

**February**

18

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**Fall**

Community Health Promotion Unit

Behavioral Health & Recovery Services – Alcohol and Other Drug Services

San Mateo County Health System

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Creating Safety in Latino

Immigrant Communities

*Understanding and Reducing the Impact of Fear*

*on Latino Immigrants in San Mateo County*

# Summary

Recent immigration-related policy actions and political rhetoric have led to an increase in fear and anxiety surrounding deportation among undocumented residents and their families. Studies show that fear climates associated with the threat of deportation and its consequences have a negative impact on the health of Latino immigrants and their children and the safety of the communities in which they live [[1]](#endnote-1). It estimated that 1 in 3 residents in San Mateo County is foreign-born and approximately 57,000 are undocumented. Therefore understanding the concerns of the local undocumented community is imperative to promoting the health of all residents and ensuring appropriate actions are taken. The Community Health Promotion Unit conducted focus groups and agency interviews to a) better understand the knowledge, attitudes and beliefs associated with fear of deportation of undocumented residents b) identify strategies being used to mitigate negative impacts and c) develop recommendations to support the undocumented Latino community locally. A total of fifty-five (55) individuals, 80% of whom identified as undocumented or preferred not to report their documentation status, participated during five (5) focus groups. Additionally, eight (8) agency interviews were also conducted to understand current efforts in place to support the undocumented community. An analysis of the qualitative data revealed that local organizations have responded to recent immigration changes to support immigrants and their families. The analysis also identifies opportunities for local policymakers, public institutions and community organizations to promote the health and safety of all residents, regardless of immigration status.

# Background

Less than one month into his presidency, Donald Trump signed an executive order calling for the construction of a border wall along the southern United States-Mexico border and instructing the United States Department of Homeland Security (DHS) to hire additional Border Patrol agents and increase enforcement activities including the detention, removal and deportation of people believed to be undocumented, broadly expanding the definition of who is considered to be priority for deportation[[2]](#endnote-2). Within the same month, President Trump signed an order suspending the entry of immigrants from several majority-Muslim countries[[3]](#endnote-3). By year’s end, the President and his administration announced the termination of several Obama-era programs and designations providing protection for immigrants from countries impacted by violence, war and natural disaster. Statements released by Immigration and Customs Enforcement (ICE) officials have described strategies to separate families as well as target individuals living in so-called “Sanctuary” localities, describing these tactics as ways to discourage immigrants from living in the US undocumented[[4]](#endnote-4), [[5]](#endnote-5). These, among other legal actions and political rhetoric, have created a widespread panic and fear in immigrants as reported by numerous media outlets and immigrant groups, resulting in elevated stress, school absenteeism, increased hate crimes, fewer crimes being reported, and reduced utilization of federal funded health care services[[6]](#endnote-6).

**San Mateo County**

San Mateo County has a population of 754,748 where 1 in 3 residents are foreign-born[[7]](#endnote-7). Of the 260,576 foreign-born residents in San Mateo County, 44% are non-citizens and 57,000 (7.6%) are thought to be undocumented. Statewide, it is estimated that nearly 83% of undocumented immigrants are from Mexico and Central America[[8]](#endnote-8). San Mateo County’s foreign-born population is diverse. However, the largest percentage (48%) of non-citizen immigrants is from Latin American countries, with the following top three countries of origin: Mexico, El Salvador, and Guatemala. With the addition of Honduras, individuals from these countries represent 94% of those subject to ICE removal activities in 2016[[9]](#endnote-9).

**Community Health and Safety Impact**

Studies show that fear climates associated with the threat of deportation and its consequences have a negative impact on the health of Latino immigrants and the communities in which they live[[10]](#endnote-10). Experts and researches have asserted the potential threats to community health, including:

Image source: Alameda County Public Health Department.

* **Public Health consequences**

Deportation and threat of deportation creates fear, not only among undocumented individuals themselves but also their families, their communities, and documented immigrants. Consequently, these communities are now at risk of exacerbating their health conditions, including anxiety and stress[[11]](#endnote-11).One such study documents a decrease in birth weights of babies born to Latina mothers who experienced an ICE raid during pregnancy compared to mothers who did not[[12]](#endnote-12). Other studies reveal that immigrants change their health-seeking behaviors for themselves and their families due to fear[[13]](#endnote-13)

* **Harmful effects on children of immigrants**

Children are especially vulnerable. Immediately following the release of President Trump’s first executive order in January of 2017, the American Association of Pediatricians released a statement calling attention to the harmful impacts on children and families stating that “fear and stress, particularly prolonged exposure to serious stress – known as toxic stress – can harm the developing brain and negatively impact short- and long-term health.”[[14]](#endnote-14)

* **Public Safety is jeopardized**

Law enforcement leaders have voice concerns that increased ICE activity creates distrust toward local law enforcement and makes immigrants less likely to report crimes, jeopardizing the safety of entire neighborhoods[[15]](#endnote-15).

To mitigate the impacts of the sociopolitical climate associated with immigration, individuals, groups and agencies across San Mateo County have taken steps towards creating a sense of safety in these communities.

# PURPOSE

**About the Assessment**

The purpose of this assessment was to 1) gather and synthesize qualitative data directly from community members impacted by recent immigration changes, 2) document strategies currently being used to mitigate negative impacts and 3) develop recommendations to support the undocumented Latino community in San Mateo County. Additionally, tools developed may be used by community agencies to utilize and adapt as needed for educational and advocacy purposes. Ultimately, these activities may contribute to the development of safe and supportive environments for all people in San Mateo, regardless of immigration status.

Due to limited resources, this assessment focused on Latino undocumented immigrants in San Mateo County where Latino, Spanish-speaking immigrants represent one of the largest immigrant populations. Additionally, immigration enforcement activities have, in recent history (and past), focused on immigrants from Latin American countries[[16]](#endnote-16).

**Assessment Objectives**

1. Understand knowledge, attitudes, beliefs associated with fear of deportation
2. Identify existing strategies that are being implemented to support undocumented immigrants
3. Recommend strategies that will promote safety and strengthen resiliency among undocumented residents and the communities in which they live.

It is recommended that additional assessments be conducted in communities of foreign-born residents from Asian and Pacific Island countries.

# Methods

This assessment project employed two qualitative research methods to gather information including focus groups and agency interviews.

**Focus groups**

Five (5) semi-structured focus groups were conducted in Spanish among Latino immigrant community members to identify current concerns among the undocumented community. A total of 55 community members participated in the focus groups lasting 1-1.5 hours in duration, conducted by two (2) Spanish-speaking facilitators and were held in San Mateo, Redwood City, Pescadero and East Palo Alto at sites identified by partner agencies. The number of participants in each focus group ranged from 8-14 participants. All of the focus groups were recorded.

Three (3) questions were asked in all groups:

1. What are undocumented community members’ major concerns?
2. What existing strategies make undocumented community members feel safe?
3. What else can be done to address the concerns?

*Recruitment and Participant Criteria*

Great care and consideration was applied during the planning phase of this assessment. At the center of consideration was addressing the fear and distrust of local government and the potential barrier that they may cause in being able to reach people. Therefore it was critical to conduct outreach through local community organizations that have developed closer relationships and built trust with immigrant communities.

Community agencies serving the Latino undocumented immigrant community in San Mateo County were identified and contacted to assist with recruitment of community members for the focus groups. Community agency staff conducted outreach directly to community groups within their networks who were likely to include members of the undocumented community (judicial recruitment method).

Given the sensitive nature of immigration status among this population, staff felt it was not appropriate to formally screen participants using an application for fear that it would be perceived as too invasive and would discourage participation. Therefore, it was decided to eliminate immigration status as a criterion to participate. The two criteria for participants were:

* Latino immigrant community in San Mateo County
* Spanish-speaking (focus groups would be help in Spanish)

Participants were each provided with a stipend at the completion of each focus group for their participation.

*Confidentiality*

To protect participants’ confidentiality and encourage participation, identifying information was not collected. Participants were instructed to choose an alias to use during the focus group. This was announced to participants numerous times as part of outreach activities and before, during and at the conclusion of the focus groups.

**Agency Interviews**

Interviews with eight (8) agencies were conducted to identify the methods being used to address concerns of Latino immigrant communities, including program and services that aim to reduce fear, increase safety and protect immigrants. Agencies were identified during the course of focus group sessions, through key informants, conducting online searches and utilizing local resource guides. Interviews were conducted in-person, via phone or email.

# foCUS GROUP Participant Demographics:

Of the total 55 people who participated, 53 participants completed demographic surveys. 74%(39) of respondents identified as female, 25% (13) male, and one person did not respond. A majority (85%) of respondents said they were between the ages of 25-64; four participants identified as being between the ages of 18-24; three individuals reported being over the age of 65; and, one participant opted not to answer. See table 1.1

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| **Table 1.3 Immigration Status (N=53)** |
|  | **%**  | n |
| US Citizen | 5.7% | 3 |
| Permanent Resident | 9.4% | 5 |
| Other legal status | 5.7% | 3 |
| DACA | 0% | 0 |
| Undocumented | 47.2% | 25 |
| Don’t know my status | 13.2% | 7 |
| No response/ Prefer not to answer | 18.9% | 10 |

Of the participants who completed surveys, Mexico was the most common country of origin (73.6%, 39) with other participants selecting the following countries of origin: Guatemala (5.7%, 3), Peru (5.7%, 3), Nicaragua (3.8%, 2), Honduras (3.8%, 2), United States (1.9%, 1), Columbia (1.9%, 1). Two participants did not respond to the question. See table 1.2.

One third (32.1%) of respondents did not reveal their immigration status (selected “Prefer not to respond”, “Unknown” or left blank.) It should be noted that the survey was changed after the first two focus groups, when it was noticed that several respondents had left this question unanswered or blank, while answering all other questions. The “Prefer not to answer” option was subsequently added. Responses of “Prefer not to answer,” “Unknown” and those left blank were combined in the final tally. Nearly half (47.2%) of respondents identified as undocumented. See table 1.3 Lastly, most respondents reported being in the country 10-20 years (47.5%) and more than 20 years (27.5%). See table 1.3

67% of participants reported living in the US for more than 10 years, many of whom said they have lived here for 20+ years. See table 1.4

# FINDINGS

**Focus groups – Community Concerns**

Several themes emerged during the focus groups. Above all, undocumented community members reported heightened and sustained feelings of fear, panic and suspicion since the November 2016 presidential election. Participants reported that their most immediate concerns were associated with the threat of deportation, focusing on family separation, local law enforcement collaboration with ICE and the daily realities of living in the shadows. Additionally, in all focus groups, President Donald Trump, his administration and an increased anti-immigrant sentiment were explicitly named as contributing factors to their elevated fears. Participants often referred to the unpredictable nature of the Trump administration’s approach to immigration policy as well as the perceived daily changes to immigration policy and enforcement. Other concerns included mental health impacts and well-being of adults, youth and children; financial strain and hardships; housing insecurity; and, lack of information.

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| Table 1.5 Focus Group Themes – COMMUNITY CONCERNS |
| 1. Fear and worry about:
* Family separation
* Anxiety over engaging in daily activities
* Loss of livelihood
* Suspicion and mistrust of law enforcement and its connection to ICE
 |
| 1. Access to Health and Social Services
* Access to services - avoid, delay, refuse, withdraw, barriers
* Avoidance of law enforcement and public institutions
* Social isolation
 |
| 1. Mental health and well-being
* Effects of stress on children and bullying in schools
* Worried about undocumented youth future
* Mental health problems, chronic stress
* Discrimination and anti-immigrant climate
 |
| 1. Financial hardships, Housing insecurities
* Workplace/employment insecurity, exploitation
* Housing insecurity; poor living conditions
* Threats, abuse, exploitation by employers and landlords
 |
| 1. Misinformation, lack of timely, accurate information
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***Fear of Family Separation, Fear of Law Enforcement, and Anxiety in Conducting Daily Activities***

**Participants are most concerned about being separated from their children.** Many shared that their children are citizens but they themselves are undocumented and are worried that ICE will immediately send their children to Child Protective Services (CPS), detention facilities or other government institutions. Several admitted that they had not developed a family plan, but said they would like to create one. Some explained that only one parent in the household leaves the home at any given time, so that they can avoid the deportation of both parents and no one being left to care for the children.

“Immigration might take our children away from us because they feel they are the owners of our kids...That is my greatest concern, the immigration reform and that Immigration arrests us and takes away our kids.”

~ Female participant, San Mateo

**Participants described feelings of terror upon encountering local law enforcement officers.** In every focus group conducted, several participants questioned the extent to which local law enforcement assists ICE. Some participants acknowledged that although local law enforcement has made statements about not working with ICE, they are still skeptical whether that is true. Many believed that California may eventually adopt similar policies to those of Arizona and Texas, explaining that those states are notoriously less welcoming to immigrants. Several participants explained that although they have received information about their rights, they are fearful that in the moment, they will forget their rights.

“…My greatest concern, that the police accept to do the job as if they were immigration, or that there would be an agent in their patrol car.”

~ Female participant, San Mateo

One woman recounts her brother’s arrest by ICE, “He was handcuffed, they squeezed the handcuffs tightly, and his hands were cut…one of the men from ICE had – had pushed him… and he fell on a rock or something, and he scraped his knees. So, I say, we’re not animals to be treated that way. Imagine, being a man, can you imagine being a woman and being treated that way?”

~ Female participant, Redwood City

“I feel like I’m being terrorized”

~ Male participant, Pescadero

**Participants described the constant anxiety and worry related to carrying out routine daily activities such as driving to the laundry mat, grocery store, school, work, etc.** Many explained that they have a driver’s license[[17]](#endnote-17), but that they feel it has put them at greater risk for being identified as undocumented because their information is now in a state database and it is “marked.”

“And by having a marked license, you’re telling them… ‘I am undocumented…’ – and having my name on the list, and they have all of that already, and everyone knows where we live.”

 ~Female participant, Redwood City

***Reduced Access to Services, Social Isolation***

**Several participants admitted that they are reluctant to seek services, and in some cases, have delayed receiving medical care and other urgent services.** Many explained that they do not want to provide their personal information, including name, home address, and/or immigration status to government agencies for fear that the agency will be forced to share their information with federal authorities and subsequently be targeted for deportation. Some reported that this worry has resulted in delaying, refusing or withdrawing from health and social services including: Women Infants and Children (WIC), Cal Fresh, Medi-Cal and other programs. Several participants explained that, because of elevated fears, undocumented immigrants have become hesitant to inquire about services, seek-out services and/or follow through with care. Several people described how the Medi-Cal system is already complex and, at times, difficult to navigate, and when combined with fear and growing anxiety, more people are likely to give up before receiving services.

One woman recounted a recent conversation with a neighbor, “There was a very ill man, and I asked him, ‘Why don’t you go to the hospital?’ ‘I don’t have insurance’ he said, ‘I can’t receive service.’ I told him, ‘But there are places in which you can go where you can get that service.’ He said, ‘No because, I’m undocumented.’ I said, ‘But that’s not a barrier to receive a health service.’ He said, ‘No, because if I go, they might get me, and send me back to my country.’”

 ~ Female participant, East Palo Alto

One woman spoke for her friend, who had become emotional while discussing her daughter with special needs “…the services are always denied. That’s why she’s given up, and she says there aren’t any, even though she’s been told where to go, what she has to do, how she has to do it. Even with all that, when she calls, everything is denied. There isn’t any help.”

 ~Female participant, Redwood City

**Participants explained that undocumented residents are afraid to leave their homes and have changed their behaviors to avoid bringing attention to themselves and their families.** One mother described having attended a meeting at her child’s school. She noted that many of the Latino parents who had previously attended, were not there. She explained, that many are reluctant to engage for fear their participation will bring unwanted attention. Other participants described situations where individuals allow parking tickets or citations to expire or go unpaid because they were too afraid to go to the courthouse to pay either pay the fine or contest it.

***Mental Health and Well Being of Adults, Youth and Children; Discrimination***

 **Many participants were worried about the mental health of immigrants and their families and reported seeing more people with symptoms of depression and elevated levels of anxiety.** A number of participants described that since the removal of DACA, (Deferred Action for Childhood Arrivals) an Obama-era executive order that protected many eligible undocumented minors from deportation and made them eligible for work permits, the future of many undocumented youth is now uncertain. Several reported having observed anxiety, depression, and heightened fear among DACA youth with who they are in contact. One woman described the situation of a DACA recipient in her neighborhood:

“He doesn’t really want to go to school because, he said that why is he going to waste time if he’ll be deported… he doesn’t even want to leave the house due to fear. And I would like there to be more – how can I say it – for more hope to be facilitated to them in order for them to keep going because, he’s a kid that ever since he came, he’s worked so hard in school, and he has good grades.”

~Female participant, East Palo Alto

**Many participants reported that their children have been bullied at school and are seeing signs of distress related to stress, anxiety and low self-esteem.** Several participants described having noticed increased crying and nightmares in young children.

“My daughter came home crying, [she cried] ‘I’m Mexican! I’m Mexican! I don’t want to be…’ And she would wake up at night crying.”

~Female participant, San Mateo

 **Participants reported experiencing more instances of discrimination and anti-immigrant sentiments from the public, service agency staff, and law enforcement.** One woman recalled having witnessed an incident at the bank recently:

“I went to the bank… I saw that a guy arrived – appeared to be from Mexico, and talking on his phone… an American woman turned, and told him to quiet down. She told him to be quiet, but in a way like saying, ‘What are you doing here?’ … I was surprised because, now, there is a lot of discrimination, with that problem of documentation, with the current president… we see that more often. They’re looking for the smallest excuse to discriminate you. The way she turned, and the way she looked at him – with hate.”

~Female participant, San Mateo

**Participants reported being threatened by landlords, employers and others to be turned over to immigration officials.** For example, one participant said they were afraid to ask their landlord to repair broken appliances or hardware because of what her neighbor experienced:

“I’ve heard several people who have said, ‘I told the owner, and they told me, ‘Well, you either pay me or I’ll call immigration.’ Many people. Many owners have told their tenants that they’re going to call immigration if they don’t comply”

~ Female participant, San Mateo

**Emerging Practices with Positive Impact**

The following efforts were identified by focus group participants as having a positive impact and helping to mitigate their concerns and fears.

***Protective and Welcoming Environment – Community Events and Welcoming Messages***

Participants expressed appreciation for community events and workshops (i.e.: Know Your Rights, DACA Workshops, citizen workshops.) They reported that immediately following the 2016 presidential election, community leaders (law enforcement, school and other elected officials) made statements during community events denouncing anti-immigrant rhetoric and provided information about the extent of local cooperation with federal enforcement activities, including in safe spaces. They reported that these types of events have served as information sources where community members can hear for themselves about services, resources and ask questions. These actions were reported as helpful but several participants noted that those likely to attend are community leaders and many may of those who need the information most, may not have attended those events. Participants also stated that pro-immigrant marches and other demonstrations which are typically run by faith-based organizations and immigrants rights’ groups have also been a source of comfort and affirmation that they are welcome in the community.

***Connecting People to Services***

Participants reported that outreach programs that utilize the Promotora model[[18]](#endnote-18) have been tremendously helpful since the November 2016 election. They described Protomoras as essential to bridging the trust-gap between the community and services. Their characteristics of being part of the community, speaking the language, and understanding the Latino culture allows for the community members to gain their trust. They also explained that Promtoras have a better understanding about available services and can dispel myths or rumors than an average community member might have. Several participants mentioned faith-based groups that help connect community members to services and support those who have been subject to deportation proceedings. Some participants reported that agency staff have helped them access services.

***Building Trust between Community and Agencies***

 Many participants described efforts that their local law enforcement agencies shave taken to build trust including outreach programs such as CARON (Sheriff’s program) and Coffee with a Cop. However, they explained that such efforts are most effective when the officers are bilingual, Spanish speakers. Additionally, some participants described agency staff (health and social services were named) taking time to dispel myths about sharing information with ICE and explained that they could, in fact, continue to receive services.

***Building Capacity of Community Members and Allies***

Participants described several opportunities that have helped them to feel more confident and empowered to deal with immigration fears including developing a family or individual plan, receiving Know Your Rights’ Red Cards, and receiving timely and accurate updates about immigration issues. One organization in particular, Fools Mission, was described as helping to build the capacity of community members and allies beyond Know Your Rights workshops through their “Theatre of the Oppressed” program. This program, they explained helps community members and allies practice scenario-based immigration situations and allow individuals to gain confidence and skill to exercise their rights. Additionally, participants explained that accessing information/updates/warnings via Spanish media and social networks, such as the news, radio station, Facebook and informal phone trees, has been tremendously important in helping to spread information in a timely fashion.

# Recommendations

Because there are negative public health and safety implications as described by the literature review mentioned in the background section of this report, the following recommendations were developed using a public health framework[[19]](#endnote-19). Recommendations are based on service gaps that were identified through a synthesis of combined agency interview and focus group data.

**Policy and Societal levels –** city and county-level factors that help create an environment in which immigrants can thrive within the local community

1. **Affirm San Mateo County’s welcoming environment by adopting policy/actions** and strengthening existing plans to support health and equity for immigrants and other marginalized communities. See Welcoming Cities and Counties Framework and Santa Clara County example ordinance.

**Community and Institutional level –** institutional and organizational settings and strategies to mitigate the impact of the fear climate within the immigrant community

1. **Make health services more accessible for all immigrants, regardless of immigration status.**
2. Make insurance programs for undocumented residents on par with covered California standards by raising income guidelines to 400% of the Federal Poverty Level
3. Research health agency’s resolutions and protections for legal accuracy
4. Publicly state agency commitment
5. Post signs in multiple languages, that are linguistically sensitive, and avoid alienating vocabulary
6. Distribute “know your rights” pamphlets
7. Avoid collecting patient data that can be used to identify or deport undocumented people
8. Track/study # of un-enrollments to encourage undocumented people to continue seeking health agency support
9. Train staff in proper response to ICE action

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| RECOMMENDATIONS |
| Policy and Societal levels - *local laws* |
| 1. Affirm San Mateo County’s welcoming environment by adopting policy/actions and strengthening existing plans to support health and equity for immigrants and other marginalized communities. *See Welcoming Cities and Counties Framework and examples*
 |
| Community and Institutional level – *organizations, social institutions, neighborhoods, groups* |
| 1. Make health services more accessible for all immigrants.
2. Build capacity of institutions, community organizations, employers and advocates to serve immigrants appropriately, regardless of immigration status.
3. Promote transparency of government institutions including law enforcement, health and social services.
4. Change the harmful narrative about immigrants.
5. Provide housing assistance, including tenant rights services to immigrants.
 |
| Interpersonal and Individual levels – *families and individuals* |
| 1. Build capacity of individuals, families and allies to respond to ICE enforcement activities
 |

1. Work with other health agencies to promote regional efforts and efficiently utilize resources
2. Assess current language access; ensure language access
3. Communicate with & share these strategies broadly with other service agencies and decision makers
4. **Build capacity of institutions, community organizations, employers and advocates to serve immigrants appropriately, regardless of immigration status.**
5. Implement policies and procedures that promote transparency and protect and support all immigrants
6. Train and educate staff at all levels about policies and practices
7. Assess for and ensure language access
8. Partner and collaborate with agencies, including criminal justice agencies, immigrant-rights and faith-based groups to inform decision-making.
9. Educate employers about labor laws and workers’ rights.
10. Promote compliance with labor laws
11. **Build trust with immigrant communities by promoting transparency of government institutions including law enforcement, health and social services.**
	1. Clarify the role of law enforcement and local government in relationship to immigration enforcement activities including policies, practices and protocols describing how information is or is not shared with immigration officials.
	2. Disseminate the above information to immigrant communities using effective outreach strategies.
12. **Provide housing assistance, tenant rights services to renters**
13. **Change the harmful narrative about immigrants.**
	1. Implement public education campaigns about immigration, promoting multicultural values and contributions of immigrants to American society.

**Interpersonal and Individual levels –** strategies that address knowledge, attitudes and beliefs of individuals

This level also considers relationships that may influence behaviors and other interpersonal contributions to the range of immigrant experiences.

1. Build capacity of individuals, families and allies to respond to immigration enforcement activities
	1. Develop best practices for developing family/individual/asset plans
	2. Provide Know Your Rights, Ally/observer training and legal assistance workshops
	3. Help undocumented workers understand their employment rights

# Discussion

In 2014, under the leadership of the Board of Supervisors of San Mateo County, The Office of Immigrant Support and Coordination was established with the mission to provide the immigrant community with an easily accessible and inclusive inventory of countywide services that will assist immigrants in their navigation of resources within San Mateo County. Within this directory, many services are listed that may help address concerns mentioned by focus group participants and providers including, health and human services, housing legal services, criminal law, and employment services. Of note, there are 13 organizations listed that provide specialized immigration services, 5 of those organizations are geographically located within San Mateo County.

Despite few local organizations providing specialized immigration services, it is evident, as described by community members and providers, that local organizations and institutions have come together in recent years to serve the Latino immigrant community.

It is recommended that a further exploration of organizational capacity to serve immigrant communities be conducted including funding needs and other capacity to implement community level strategies.

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