known as DAS, has responded to the educational, social and cultural challenges that have hindered the development of the low-income/immigrant community. DAS does not only serve Dominicans. Their organization serves everyone and anyone who comes to them in search of help or guidance. They offer adult literacy and ESL classes and some after school programs.

**Flushing New Americans Welcome Center** (<http://www.ymcanyc.org/association/international/flushing-new-americans-welcome-center>)

The YMCA of Greater New York is committed to serving the immigrant population of the city, and, in response to their needs, has opened New Americans Welcome Centers to help immigrants achieve literacy, cultural competence, and self-sufficiency. The goal of the YMCA is to be recognized by every new American as a “safe haven” that provides multilingual information, resources and referrals and a wide range of services (instructional, vocational, recreational, and family support) that will help them attain their goals.

**Haitian Americans United for Progress** (<http://www.haupinc.org>)

HAUP is a not-for-profit community based organization that helps low-income families and individuals to live healthy and productive lives. HAUP was initially founded in 1975 to promote the welfare of Haitian refugees and immigrants. Since then, it has broadened its cope and reach to meet the needs of all its constituents regardless of nationality, ethnic origin or background. HAUP is dedicated to providing a supportive environment through education, training, culture, networking opportunities, and other support services that allow members of the community to successfully adapt and thrive.

**Immigration Advocacy Services, INC.** (<http://www.immigrationadvocacy.com>)

Immigration Advocacy Services is an organization based in Astoria that helps recently arrived immigrants. They are a not-for-profit legal services provider and deal only with immigration law. They specialize in adjustment of status, alien relative petitions, naturalization and green card assistance and many more, including helping avoid immigration fraud.

**Jackson Heights-Elmhurst Kehillah** (<http://jhekehillah.org>)

For more than 35 years, the non-profit Jackson Heights-Elmhurst Kehillah has been providing services that fight poverty, offering programs to promote inter-group relations and sponsoring cultural events in western Queens. The Kehillah provides public benefits enrollment assistance, social, medical, recreational, occupational, educational and cultural services for all residents of Jackson Heights, Elmhurst and western Queens. The office is in their main facility, which is on the lower level of the Jackson Heights Jewish Center.

**Jacob A. Riis Neighborhood Settlement House** (<http://www.riissettlement.org>)

The mission of Jacob A. Riis Settlement House is to build and strengthen the underserved communities of Western Queens and act as a catalyst for change. Riis Settlement is a community-based non-profit organization that offers comprehensive services to the youth, adults, seniors, and families of Queensbridge, Ravenswood and the surrounding neighborhoods. Riis Settlement currently has three main focuses of programming: the Riis Academy for Youth, Senior Services, and Immigrant Services, serving over 500 individuals each day across five campuses. Offerings range from afterschool and summer programs for young people to English-language classes and free legal services for the area's growing immigrant population, to nutritious communal meals and comprehensive case management for older adults.

**Queens Community House** (<http://queenscommunityhouse.org>)

QCH today serves nearly 30,000 children, teens, adults and older adults at 20 different sites in 10 neighborhoods in Queens. Current programs include: after-school for children ages 5-12; leadership development for teens; a drop-in center for LGBTQ young people; a model street outreach program; youth workforce readiness and employment counseling; attendance improvement and drop-out prevention programs in local high schools; a transfer school for older youth; A Young Adult Borough Center; programming to help older youth complete a GED or college associate's degree; ESOL,

citizenship and adult literacy; comprehensive housing services including neighborhood preservation and homelessness/eviction prevention; five senior centers, one which serves gay and lesbian seniors; transportation services for the elderly; senior case management; and a Social Adult Day Services program.

### **Staten Island**

#### **El Centro de la Hospitalidad**

A food pantry based in Staten Island that offers families food and some classes on nutrition. They are located at 1546 Castleton Avenue , Staten Island, Richmond County, NY.

#### **Project Hospitality** (<http://www.projecthospitality.org>)

Project Hospitality seeks to realize its mission both by advocating for those in need and by establishing a comprehensive continuum of care that begins with the provision of food, clothing and shelter and extends to other services which include health care, mental health, alcohol and substance abuse treatment, HIV care, education, vocational training, domestic violence education and services, services for seniors and at-risk youth, legal assistance, and transitional and permanent housing.

#### **Staten Island YMCA** (<http://www.ymcanyc.org/association/pages/statenisland>)

The goal of the YMCA is to be recognized by every new American as a “safe haven” that provides multilingual information, resources and referrals and a wide range of services (instructional, vocational, recreational, and family support) that will help them attain their goals.

## Appendix D: Marketing Your Schools to English Language Learners

Tactic	What It Looks Like	Why It Works
Appoint ELL parent ambassadors	Select parents of ELLs as representatives for the school throughout recruitment season and include them in the recruitment planning process.	Word of mouth is the best way to advertise your school. Most likely parents of ELLs will know other parents of ELLs and where they reside. Have them present to translate at events and help you choose places to target canvassing efforts.
Deliver translated promotional materials to <a href="#">elected officials</a>	A staff member, preferably school leadership, delivers English and translated promotional materials to the elected officials for the school's district.	This is a good faith effort to show local politicians that you are actively trying to reach out to the ELL populations in your school's district and that you would like to partner with them in reaching those ELL families.
Partner with ELL CBOs	A staff member who works with ELLs or an ELL parent can reach out to CBOs to host an open house or at least distribute promotional materials.	CBOs already have relationships and trust built with ELL families. By partnering with CBOs, schools are able to show that their mission aligns with that of the CBO (helping ELL youth achieve).
Canvas the neighborhood	Send out ELL parents, bilingual staff, and ELL alumni in teams to target areas where ELL families might be (playgrounds, subways, bodegas, parks, churches, grocery stores, etc.)	ELL parents and ELL alumni (or current students if it's the weekend) are more convincing as testimonials than staff alone.
Host open houses at multiple times and in multiple languages	School tours and informational sessions facilitated by bilingual staff or with oral translators present.	By holding the open houses at different times and languages, you can be sure to reach a larger range of non-English speaking parents who are interested in enrolling their potentially ELL children.
Post translated flyers in the community	The canvassing team can post flyers around the community that are translated and stress that <b>no documentation</b> is required to apply.	There is misinformation about charter schools that can intimidate some undocumented parents of ELLs. Make application requirements and opportunities for ELLs clear in flyers posted around your school's neighborhood.
Schedule visits to bilingual pre-K, 5 <sup>th</sup> grade, and 8 <sup>th</sup> grade classrooms	Staff members go to bilingual classrooms with promotional materials and possibly paper applications to recruit the bilingual ELL students.	If you target the bilingual classrooms, you're sure to reach more ELLs. If you have the materials on hand, they are more likely to give it to their parents and encourage them to fill out the application.

## Appendix E Translating Documents: What to Expect

As you expand your efforts to communicate with non-English speaking families, one of the first steps is to translate your promotional and parent materials into different languages. Below you'll find some helpful tips as you go through the translation process.

### Overview

The Charter Center contacted a variety of translation vendors and submitted five sample documents totaling approximately 24,000 words that most schools would want translated. The documents included a parent brochure, a family handbook, a student handbook, a discipline guide, and an application, and represented longer documents that would take a long time to translate in-house and could be used for multiple years.

You can find the Charter Center's list of school-recommended translation service providers here: <http://www.nyccharterschools.org/resources/translation-services-vendors>.

Based on the above, we found the following:

What is Translated?	Time	English-Spanish	English-Chinese (Traditional)	English-Arabic
5 Documents (see descriptions above)	~17 days	~\$5,300	~\$6,000	~\$7,500

### Cost-Saving Tips

In our research, the difference in translation costs between one vendor and another or one language and another could be as much as \$10,000. Any discount you can secure will help, even pennies per word (remember, our five documents totaled almost 24,000 words!). Below are a few tips to help your school save on translation costs.

- **Submit the live, source files for the documents to be translated** – Sending the file, such as Word or PowerPoint as opposed to the PDF, saves money because the translator does not have to spend time extracting the text to put through their translation program.
- **Do typesetting in-house** – After the vendor translates the text, do the type setting in-house. Typesetting, for example, changing the picture on your document to fit the Arabic that reads right to left instead of left to right, can be expensive if the vendor is the one who does it.
- **Word expansion** – Word expansion is when phrases in English have to be expressed in much longer phrases in another language. You can ask that you not be charged for the word expansion (i.e. if the English phrase is three words but seven in Spanish, they charge you for three words, not seven).
- **Bulk document upload** – Submit documents in bulk so that vendors are much more amenable to providing a discount (~3-5 cents a word). Further, by sending all documents at once, many of the software programs that most vendors use are able to make “fuzzy” (words that overlap across documents) vs. “unique” matches and that saves time and money.



**It's about great public schools.**