

Bay Area Day Labor Programs

Services, Political Environment and Priorities



Prepared for Zellerbach Family Foundation
By Yolanda Alindor
Lina Avidan, Editor

January 2007

Table of Contents

Bay Area Day Labor Programs

Executive Summary	i	Programs	
About this Project	1	Berkeley, Multicultural Institute	25
Regional Summary		Concord, Monument Futures	32
Day Labor Programs	3	Graton, Day Labor Program	38
Political Environment	15	Mountain View, Day Worker Center	44
Priorities	20	Oakland, Lucha Unida de Jornaleros	50
		Redwood City, Multicultural Institute	56
		San Francisco, Day Labor Program	62
		San Jose, St. Joseph the Worker Center	69
		San Mateo, Worker Resource Center	74
		San Rafael, Canal Welcome Center	80
		Methodology	85
		Appendix	89

Although I've made every effort to gather consistent data, to ensure its accuracy, and to report it equitably and fairly both within and across programs, I'm sure that omissions and possibly errors will be found. Undoubtedly, there will also be disagreement with how I've portrayed some issues. I can only thank those who provided information and cheerfully take full responsibility for the contents of the report.

Acknowledgments

I want to express heartfelt thanks to Lina Avidan, Program Executive at the Zellerbach Family Foundation for her vision in conceiving this project, her knowledge, expertise, and curiosity. Her quiet but firm insistence on the depth and breadth of information needed - which vastly improved the quality of the report - was relayed with great compassion, cooperation, and unflinching support.

I am deeply grateful to Annie Holmes for the wit and sunny optimism that masked her diligence and creativity; she conducted interviews, took the photographs, developed the format and layout, edited initial drafts, checked facts, and organized the process of transferring the data into the report. My office assistant, Amy Reynolds, stretched her Spanish language skills, gamely translating while inputting my scrawled notes into a complex report format. Juan Valdivia, a day laborer, provided invaluable input to the questionnaires and ably assisted in facilitating one of the sessions. My husband parented our two spunky children through many early mornings, late nights, and weekends as I worked on this project. Gracias, Beto.

Many, many people provided information. The overstretched staff members at each program were extraordinarily generous with their time and knowledge. Similarly, community members returned our calls and provided information about the history and dynamics in their cities and towns. The day laborers kindly met with me, indulged my "Spanglish", answered my questions, and shared their concerns and desires. I hope that this report will help in some small way to ease the burdens at the programs and to support the workers in realizing their dreams.

Yolanda Alindor

This project was commissioned by the Zellerbach Family Foundation to inform plans for a conference and regional network of Bay Area day labor programs that would facilitate the exchange of program designs, shared resources, and joint strategies to improve opportunities for day laborers.

Programs

To varying degrees, all of the programs interviewed for this study provide an orderly and dignified manner for workers and employers to meet, assist in reducing employer abuse, and provide a variety of services that help familiarize immigrant workers with local community institutions and services. The programs were found to have similarities to hiring halls, social services agencies, and grassroots organizing groups, all in varying combinations,

Political Environment

Day labor programs operate in a charged political environment in which local communities try a variety of approaches to “deal with” the proliferation of day laborers and the public opposition to their presence on the streets. Many local governments have attempted to keep day laborers off the streets by passing anti-solicitation ordinances. Five of the ten locations studied – Concord, Oakland, San Jose, Redwood City, and San Mateo – have ordinances in place; four of them (except Redwood City) are being actively enforced.

Just as there is disagreement on approaches to immigration issues at the federal level, local authorities are trying a variety of strategies to meet the varied needs of local residents, merchants, and day laborers. The options used most commonly in the locations studied fell under two categories:

- 1) Legal options – utilizing existing codes or passing a new anti-solicitation ordinance,
- 2) City funding or in-kind contributions, including grants for program overhead, activities, and use of city property or buildings to house programs.

Similarly, there is variance in the staff perspectives of the programs. Some programs have mobilized against and stopped anti-solicitation ordinances, while others have not opposed them. (One staff person appreciated the way in which the ordinance diminished the risk of physical harm to day workers.) Staff members across the programs also disagree about the necessity – and effectiveness – of site-based programs. Some cite the dignity of having a place to meet while others note that it is an ongoing struggle to get all day workers to come to a center.

Priorities for a Regional Conference/Network

There was unanimous interest among the programs for a conference and a regional network, and the research identified numerous topics that hold promise for shared learning and organizational capacity building. While each program has a unique combination of strengths, experiences, and expertise, they also share many goals, such as increasing job opportunities, attracting grants and donations, and improving public perceptions of day laborers. The development of effective communications and networking strategies will be important early on in order to avoid divisions related to disparate program strategies and political agendas.

Recommendations

There are numerous recommendations in this report, both for advancing opportunities for day laborers (see Regional Summary) and for ongoing study (see Methodology). The key recommendations are:

Increase the capacity of day labor programs

- Provide training in job development, marketing, and vocational skills to all the programs
- Provide customized technical assistance to each program.
- Explore the possibility of hiring a microenterprise consultant to support the creation and growth of alternative revenue streams.

Address the dynamic political environment

Support forums for emerging day labor programs to discuss:

- The various approaches and program models being used in successful day labor programs locally and in other parts of the country
- Creative approaches to addressing the concerns of residents and merchants, and
- Strategies to develop and maintain positive relationships with local authorities.

To build a regional network

- Hold workshops on issues of greatest by day laborers and program staff
- Provide workshops on skills for seeking permanent jobs and vocational training for day workers
- Include sports and cultural activities as opportunities for participants to get to know each other
- Establish guidelines for addressing differences related to programmatic approaches and political agendas that could undermine successful collaboration

About this Project

Beginnings

This project was conceived by Lina Avidan, Program Executive at the Zellerbach Family Foundation. The Zellerbach Family Foundation has a grantmaking program that is designed to facilitate the successful integration of San Francisco Bay Area immigrants and refugees and encourage their informed and widespread participation in community life. Day labor programs and other efforts to increase the economic self-sufficiency of immigrants are an important part of this work.

The idea for this research grew out of meetings Lina had with several Bay Area day labor programs during which staff members and workers expressed interest in getting to know one another, learning about different program models, and exploring opportunities for ongoing networking and collaboration. Although a few of the programs had been communicating and meeting periodically as members of the National Day Labor Organizing Network (NDLON), interactions among the other programs has been sparse, sporadic, and often serendipitous. <http://www.ndlon.org/>

Lina contracted with Yolanda Alindor, a nonprofit consultant, to gather information to create a directory and to help plan the development of a regional network of day labor programs and a potential conference of these same programs in fall, 2007. As the project started, Lina learned that the San Francisco Day Labor Program, which is managed by La Raza Centro Legal, had been working with NDLON to create a regional network of day labor programs in the San Francisco Bay Area. Yolanda and Lina met with La Raza staff to make sure that this study could be useful for their work.

Research process

Ten of the 11 day labor programs operating in the San Francisco Bay Area participated in this study. Data was collected from day laborers, staff, and community contacts. For more details, see the Methodology section of this report.

Programs included in the study

This report covers established day labor programs in the San Francisco Bay Area counties of, Marin, Contra Costa, Alameda, Santa Clara, San Mateo, San Francisco, and Sonoma.

The Oakland-based Day Labor Program run by Volunteers of America (VOA) refused to participate in this study.

Audience

This report is intended to inform the Zellerbach Family Foundation, La Raza Centro Legal in their effort to build a regional network, and anyone interested in planning day labor programs or funding them. It is also designed to inform the leaders – staff, volunteers, board members, and day laborers – of the programs included in the study.

Situational Analysis

The political and legal issues affecting day laborers are at the crux of some of the most significant and politically volatile discussions of our time. Despite playing an essential role in local economies, immigrant workers – especially day laborers and domestic workers – face enormous challenges to achieving economic independence and social integration. Major challenges include cultural and linguistic barriers, exploitative working conditions, uncertain immigration status, restrictions on access to public services, and workforce development and education systems that often are not responsive to their needs. In most communities, the presence of street-side job solicitation generates heated public opposition.

Congressional discussions about federal immigration policy in 2006 triggered massive marches of immigrants and their supporters in major cities across the country. The fact that all of the programs in this study participated in the marches demonstrates the centrality of this issue to day laborers.

Day labor programs perform their work within a milieu of anxiety and vulnerability. Fear of federal Immigration and Custom Enforcement (ICE) is far-reaching and ever present in day laborers' lives. Immigration raids are not common, but the threat is ever-present, even in the famously liberal San Francisco Bay Area. In January 2007, for example, Richmond faith and immigration policy leaders held a press conference to expose deceitful practices by ICE in which immigration authorities posed as police officers and arrested residents who could not produce proof of legal residency. There have also been instances of local law enforcement cooperating with ICE to enforce immigration laws.

In city after city, local authorities are pressed to address the problems caused by street-side job solicitation. In the best situations, local governments engage merchants, residents, and day laborers alike in designing solutions that address all parties' concerns. In less ideal cases, local governments design solutions without consulting day laborers or the organizations that serve them, often relying on anti-solicitation ordinances and other law enforcement approaches to solve these complex issues.

During the three months of this study, a plan to propose a worker center was under development in San Rafael, the City Council in Hayward granted funds for a worker center in their town, and Redwood City was experimenting with both a new programmatic approach and an anti-solicitation ordinance less than 6 months old.

Part 1 : Day Labor Programs

Models: a framework for understanding day labor programs

The ten labor day programs included in this study vary significantly among each other. Some have been around for a decade or longer; others are in a start-up phase. Some focus all their services and activities around a site-based center, while others perform their work by making daily rounds to the day laborers on the streets.

One way to understand their efforts in the Bay Area is to examine the extent to which their efforts – the core work they do – are all focused in the same direction. A careful review of the data indicates that all the programs fit neatly into one of four models:

- A Hiring Hall addresses job/employment issues such as increasing job opportunities, systematic distribution of jobs, and increasing job skills.
- A Social Services Agency is designed to meet basic human needs such as food, shelter, transportation, medical services, and social/psychological/spiritual wellbeing.
- A Grassroots Organizing Group, focusing on civil rights issues combines outreach, education, organizing, and various forms of advocacy.
- A Comprehensive Organization provides a relatively balanced blend of activities, combining services across all three of the above models.

All ten organizations provide at least a few services in their areas represented by the first three models. But some programs reflected a clear focus or emphasis.

Information provided by staff

For example, San Jose focuses on providing human services and an environment of home and community, while Concord focuses more aggressively on increasing job opportunities for day laborers. San Francisco's program, including – or perhaps especially – the Women's Collective, has a clearly articulated political agenda supported by concerted activities that are hallmarks of grassroots organizing.

This study illuminates how a program's history, political environment and/or network of relationships combine to support the growth of a day labor program so that it lands in one of the four models.

Nomenclature

In this report, programs are referenced by the city or town where they are located. In part this diminishes confusion arising from one agency offering services in multiple locations, or agencies with similar names operating in different locations. Also, many staff identified their peer organizations by geography, so it seems pragmatic to follow that practice.

A Caveat about the San Rafael program

The Canal Welcome Center in San Rafael describes itself as providing services to foreign-born residents of the Canal Area of San Rafael, but is not a day labor center. It is included in this study because day laborers comprise a high percentage of the Center's clients, and it provides a variety of services similar to those provided by day labor programs, such as taking calls for potential jobs and distributing them. Also, the Center is in dialogue with San Rafael officials and community leaders about the feasibility of establishing a day labor center in San Rafael.

Organizational Issues

This study was not designed to collect information on the administrative or operational aspects of the programs. However, two issues emerged that merit consideration: demographic variation and alternative revenue streams.

Demographic Variation

During site visits to some programs, the introductions of the day laborers (who were asked to state their name, country of origin and length of time in the U.S.) indicated a remarkable similarity of country of origin and length of stay that triggered a follow-up conversation with staff, who know the day laborers well.

The combination of personal and staff observations inform the following comments:

There are notable differences in the demographic compositions of each program. San Mateo and Berkeley each reflect a high percentage of Guatemalan immigrants who have been in the U.S. for two years or less. In many other programs the day laborers were primarily Mexican, with significant numbers of other central Americans and a sprinkling of workers born in South America or the U.S. On the other hand, some programs, particularly San Francisco and San Jose, seemed to have a proportionately larger number of workers who have been in the U.S. over 5 years.

Both the length of time in the U.S. and the country of origin of the day laborers seem to have significant implications for the program. Length of time in the U.S. is addressed here, while comments on country of origin are addressed below (see “Staff and Volunteers.”)

A few implications for working with newly-arrived immigrants are:

- The needs and priorities of a newcomer – where to find food, shelter, deal with transportation issues, and handle cultural and language changes – will be markedly different from that of a day laborer who has already resided in the area for 5 – 10 years, and will require a different set of services to remain engaged.
- If a program continues to draw recent immigrants while the longer-term residents move on, the high turnover increases the challenges of building a significant leadership group. As immigrants learn about the U.S. political system, gain their own political perspective through experiencing life as an immigrant and are exposed to immigrant organizing in the U.S., their capacity and willingness to participate in advocacy activities may change. A program attuned to the requirements of the day laborers will need to offer different services and activities based on the mix or critical mass of either long or short term residents.

Alternate Revenue Streams

On two occasions staff mentioned the creation of alternative revenue streams for the programs.

- Graton has developed a relationship with a local coffee roasting company and now sells coffee beans, under its own “Worker’s Brew” label.
- Mountain View operates a car wash in its parking lot; the goal is to eventually invest proceeds in a small business.

Similarly, a day laborer suggested that the program create a bicycle maintenance and/or repair service that would not only provide services for the many day laborers in the program that use bicycles as their main mode of transportation, but also provide services to the general public as a small business.

Recommendation: Contract with a small business consultant to assist and coach all programs on establishing small businesses to both employ day laborers and provide an alternative revenue stream.

New/Emerging Programs

San Jose, which has operated a program since 1993, may be the oldest of the bay area programs. The newest program will be operating in south Hayward. In December, 2006 the City of Hayward awarded an \$86,000 grant to South Hayward Parish, a coalition of local faith groups, to establish a day labor program in the Tennyson area.

A number of groups are said to be moving towards becoming a formal program. These include: Fulton and Healdsburg in Sonoma County, San Rafael and Novato in Marin County, and Pittsburgh and Richmond in Contra Costa County.

On the other end of the spectrum, a group that had formed in Morgan Hill recently folded due to lack of funding.

Facilities

At the time of this study, 4 of the 10 programs did not have centers: Berkeley, Graton, Oakland, and Redwood City.

Graton's center is currently under construction. Berkeley and Redwood City's strategy is to work with day laborers on the streets where they await work, thus they have no plans to open site-based centers.

The Oakland program, until very recently an all-volunteer program, is a project of Centro Legal de la Raza, who in turn is a member of the Worker's Center collaborative. Centro Legal provides meeting space and other resources within the Workers' Center building. Staff's current goal is to create a worker center.

Although each Center has its own "look" and feel, most share these common elements:

- A large seating area that is sometimes set up in a lounge/living room style, other times in an auditorium style
- Televisions and coffee
- Bathrooms
- A reception and/or office area
- A private or semi-private area to negotiate with employers
- Many centers have computers for workers' personal use and for classes

Day labor programs seem to be a lightning rod for controversy; the investment of City resources opens an often tense discussion on why the city should fund this kind of effort and what the City expects in return, i.e., the discussion often centers on framing the reason the Center exists. See the section on political context for more details.

Workers served

Workers Served Weekly

The table below shows that the San Francisco and San Mateo programs serve many more day laborers than the others. San Francisco’s Women’s Collective – which has a specific domestic workers’ program – services significantly higher numbers than the other programs.

Jobs Distributed by Season

Seasonal fluctuations are significant, as many jobs that day laborers commonly work – construction, gardening, painting, and agricultural work, all slow down in winter.

Programs ► Numbers of workers served weekly ▼	Berkeley	Concord	Graton	Mountain View	Oakland	Redwood City	San Francisco	San Jose	San Mateo	San Rafael	TOTAL
Overall	60	60-69	50	60-80	NA	80	120-130	60-70	162	75	865-914
% of total	6.7%	7.3%	5.6%	7.9%		9.0%	14.0%	7.3%	33.7%	8.4%	100%
Women	4-6	20	6	20	NA	7-10	35-50	25	Few	35	154-174
% of Total	3%	12%	4%	12%		5%	26%	15%		23%	100%
Programs ► Numbers of jobs distributed daily, by season ▼	Berkeley	Concord	Graton	Mountain View	Oakland	Redwood City	San Francisco	San Jose	San Mateo	San Rafael	
Spring, daily	25-30	45	10-30	40	NA	NA	10-11	13-15	8-25	10-15	
Summer, daily	35-45	65	15-20	55	NA	5-6	8-15	25-30	11-27	20-30	
Autumn, daily	30	45	16-25	40	NA	3-5	10-11	13-15	15-28	10-15	
Winter, daily	25-30	25	5-16	25	NA	2-3	5-8	3-4	12-25	3-5	

- *Oakland has not distributed jobs nor, as an all-volunteer organization, has it provided services to day laborers on a consistent, ongoing basis.*
- *As a welcome center, rather than a day labor program, San Rafael provides a different mix of services. Thus it is not appropriate to compare the large number of women they serve to the other programs.*

Services and Activities

Services most utilized

The list to the right summarizes the services that each program identified as the three most utilized. The numbers in parenthesis indicate the number of programs that listed that service among its top three.

With the exception of Oakland, all programs dispatch jobs and identified job distribution as the most heavily utilized service.

The centers that most often provide meals find it to be the next most utilized, while others mentioned health/medical services.

Services most utilized

1. Job distribution (9 programs)
2. Health/medical services (6)
3. Meals (5)
5. English classes and legal services (3)

In addition to the top five most utilized services across the region, a few other services were only mentioned by one program as among the most utilized services: permanent job skills, clothing, showers, and the information and referral services that are provided by a “community host.” (See the Concord section for details on the latter.)

Reading the Matrix (below)

To some extent, the ratings are judgment calls, based on the information provided by program staff. (See details in the program-specific chapters.)

Analysis of Matrix by Programs (columns)

Graton and San Francisco have the largest number of services consistently provided (black dots). Graton’s high performance is all the more remarkable given that they have been providing these services without the amenities of a building.

Comprehensive array of services: Berkeley, Graton, Mountain View, Redwood City and San Francisco provide an array of services spread across all categories; that is, they incorporate activities from all three models – hiring hall, social service agency, and grassroots organizing group. Though Redwood City doesn’t yet have as many services and activities as the others, it reflects significant accomplishment given that it has only been operating for 6 months.

“Hiring Hall” activities: The Concord and San Mateo programs are quite heavily concentrated on these services and activities. (i.e., a concentration of black dots in this arena as opposed to other categories of work.)

Social Service Agency activities: These services appear in the category listed as immigrant support services. San Jose concentrates heavily on social services. Although the Canal Welcome Center in San Rafael provides many cultural and social activities that further its mission, they are not all captured in this list due to the concentration of this study on services to day laborers.

Grassroots Organizing activities: In the table, grassroots organizing activities include three categories: legal issues, communication and activism, and leadership development. Graton, Oakland, and San Francisco are very strong in this arena. Both San Francisco and Oakland are affiliated with organizations specializing in legal issues.

Services and Activities Matrix

Key

(Unless otherwise specified)

● Provided by staff on an ongoing, consistent basis

○ Provided on an as-needed basis or by another organization

Blanks: Not provided.

Services and activities ▼		Berkeley	Concord	Graton	Mountain View	Oakland	Redwood City	San Francisco	San Jose	San Mateo	San Rafael
	Programs ►										
Jobs and employer relations	Job development	●	●	●	●		●	●	●	●	●
	Job distribution	●	●	●	●		●	●	●	●	●
	Negotiation with employers	●	●	●	●		●	●	●	●	○
	Sanctions against employers	●	●	●	●	●	○	○	○	○	○
	Vocational skills training		●	●	○			●		●	
	General job skills training	●	●	●	●			●	●	●	●
	Permanent job search skills	●	○		○		○	○	○	○	●
Immigrant support	Food at the Center	○	○	○	●	○	○	○	●	○	
	Food distribution	○	○	○	○		○	○	●	○	○
	Health services	○	○	●	○	○	○	●	●	○	○
	Sending money to families	○	○								
	Use of telephone and office	○	●	○	○	●	○	●	●	○	○
	Information about life in the USA	○	●	○	○		●	○	●	○	●
	Behavioral norms	○		○		●	●	●	○	●	○
Legal issues	Labor rights	●		●	●	●	○	●	●	○	○
	Immigration laws	○		●	●	●	○	●	●	○	●
	Legal assistance	○	○	○	○	●	○	●	○		○
	Self-employment regulations										●
	Civil and human rights	○		●	●	●	○	●	●		
Communication and activism	Outreach	●	○	●	○	●	●	●	○	●	○
	Community service	●	○	●	○			●		○	
	Organizing	○		●	●	●	●	●	○		○
	Civic participation			●	●		○	●	○		●
Leadership development	Leadership	○	●	●	●	●	○	●		○	○
	Administration	○		●				●	○		○
	Fundraising	○		●					○		○

Services and Activities

Analysis of Matrix by Specific Services and Activities (rows)

Not all services and activities are reviewed; the selection below includes only those that require either 1) a definition of the topic or 2) an explanation of the findings that are reflected in the matrix.

Job development: The program's activities to increase the number of jobs available for day workers.

Job distribution: Whether the program regularly takes calls about work opportunities and dispatches day laborers to do them.

Negotiation with employers: At least 5 of the programs that negotiate with employers have set a minimum rate of pay. A few examples of how pay scales are determined and enforced and the extent to which day laborers are involved in setting rates or negotiating with employers are included in the program-specific chapters.

General job skills training: Though this topic was left open for programs to determine, it became clear that all programs either offer - or want to offer - English as a second language (ESL) classes and computer training.

Permanent job search skills: This topic includes both training and any formal or ad hoc services provided to help workers obtain permanent employment, such as filling out job applications, creating business cards writing a resume, and job interview skills. Most programs did not provide ongoing training in any of these areas, but many staff members provide assistance on an as-needed basis.

Food at the Center: A dark dot was used to denote a program where meals are provided daily (at least 5 days a week); a circle was used when meals were provided less often than daily, but consistently, e.g., weekly. The activity was left blank if the program only provided coffee and bread or offered food sporadically, e.g., at special events. All programs provided coffee or saw that it was provided, even those without a center.

Health services: A dot was used for programs where some health services were provided on-sight; a circle for referrals.

Information about life in the U.S.: This covered a wide array of topics intended to assist recent immigrants with information on practical topics such as how to use public transportation, how the banking system works, health and nutrition information, and referrals to other organizations. A dot was used to denote programs where services were provided in a systematic, ongoing way. A circle was used to indicate that the information was provided informally as day workers raised questions.

Behavioral norms: Many programs openly address behavioral issues that negatively affect how day laborers are perceived by residents and merchants. These include public urination, drunkenness, fighting, and drug dealing. Most programs have formal rules and/or codes of conduct concerning these matters.

Legal Assistance: Legal advice and assistance in labor-related matters is provided on a case-by-case basis by a paralegal or attorney for a broad range of legal issues, including both work-related and immigration matters.

Services and Activities

Activities Not Listed in the Matrix

The questionnaire identified the services and that are most commonly provided by day labor programs but the list is not exhaustive. Many programs include the items listed below either directly or through referrals. The following would be useful categories to include in a future study:

- Employer Feedback System - Many programs gathered feedback from employers to determine their satisfaction.
- Advocacy to obtain the right to work
- Bicycles/Transportation
- Clothing
- Cultural activities
- Mental health services

Services for Women

Every program reported that all services are available to women. However, as the few women involved are only occasionally visible, it seems likely that they do not have the level of access to information and services that are available to men who participate regularly. Indeed, at least one staffer acknowledged the discomfort that many Latinas feel attending computer classes, for example, with so many men.

A striking exception to this pattern is San Francisco's Women's Collective, which serves domestic workers. Its independent mission, structure, political agenda, activities, and decision-making processes indicate merit treatment as an independent program in a future study. A more detailed description of the program can be found in the San Francisco chapter.

Staff

Composition

Across the ten programs, there are a total of 30 staff, of which 14 are full time and 16 are part-time. Only 1, a part-time grant writer, is monolingual English speaking; the rest are bilingual in English and Spanish. There are eight former day laborers among staff; three comprise the entire staff of the San Francisco program.

Gender

In spite of the overwhelming number of men served in the day labor programs, three of the ten day labor programs are headed by women.

Country of origin

As mentioned earlier, this study did not collect data on the country of origin of anyone associated with the day labor programs. However, in a few cases it seemed quite likely that the staff's country of origin differed from that of the majority of the day laborers being served. Although no problems were immediately visible, mismatches between staff and client population can easily trigger old stereotypes that lead to charges of inequity. As a general rule, these mismatches should be avoided or, at a minimum, intentionally addressed.

Programs ► Numbers of staff	Berkeley	Concord	Graton	Mountain View	Oakland	Redwood City	San Francisco	San Jose	San Mateo	San Rafael	TOTAL
Full time	1	1	2	1	0	2	3	1	2	1	14
Part-time	2	2	3	2	2	1	0	1	2	1	16

Volunteers

Day labor programs use a significant number and wide variety of volunteers. Activities and services regularly provided by volunteers include:

- Ongoing ESL, computer, and vocational classes
- Office/administrative work
- Periodic work or projects, including graphic design and fund raising
- Board of Directors

Teachers seemed to come as individual volunteers or are funneled through an arrangement with the adult education system or a local college or university.

Day laborers themselves form a large pool of volunteers that all programs draw upon to further the program's work, either formally or informally.

Program Rules

Overall

The programs in Concord, Mountain View and San Francisco each have more formalized with day laborers regarding membership, volunteering, and program participation. (See table below.)

Daily registration

Day labor groups differentiate between registration – which is often done only once, as part of an intake procedure – and a daily sign-in. This question, however, was intended to reflect the practice of a daily sign-in process and that is what the data reflects.

Groups that don't require a daily registration

- Berkeley and Redwood City, who don't have sites and dispatch jobs via telephone.
- Oakland doesn't currently dispatch jobs
- San Rafael isn't a day labor program but does dispatch jobs via telephone.

Conversely, although Graton doesn't currently have a physical facility, it runs its street corner as though it does, with daily registration, job rotation system, files and feedback cards available at the street corner.

Program rules

Although not every program has formalized rules, all programs expressed a common threshold level of behavioral expectations related to substance abuse and fighting.

Membership

Concord, Mountain View, San Francisco and San Mateo have membership structures in place and all but San Mateo issue identification cards to their members. Graton is planning a membership structure and will issue identification cards.

Volunteerism of Workers

Concord, Mountain View, Oakland, and San Francisco require workers to regularly volunteer their services to the program.

Fees

Only Concord charges day laborers fees for use of services. In that sense, coupled with the other rules of membership, Concord appears to be much more regimented than the other programs interviewed for this study. In fiscal year 2004-2005, the Concord program collected \$19,000 from day laborers.

Documentation

None of the programs requires identification, proof of residency, or any other legal documentation to access program services.

Program Rules Matrix

Programs ► Criteria for using Program services ▼	Berkeley	Concord	Graton	Mountain View	Oakland	Redwood City	San Francisco	San Jose	San Mateo	San Rafael
Register daily	N	Y	Y	Y	N	N	Y	Y	Y	N
Follow the Program's rules	Y	Y	Y	Y	Y	Y	Y	Y	Y	N
Volunteer for the Program	N	Y	N	Y	Y	N	Y	N	N	N
Join the Program as a member	N	Y	N	Y	N	N	Y	N	Y	N
Program provides ID card	N	Y	N	Y	N	N	Y	N	N	N
Pay a fee (daily/ weekly/ monthly/ yearly)	N	Y	N	N	N	N	N	N	N	N
Have legal I.D. and/or status	N	N	N	N	N	N	N	N	N	N

Participation in Decision-Making

The data gathered relative to decision-making is somewhat problematic; for a full description, refer to the Methodology section of this report. Rather than attempt to summarize somewhat fuzzy data, this summary will focus on the researcher's observations, which are somewhat anecdotal.

The San Francisco Day Labor Program and its Women's Collective, Graton, and the Oakland program have strong, formal structures, training, and clearly-defined processes designed to involve day laborers and domestic workers in program leadership and governance. These practices are quite consistent with the strong grassroots organizing approach that these programs embrace.

In a number of programs, it seemed that there was less clarity about decision-making authority. For example, at some programs, staff described decision-making as the same regardless of the topic. At one program staff said that nearly all decisions were made by staff with "input" from day laborers without specifying whether the input was gathered casually and sporadically or whether this input was gathered through a deliberate and ongoing process that ensured opportunities for day laborers to participate in meaningful decision-making.

In at least one program, San Mateo, the issue of high turnover of workers creates a formidable barrier to creating and maintaining a leadership group. The vast majority day laborers using the program who have been in the U.S. for 2 years or less and largely draw upon the program for services and information that support their survival. Workers often stop using the program once they've achieved stability in their lives. Of the programs without site-based centers, Berkeley, Oakland, and Graton all have strong and significant day laborer leadership teams. Redwood City is in the process of identifying natural leaders from among the groups that regularly seek work on the street.

Staff at both site-based and street-based programs noted the importance of informal leaders among the day laborers who congregate on specific street corners. Program staffers rely on these leaders to maintain appropriate conduct among the day laborers in their group and also to deal with difficulties created by outsiders. .

Overview

The information presented here was derived primarily from interviews with the staff and one or two supporters of each of the ten day labor programs studied. Information provided by these sources varied considerably in specificity and was completely reliant on the interviewee's recollection of events. In some, but not all cases, the research team was able to locate corroborating data. For more details see the Methodology section of this report.

The vast majority of day laborers are immigrants; staff and day laborers alike are acutely aware of the anti-immigrant sentiment in this country as well as the hostility directed against day laborers. All of the programs participated in 2006 marches in support of fair and comprehensive immigration reform.

The very sight of day laborers standing on street corners is controversial in itself, and formal day labor programs, especially those that are site-based, often encounter a great deal of public opposition.

The controversy can be distilled into two opposing perspectives. Local merchants and residents object to certain behaviors; the most commonly mentioned are urination, littering, drunkenness, and drug dealing. Other objections are that day laborers stand on or damage private property and that some people feel intimidated when day laborers surround a vehicle and, at times, begin to climb in. In this perspective, awaiting work on the street is characterized as loitering.

The opposing view is that day laborers just want an opportunity to obtain employment and to live by the fruits of their own efforts. Day laborers play an important role in local economies, and anti-solicitation ordinances are viewed as criminalizing the search for work, an aim that is both immoral and unconstitutional. Day laborers and their supporters claim the First Amendment right to stand on public sidewalks, as long as no illegal activity occurs.

Local governments in all of the cities included in this study have received complaints from merchants and long-term residents about the presence of day laborers in their neighborhoods. Local officials attempt to resolve the controversies surrounding day laborers by employing a combination of the following approaches:

Laws and law enforcement:

- Use existing state or local laws to prohibit street-based job solicitation or create new anti-solicitation ordinances
- Determine how anti-solicitation ordinances should be enforced

Funding for a day labor program and/or services:

- Information and education for day laborers
- Job development and job training
- Social services
- General operating support or in-kind use of public land or buildings for a day labor program

Due to ever-shifting community conditions and to emerging information about good program practices, even jurisdictions with established policies regarding day laborers find that they must adjust their strategies over time.

Anti-solicitation ordinances

At its core, anti-solicitation ordinances aim to prohibit day laborers from seeking work on public streets. The San Mateo ordinance can be viewed at <http://www.cityofsanmateo.org/dept/codes/ch11-58.html>

Local authorities have designed anti-solicitation ordinances to:

- Address the complaints of local residents and merchants (as listed above),

- Reduce the hazardous traffic conditions created when vehicles stop moving traffic or double park, and when day laborers bolt into a heavily-trafficked street
- Get day laborers off the streets – or at least off certain streets.

This latter goal – to remove day laborers from certain locations – is sometimes accomplished by a carrot-and-stick-approach that includes both passing an anti-solicitation ordinance (the stick to change the behavior of day workers, employers, or both) and funding for a day labor program (the carrot).

Current practices

The current status of anti-solicitation ordinances, local government funding and existing worker centers is summarized in the table below.

Of the ten locations included in this study, five do not have anti-solicitation ordinances: Berkeley, Graton, Mountain View, San Francisco and San Rafael.

Berkeley – The city opted to rely on existing traffic and parking regulations and to fund a day labor program that operates on the street, rather than a center.

Graton – Graton encountered controversy when attempting to open a day labor program. A year-long community process ensued, resulting in agreements that allowed ground-breaking for a program that will open in 2007.

Mountain View – The Mountain View program encountered attempts to pass anti-solicitation ordinances in both Los Altos and Mountain View. The anti-solicitation ordinance passed in Los Altos, but was subsequently repealed after a successful lawsuit

challenging its legality was filed by the Mexican American Legal Defense and Education Fund (MALDEF). In Mountain View, day laborers and their supporters successfully organized to prevent the passage of an anti-solicitation ordinance.

San Francisco – Five years ago it was a police practice to move and/or ticket day laborers for standing on the street. Day laborers mobilized to change the practice and successfully negotiated an agreement with the police department to cease moving and ticketing day laborers.

San Rafael – Although the local groups and leadership acknowledge strong anti-immigrant and anti-day laborer sentiment in Marin County, none of the interviewees mentioned the existence of an anti-solicitation ordinance. Efforts to establish a day labor program in 2003 were defeated by the City Council, citing an unwillingness to incur liability. In fall 2006, community organizations, day laborers and city officials participated in a feasibility study to explore options for establishing targeted services for day laborers in San Rafael.

Current practices

Key:

● - Have in existence

o - Limited or not fully operational

Blank - Doesn't exist or unknown

	Anti-solicitation Ordinance	Local Government Funding	Building	Comments
Berkeley		●		Current threat of an ordinance to remove day laborers from residential area
Concord	●	●	●	
Graton			o	Program site under construction
Mountain View			●	Day laborers successfully fought passage of an anti-solicitation ordinance
Oakland	o			Either the ordinance or its enforcement is targeted; the city may possibly fund another Oakland program
Redwood City	o	●		Ordinance is not enforced
San Francisco		●	●	Police previously ticketed day laborers; through negotiation this practice has stopped
San Jose	o		●	Ordinance or its enforcement is targeted
San Mateo	●	●	●	
San Rafael			o	Welcome Center, not a day labor program

As funding sources were not requested, this table reflects only data that came up serendipitously.

The other five programs work in jurisdictions where anti-solicitation ordinances are in effect: Concord, Oakland, Redwood City, San Jose, and San Mateo.

Concord –Concord staff did not oppose that city’s anti-solicitation ordinance because they agreed that street-side work solicitation was causing serious traffic hazards on major thoroughfares. Program staff said that police enforcement of the ordinance was fair and supportive of day workers’ interest. That is, drivers are ticketed if they create traffic hazards on the street but police do not follow vehicles or disturb contractors or day laborers when vehicles pull into a parking lot or driveway to conduct their business. The program has a very good

relationship with local police; officers occasionally come by to inform day laborers on such issues as what they can do to avoid being victims of bicycle theft. The City of Concord partially funds the day labor program; its contract requires the program to raise additional funds and specifies performance standards related to job development and other services.

Oakland –The Oakland anti-solicitation ordinance passed five years ago was enforced selectively in an effort to move day laborers from one location to another., However, as day laborers migrated, complaints from the new neighborhood surfaced. Day laborers still congregate around the original location, but now staying on the sidewalks. As Oakland’s Volunteer of America program did not participate in this study, information was not obtained about city of Oakland funding for that program.

Redwood City – The Redwood City program operates in an unincorporated part of San Mateo County. The County’s Board of Supervisors passed an anti-solicitation ordinance in July 2006. A 90-day moratorium on enforcing the ordinance was established to give the Multicultural Institute, the new manager of the day labor program, time to establish a rapport with day laborers and work with them to address community concerns. As of mid-January, 2007, no citations have been issued.

San Jose – San Jose has an anti-solicitation ordinance in effect, but it is not being enforced in the vicinity of the worker center. None of the individuals interviewed for this study could say for certain whether the ordinance extended to other parts of the city.

San Mateo – The City passed an anti-solicitation ordinance and simultaneously funded a local nonprofit to open and operate a day labor center. Large traffic signs warn vehicles not to stop for day laborers and direct prospective employers to the program.

Site-based programs and street-based programs

Arguments against local government funding for day labor programs include budget limitations, increased liability, and that supporting undocumented immigrants is a misuse of taxpayer funds.

Communities can choose whether to establish a day labor program that is site-based or street-based.

Site-based programs

Proponents believe that site-based programs are:

- A comfortable place for workers to gather in dignity
- A place where workers can get jobs and prepare themselves, through education and training, for employment
- An effective strategy to get day laborers off the streets. For example, Hayward’s Mayor suggested that “the primary objective should be getting workers and the contractors who hire them out of parking lots and off city streets.” [*Oakland Tribune*, “Hayward Council Votes to Open Day-Worker Center”, 2-26-2006] However, the intention of getting workers off the streets is more often characterized as ridding jurisdictions of undesirable loiterers.

- A twist on the latter argument is made from the perspective of improving the image of day laborers: “for others to see day laborers standing on street corners looks bad and creates the opportunity for negative consequences,” i.e., illegal or antisocial activities that increase stigma.

Street-based programs

Through daily communication between program staff and day laborers, a program can dispatch jobs via cell phones, inform and educate day laborers, provide access to an array of services, and instantly address neighborhood concerns. The approach assumes a threshold level of tolerance in the community for the presence of day laborers on the streets. It also requires that staff be effective liaisons between city personnel, neighbors and day laborers. This approach has the appeal of resolving many issues without incurring the cost of a site-based program.

A hybrid strategy

San Rafael leaders are considering the establishment of a site-based program for trainings and meetings, and a “virtual” job distribution system, based on cell phones, like the street-based programs.

Relationship with local authorities

With only one exception, program staff consistently emphasized the good working relationships they have with local authorities, be it elected officials, the police department or the sheriff's office. Even the one program that described ongoing tensions noted that there are indications of improvement in a particularly troublesome relationship. This is the case regardless of the level of historical conflict. For example, the page of the Samaritan House website featuring the Worker Resource Center in San Mateo includes a video of a police officer explaining how the worker center makes the police officers' work easier.

http://www.samaritanhouse.com/new/programs/worker_resources.html

Staff at day labor programs understands that maintaining open communication and good working relationships with authorities is critical to performing their daily work effectively and to furthering their missions.

The political environment indicates that these complex issues will continue to be critical for all the programs in the foreseeable future. Even though both staff and day laborers may hold a wide array of political values and perspectives, they share common ground in protecting and furthering the interests of day laborers, valuing good working relationships with local authorities, and being grounded in the practical realities of seeking solutions that work on a day-to-day basis. These are strong incentives to start and maintain dialogues.

Lastly, those who are developing new day labor programs would be well-served by familiarizing themselves with the wide variation of program models and legal approaches prior to making final decisions.

Recommendation

Support forums for day labor programs to discuss:

- **The pros and cons of various day labor program models and approaches to addressing the concerns of all community members**
- **Creative approaches to addressing the concerns of residents and merchants**
- **Ongoing strategizing to maintain good relationships with local authorities**

Part 3 : Priorities

Information provided primarily by day laborers

Priorities for the Program

This section reports primarily on the perspectives of day laborers; focus groups were conducted in each of the programs except San Rafael. Staff members were asked to add their comments and votes after the focus group discussion.

Concerns

Each group of day laborers was asked to identify 3 – 6 concerns they had as day laborers. This reflects the complete list of concerns across all the sites, categorized by the same topics used in the table of Services and Activities above. The numbers in parenthesis indicate the number of sites where the issue was mentioned.

Work-related Issues

Mentioned 10 times, 7 sub-issues

- How to find jobs (mentioned in 4 programs)
- No stable work
- Community won't let us get work
- Generate more jobs through greater publicity
- Getting a permanent job
- Identifying work for winter
- Bosses not coming back if day laborers don't do their job well

Community-related Issues

Mentioned 7 times, 4 sub-issues;

- Overcoming not having work permits/legal documents (4 sites)
- Solution to hassling of day laborers on Middlefield Road (Redwood City)
- Anti-solicitation ordinances
- If Congress passes stricter immigration laws, it will be harder to appeal our case

Skills-related Issues

Mentioned 4 times, 2 sub-issues

- Learning English (3 sites)
- Tool use

Issues Related to Services

Mentioned 2 times, 2 sub-issues

- Dental care
- A place/office where we can get work

Other

Mentioned 3 times, 3 sub-issues

- Study literature, other courses; be more broadly educated
- Money for day labor programs
- Another job distribution system that takes into account special work skills

Goals for the program

Each group of day laborers was asked to identify 1 or 2 goals they would like to accomplish as a group of day laborers in the next 12 – 18 months. This list reflects the complete set of goals identified across all the sites, with goals mentioned most often listed first.

Learning English

Mentioned 4 times

Getting work

Mentioned 3 times, 2 sub-issues

- Having more job available, like Labor Ready (a company which places temporary workers, including day laborers, but requires workers to show they can legally work)
- Getting jobs for 50 people

Learning work skills

Mentioned 3 times, 3 sub-issues

- Having workshops on specific skills (e.g. carpentry)
- Having a vocational center
- Getting certification for specific skills

Publicity/visibility

Mentioned 2 times, 2 sub-issues

- Publicity campaign so employers know about day laborers
- Greater visibility which will result in more jobs

Other goals

5 issues, each mentioned once

- Needing a building for their program
- Forming a workers' cooperative
- Challenging the City of Oakland's anti-solicitation ordinance
- Finding a way to get a driver's license and work/study permit
- Assistance to ensure that employers pay

Recommendations:

Contract at a regional level for a series of vocational training courses to be offered at the various program sites. A holistic model could combine English learning with vocational training on a project that improves the physical building or surroundings of the day labor program or other community building. (See the San Mateo chapter for an example.)

Arrange for a local institution to provide a certificate of course completion upon meeting specific requirements.

Priorities for a Conference and/or Network

The bar chart below shows the day laborers' and program staff's priorities for topics to be addressed through a regional conference or network, combined across all the programs. Priorities were selected from among a list provided as well as additional topics identified by the day laborers. (Additional topics are listed below the bar chart.) The topics receiving the largest number of votes are listed here, ranked by most popular choice.

Day Laborer Priorities

- 1) Developing new work opportunities
- 2) Permanent job search/skills
- 3) General job skills training, particularly English as a second language
- 4) Work skills training
- 5) An overview of immigration laws

Staff Priorities

- 1) Developing new work opportunities
- 2) Addressing the issue of low attendance at ESL classes
- 3) Leadership skills for both day laborers and staff

Recommendations:

- **Contract with a job developer to work region-wide and also to work collaboratively with each program in creating work plans for developing new jobs based on each program's local market**
- **Contract with a marketing expert to 1) further differentiate the value of day workers placed through a program vs. hiring off the streets, and 2) to work collaboratively with each program in creating marketing plans to take advantage of special market niches and seasonal opportunities**
- **Reassess these strategies every 2 -3 years to better meet changing market conditions**

Priorities for a Regional Conference and/or Network

Services	Votes	Total	Key: Day Laborers' votes	Staff votes
Job and employer relations	Job development	46	41	5
	Job distribution	4	4	0
	Negotiation with employers	10	9	1
	Sanctions against employers	4	4	0
	Vocational skills training	21	18	3
	General job skills training	31	26	5
	Permanent job search skills	29	29	0
Immigrant support	Food at the Center	4	4	0
	Food distributions	0	0	0
	Health services	23	21	2
	Sending money to families	7	7	0
	Use of telephone and office	0	0	0
	Information about life in the USA	12	10	2
	Behavioral norms	5	3	2
Legal issues	Labor rights	16	14	2
	Immigration laws	19	18	1
	Legal assistance	17	15	2
	Self-employment regulations	12	12	0
	Civil and human rights	16	15	1
Communication and activism	Outreach	15	9	6
	Community service	6	6	0
	Organizing	9	8	1
	Civic participation	9	6	3

Additional topics for a conference/network

In addition to voting on the list above, day laborers and staff identified other topics of interest. A full listing is available in the Appendix. Key topics are listed here; the numbers in parenthesis reflect the number of sites where this issue was raised.

- Making bus transportation more accessible, e.g., through passes or tokens (3 sites)

- Obtain work permits (2 sites), e.g., appeal to the government to allow us to work when we don't have legal documentation/work permits
- Autos and driving (2 sites), driver's licenses, auto insurance, information about the legal requirements of car ownership
- Child custody, spousal support and tenant rights

Activities for a regional conference and/or network

Day laborers and staff were asked to identify activities (as opposed to the topics discussed earlier) that could be carried out through a conference or network. The following ideas emerged (numbers in parenthesis indicate the number of sites where this idea came up):

- Sports (mentioned at 4 sites), including the suggestion of a soccer tournament (mentioned twice), sports generally, and increasing workers' knowledge about sports
- Periodic contact with other groups (4 sites) to exchange ideas, share program models, support each other, and explore new approaches to improving opportunities for day laborers
- Cultural events, including poetry readings, art exhibits (2 sites), music, and crafts
- Social activities/parties (2 sites)
- Learn all the jobs skills we don't have (1 site)
- Create a pamphlet that lists all the day labor groups and their activities, the state of labor issues, where to go for help, i.e., experts and consultants, and how to find or develop new work opportunities (1 site)

Day laborers and staff at one site voiced their discomfort stemming from an incident at an NDLO-sponsored training. When a nonprofit staff person suggested burning the American flag as a strategy for organizing, there was no response or rebuttal from other participants, including the trainers. They clearly implied that such statements would dissuade them from attending future sessions.

Participants offered advice on conferences and a network.

- It would be good to know in advance what the meeting is for so participants could come prepared
- Select representatives from each program to attend meetings and/or visits to other programs
- Provide transportation to meetings for day laborers

Recommendation:

The ramifications of differing political perspectives must be taken into account to successfully implement region-wide work. Participants from across the programs should be included in the planning stages so that their perspectives can be taken into account and to build and maintain credibility and enthusiasm.

Part 1 : Program

Information provided by staff

General Information

Working with other organizations to provide services and meeting space reduces redundancy and allows staff to focus on building and maintaining relationships.

The day laborer program in Berkeley, known as Life Skills, is run (as is the Redwood City program) by the Multicultural Institute. The program has been in operation since 2003.

The program is street-based and does not have a site. Instead, staff provides an array of services either through referrals or by delivery directly to day laborers on the street corners. Working closely with other organizations to provide services and meeting space reduces redundancy and allows staff to remain focused on building and maintaining relationships. Indeed, staff conducts a daily round of visits with day laborers by working on the street 3-4 hours/day.

Address	Contact: Rudy C. Lara Program Director
1712 Euclid Ave. Berkeley, CA 94709	Telephone: 510-847-8714
	Fax: 510-848-4095
	Email: rudy@mionline.org
www.mionline.org	
Hours of operation: 8 am – 5 pm, 7 days/week	

Facilities

Berkeley’s day laborers await work on several blocks of Hearst Street. At one end, there is an upscale shopping area; a few blocks up is a large lumber company which draws day laborers; past the lumber company is a quiet residential neighborhood.

Although meeting space is often available at a church located on Hearst, that space was not available for my meeting with the day laborers. Instead, the meeting took place on the same corner where staff had been engaged in a discussion with day laborers as part of the morning rounds. Staff had been informing the day laborers about negotiations with the City of Berkeley; the plan was for the workers to await work on the commercial rather than residential portion of the street.

Across the street, staff had parked a van and left its doors open and music spilling out at low volume, quietly inviting workers to serve themselves coffee on a chilly day. The meeting progressed with flip charts affixed to the front and back of the easel, while workers listened and passengers in passing cars and trucks stared. One advantage is that when a prospective employer did come by, day laborers suffered no loss of opportunity – and, one worker did, in fact, take off on a job before the discussion ended.

Workers served

The few women involved in the Berkeley program are dispatched to housecleaning jobs.

Numbers of workers served (weekly averages)	
Weekly	60
Women workers, weekly	4-6
Numbers of jobs allocated (daily averages)	
Spring, daily	25-30
Summer, daily	35-45
Autumn, daily	30
Winter, daily	25-30

Services and Activities

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

Services most utilized
1. Job distribution
2. Hot meals
3. Medical services

There has been a dramatic decrease in employers not paying... Workers now know their rights and employers have learned that they must pay.

Sanctions against employers

Since the program began, there has been a dramatic decrease in employers not paying day laborers for their work. Staff estimates that there were approximately two complaints a day two years ago; now there is approximately one per month. Staff attributes the change to the fact that workers now know their rights and employers have learned that they must pay.

Housing

Staff is negotiating with the City to secure permanent low-income housing for day laborers. During a recent cold spell, the program negotiated with the Alameda County Health Department to secure emergency shelter – two rooms for 15 days in a local hotel – for a half-dozen homeless workers.

Information about living in the U.S.

Staff explained that most day laborers live and go about their daily business in groups; the group tends to share information about living in the U.S., e.g., about bus routes, on an informal and ongoing basis.

Street clean-up

Day laborers at one end of the street where they await work are provided with brooms. Each group sweeps its area then passes the equipment on to the next group, in a relay fashion, until the entire street is cleaned.

Additional services include weekly soccer games and annual holiday celebrations.

Services and Activities Provided		Notes	
Key	<i>Service provided</i>	●	<i>on an ongoing, in-house basis</i>
	<i>Service provided</i>	○	<i>on an individual, as-needed basis or by another organization</i>
Jobs and employer relations	Job development	●	Website; distribution of fliers at parking lots and businesses; visits to realtors and contractors.
	Job distribution	●	Incoming jobs are distributed via a rotational system, taking into account specific skill sets.

	Negotiation with employers	●	Employers are charged an hourly rate that varies from \$12 - \$15/hr, depending on the type of work; employers are also asked to ensure breaks and provide lunch.
	Sanctions against employers	●	Day laborers are informed as to their rights and are encouraged to call the police if an employer refuses to pay; larger cases are referred to Centro Legal de la Raza in Oakland.
	Vocational skills training		None.
	General job skills training (ESL, computers)	●	A GED program is offered. An English language class was offered but has been discontinued due to loss of the volunteer teacher and poor attendance.
	Permanent job search skills	●	Ongoing searches on Craigslist; assistance in applying.
Immigrant support	Food at the Center	o	Coffee is provided on the street in a van; dinner is provided every Friday at a nearby location.
	Food distribution	o	Provided weekly.
	Health services	o	An Alameda County Public Health mobile clinic provides services on the street once a month; referrals to a local clinic are provided on an as-needed basis.
	Sending money to families	o	A Wells Fargo bank employee has come to the street to educate workers about bi-national checking services.
	Use of telephone and office	o	The program's phone is not needed because many workers have cell phones; the office address is made available on an as-needed basis.
	Information about life in the USA	o	Information is offered informally as the need arises during staff's daily rounds.
	Behavioral norms	o	Day laborers are educated about appropriate behavior on the street.
Legal issues	Labor rights	●	Information about rights as day laborers and as residents of Berkeley is provided at weekly meetings and on daily rounds.
	Immigration laws	o	Some basic information is provided on an ongoing basis, supplemented by spreading news on emerging issues.
	Legal assistance	o	Referrals to Centro Legal de la Raza in Oakland.
	Self-employment regulations		
	Civil and human rights	o	Covered in daily rounds.
Communication and activism	Outreach	●	Staff walks the streets talking with day laborers 3 hours/day, 5 days a week.
	Community service	●	Workers participate in monthly street clean-up. See details above.
	Organizing	o	A group of Berkeley day laborers participated in the immigration issue marches last year; staff informs workers about upcoming events.
	Civic participation		
Leadership development	Leadership	o	When a leadership group is formed (see details below, under "Participation in Decision-making,") they are trained in practical skills, e.g., computers, as well as administrative systems, and peer leadership skills such as interpersonal communication and peer leadership
	Administration	o	Provided as part of leadership training
	Fundraising	o	Provided as part of leadership training

Staff and Volunteers

The only full-time employee is the director; two other part-time staff members are paid on a stipend basis and assist on very specific tasks.

Volunteers, both day laborers and other community members, assist with preparing and serving food, as well as clean-up. In the past, volunteers have also been recruited to teach English classes.

Staff

Title or position	Hours/week	Bilingual?	Former laborer?
1. Director	Full time	Yes	No
2. Luis – Survey project	4-8	Yes	No
3. Javier – Food service	4-8	Yes	No

Program Rules

The only requirement for receiving services is that workers conduct themselves properly on the street, e.g., treating women respectfully. To participate in job distribution, day laborers need to provide contact details and information about any specific skills they possess.

No daily registration, volunteer work, membership, fees, or legal documents are required. The program is working on developing an identification card.

Participation in Decision-Making

A common practice is for staff to notify day laborers about emerging issues and briefly discuss them as they make their daily rounds on the street. Workers often discuss the issue among themselves and then propose solutions or next steps either at a subsequent visit with staff or at the weekly Tuesday meeting. Once a decision has been reached, by the day laborers (e.g., for social activities) or staff or jointly, staff implements it.

In the past, staff identified a group of five day laborers to train and serve as a leadership group; however, this attempt fizzled when the workers found permanent jobs. Staff is currently identifying a new group of leaders.

Decisions made by ►	Day Laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the Program
Topic ▼					
Rules				X	
Programs offered				X and Board	
Meetings, assemblies				X	
Social activities	X				
Organizing laborers				X	
Advocacy for DL rights				X	

Overview

An anti-solicitation ordinance is threatened.

There have been no threats to close the program's operations. Staff actively organizes day laborers via education and support around immigration and issues that directly affect them.

However, staff was notified mid-January that the Berkeley Mayor's office was concerned about an increasing number of complaints made by residents on the street where most day laborers await work. Staff is currently negotiating for day laborers to move down a few blocks to a commercial area on the same street, which seems agreeable to all parties; a meeting with the local police coordinator is pending. An anti-solicitation ordinance is threatened. If passed, this would prohibit solicitation in all residential areas in Berkeley and might result in fines and/or arrest. Staff is encouraging day laborers to voluntarily migrate from the residential to the commercial zones so as to avert the passage of the anti-solicitation ordinance and to maintain or increase the community's existing goodwill. Feeling that the program has excellent relationships with the city, staff expects that the issue will be successfully resolved via negotiations.

There's been a day labor presence in Berkeley for about 15 years. The draw to this area is a family-owned and community-minded lumber company, Truitt & White. The company conducted an ad hoc survey and found that not a huge number of their customers say that they pick up day laborers, so Truitt & White don't feel they're the reason that day laborers seek work in the area. However, this doesn't match what's said on the streets.

About five years ago, the City was getting quite a few complaints from merchants on Hearst Street, saying that the presence of day laborers does not mix well with an upscale shopping environment. In addition, there was concern about day laborers stepping into the street to get into cars.

As a first step, the Office of Economic Development hired a consultant to study who's there and where they're coming from, and then to look at models in other jurisdictions to determine a good direction to take. The study reviewed several programs including those in southern California, San Francisco, and Concord, concluding that programs that invest a lot of money in a building are not necessarily successful because day laborers want the flexibility to seek work on the street. At the same time, the City Attorney advised the City that day laborers have the right to be on the sidewalk, to look for work, as long as they're not engaging in an illegal activity.

The city of Berkeley lacks the resources or open spaces for a building; instead, it opted to find a way to help the day laborers organize themselves and to use existing regulations in the Berkeley Municipal Code to mitigate any negative impacts. For example, existing codes prohibit double parking and parking in red zones, which is what some contractors did. The City also created loading zones to keep activity in a restricted area and a 4-way stop to slow down cars, as well as installing portable bathrooms on one end of the street to eliminate public urination and to draw day laborers to that area. Signs were posted, targeting contractors about potential fines. The City also informed the day laborers that citations would be issued for urinating, littering, and being on private property.

The City of Berkeley does not have an existing anti-loitering ordinance, a controversial issue, particularly as the city has a homeless population in another area and wants to avoid targeted enforcement.

Political environment (continued)

“We don’t want to interfere with day laborers’ right to look for work.” City of Berkeley

The Multicultural Institute, which had been providing other programs for the city, stepped up to work with day laborers. The Institute is charged with having staff in the corridor for part of the day, usually from 8 a.m.–12 p.m., to help day laborers organize activities and to work directly with employers to get them jobs. They also remind the workers that they are guests in this city and they need to follow the rules – don’t sit on cars, don’t whistle at the women.

According to a long-established resolution, Berkeley police would not cooperate with federal immigration officials if they came to conduct raids. While ICE has not targeted this area, someone glued a message on one of the signs on Hearst Ave. “Only you can stop illegal immigration – don’t hire day laborers.”

“We’re looking for solutions and we don’t want to interfere with day laborers’ right to look for work,” said one City official. “It’s tricky to balance the rights and needs of local taxpayers, merchants and day laborers.”

Part 3 : Priorities

Information provided primarily by day laborers

Priorities for the Program

Current concerns

- Not having stable work
- That the community won’t let us get work (i.e., potential fines for solicitation)

12-18-month goals

- Getting work

Priorities for a Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 11 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

Staff would find it useful to have contact with other day labor groups so that the programs can support each other and exchange ideas. It is currently one of Berkeley's program goals to increase these relationships.

Area	Services/activities	Votes
Jobs and employer relations	Job development	3
	Job distribution	2
	Negotiation with employers	1
	Sanctions against employers	
	Vocational skills training	2
	General skills training	4
	Permanent job search skills	5
Immigrant support	Food at the Center	
	Food distribution	
	Medical services	7
	Sending money to families	
	Use of telephone and office	
	Information about life in the USA	
	General education	
Legal issues	Labor rights	4
	Immigration laws	5
	Legal assistance	2
	Self-employment regulations	3
	Civil and human rights	3
Communication and activism	Outreach	
	Community service	2
	Organizing	
	Civic participation	
Leadership development	Leadership	
	Administration	
	Fund-raising	1

Part 1: Program

Information provided by staff

General Information

There is a buzz of activity and movement at this center.

The day labor program in Concord began in 1999/2000. Even in mid-winter there is a sense of activity and movement at this center. There is a buzz around the front reception as both day laborers and employers check-in and the computerized list of day laborers is constantly referenced for job placements and to check where an individual falls in the rotation. The interruptions that occurred during my short visit seem indicative of the program's fairly high level of job placements and the high priority the program places on procuring jobs for day laborers.

Address	Contact: George Vallejo Program Coordinator
2699 Monument Blvd, Ste G, Concord, CA 94520	Telephone: 925 680-2844
	Fax: None
Email: george@monumentfutures.org	
www.monumentfutures.org	
Hours of operation: 6 a.m.–12 noon, Mon - Sat	

Staff reports that there is interest in establishing a day labor program in Pittsburgh, though the group there has not yet formally established itself.

Facilities

The program is located in a storefront in a strip mall in a light industrial area on a heavily trafficked street. The program has operated from this location for about 2 ½ years. Though not easily visible from the street, day laborers draw attention to it by pacing on the sidewalk with sandwich boards.

The large main room is set up auditorium-style, with a reception desk up front and a small meeting room to the right with a computer that functions as a county library station. Small groups gather in this small room to negotiate the terms of a particular job. A wider space at the back houses computer stations, tables, and white boards for small meetings. There is also coffee service and a bathroom.

Workers served

With a growing number of women coming to the center, Concord is gradually developing more customized services for them.

Numbers of workers served (weekly averages)	
Weekly	60
Women workers, weekly	20
Numbers of jobs allocated (weekly averages)	
Spring, daily	40
Summer, daily	60
Autumn, daily	40
Winter, daily	20

Services and Activities

“If opportunities to get rewarding work are limited for many men who live in the Monument, they are almost non-existent for the large numbers of women.”

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

Many of the services provided by other nonprofits (as noted in the table below) are coordinated through the Monument Community Partnership (MCP), of which Monument Futures is member. For example, the “community host” (listed on the table, right) is a staff person, employed by the Monument Community Partnership, who meets with the day laborers on a regularly-scheduled basis to identify the issues they’re facing and to provide referrals to local services.

All services listed in the chart below are provided to both men and women unless otherwise noted. Monument Futures’s web site lists services for men and for women separately. On the women’s page, the web site notes: “If opportunities to get rewarding work are limited for many men who live in the Monument, they are almost non-existent for the large numbers of women. Over the past year, we have been able to place about 80 women in cleaning jobs and similar work by maintaining a job list.” Special programs for women include a computer class, a work distribution list, regularly scheduled meetings and classes, and a leadership group.

Services most utilized

1. Job distribution
2. “Community host” information and referral services
3. Legal assistance

Free computer classes are open to men and women but women appear to be uncomfortable attending them; when women are interested, they most often pay for classes offered by MCP.

English language classes have been offered for three years, Mon-Fri morning, 1 hour conversation taught by volunteer teachers; Contra Costa Unified School District provides evening instruction when the school district has available staff. Program staff, however, find that even though English classes are the most requested service, not all day laborers attend and attendance tends to fall off as the class progresses, leaving one recent class with only 3 graduates.

Staff is working on a project to offer elementary and high school education through the Mexican Consulate. “Plazas Comunitarias,” a self-paced computer program, would be taught by Monument Futures staff.

As extracurricular activities, the program organizes soccer games, dances/theater, and special celebrations.

Services and Activities Provided		Notes
Key	<i>Service provided</i>	● <i>on an ongoing and/or in-house basis</i>
	<i>Service provided</i>	○ <i>on an individual, as-needed basis or via a referral to another organization</i>
Jobs and employer relations	Job development	● Fliers (advertising both men and women workers); posters; sandwich boards (for day laborers to use standing on street corners). Free services are good for developing business. Newspaper articles provide good marketing, and the Program generates 1 every 2-3 months in the <i>Contra Costa Times</i> or <i>Concord Transcript</i> .
	Job distribution	● Men: every day, based on rotation; also take into account knowledge of English and special skills, or having a car. Women: call-in the previous day.
	Negotiation with employers	● Have short presentations on pay issues quarterly. The agreement between workers and employers, e.g., pay and hours, is set before leaving the Center.

	Sanctions against employers	●	File Labor Dept. claims; have decreased over time, not many problems now.
	Vocational skills training	●	Training for men and women on use of housekeeping chemicals by the Calif. Dept. of Safety and Health every 4 months, will bring in-house.
	General job skills training (ESL, computers)	●	Have computers; provided training last year to class of 15, Feb-Apr, will offer again shortly. Teach EXCEL, WORD. 4 stations have internet access.
	Permanent job search skills	o	Assistance for applications offered by staff on as-needed basis.
Immigrant support	Food at the Center	o	Coffee, tea, no food regularly, sometimes donations.
	Food distribution	o	Collaborates with Crisis Center.
	Health services	o	Make referrals to La Clínica de la Raza, where day laborers get a 75% discount on dental services as well as a significant discount on medical services.
	Sending money to families	o	No; Wells Fargo provides low-cost checking accounts with U.S. and Mexican phone cards; the account is opened in the US and the family can withdraw funds in Mexico.
	Use of telephone and office	●	Phone – yes. Address on an as-needed basis.
	Information about life in the USA	●	Monument Community Partnership (includes First 5, Centro Legal, a housing rights organization) provides weekly sessions, e.g., on alcohol/substance abuse, cholesterol, STDs. Crisis Center also provides bicycles.
	Behavioral norms		Staff has informally engaged in ongoing conversation and modeling on the importance of not spitting, wearing appropriate clothing (e.g., no tank tops) and using the bathroom appropriately. Day Laborers are encouraged to assist with keeping the center clean, which also supports appropriate norms. Staff would like to standardize expectations and include these topics in an orientation class.
Legal issues	Labor rights		La Raza Centro Legal (SF) provided a workshop; staff downloads information from the OSHA website
	Immigration laws		Very little in the way of such services.
	Legal assistance	o	Provided by La Raza Centro Legal (SF).
	Self-employment regulations		Only informal talks among staff.
	Civil and human rights		No.
Communication and activism	Outreach	o	Invite people to come, trickling in. The day laborers designed a survey for day laborers on the street, to determine their needs and present them to the city.
	Community service	o	2-3 times, e.g., cleaning/maintenance with churches.
	Organizing		
	Civic participation		
Leadership development	Leadership	●	A leadership group meets every week before the day laborers' general meeting. Interests include: increasing the program's visibility, improving the center and asking for a bus line.
	Administration		
	Fundraising		

Staff and Volunteers

Staff
Though not a day laborer, the Coordinator has worked in the trades.

Volunteers
6 day laborers participate as members of the leadership group “Grupo Liderazgo”.

Staff			
Title or position	Hours /week	Bilingual?	Former laborer?
1. George Vallejo Trade Skill Program Coord.	Full time	Yes	No
2. Pedro, Admin. Assist.	36	Yes	No

Program Rules

To participate, day laborers register monthly to become members and check-in daily. They are required to follow the program’s rules and volunteer their time to the program. Although no identification is required to become a member, members are issued a photo identification card with a bar code.

Members are charged a monthly fee of \$22, of which \$20 goes towards covering program costs and \$2 are placed in an emergency fund for day laborers’ use.

Participation in Decision-Making

Staff is involved in all decision-making at the Center, though a variety of decisions – center rules, programs offered, meetings/assemblies, and social activities – are vetted through the day labor leadership group, the “Grupo Liderazgo.”

Many services are made available through collaborations with other nonprofits, thus others from outside the Program are involved in the decision-making for those services.

Decisions made by ►	Day Laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the Program
Topic ▼					
Rules		X			
Programs offered		X			X
Meetings, assemblies		X			
Social activities		X			
Organizing laborers		X			
Advocacy for DAY LABORER rights		X			X

Overview

“Increased trust between the day labor center and local police.”

According to staff, a Traffic Safety/ Anti-solicitation ordinance, passed in 1995, appeared to be unfavorable to day laborers. The ordinance established the basis for fining motorists who stopped to pick-up day laborers waiting for work on Monument Blvd. Program staff decided to investigate further. Without a shoulder or parking lane, motor vehicles would stop traffic and, in their rush to get hired, day laborers would run into the street, creating a hazardous situation.

To protect day laborers from this traffic hazard, the program opted not to fight the ordinance. Since the ordinance passed, police have maintained their commitment to ticket those who stop in the street, but they do not stop anyone who pulls into one of the numerous nearby parking lots to hire workers. Police restraint has resulted in increased trust between the day labor center and local police, who now periodically provide training sessions at the center on safety and security issues, such as how to avoid being victims of bicycle theft. Police are also called upon to investigate abuse of workers, including housekeepers.

An alternative perspective emerges in a memo from the City Manager (5/27/2005); one member of the Council Committee on Neighborhood and Community Services Review of Monument Features stated that, “The impetus of this program when it was implemented in 2000 was addressing loiterers and loitering day laborers present an unfavorable image of the city.”

While staff at Monument Futures repeatedly expressed the positive relationship between the program and the City of Concord, there was also recognition of latent tension. Executive Director Molly Clark noted that years ago a faction of the community “was angry all the time that there were still guys on the street” even after the City had funded a day labor program. That faction asked why the City was supporting the program at all, “why not have them all arrested and deported?” There’s still an undercurrent of that sentiment in the community, especially about guys looking for work on the street.

Visiting the program for themselves – walking in the door and experiencing the day laborers’ professionalism and leadership – is what improves community members’ perceptions of day laborers.

The contract between the City of Concord and Monument Futures for fiscal year 2005/06 provides the program with \$60,000 and in turn requires the program to raise \$150,000 in grants, generate 7,500 casual job placements (24/day for a 6-day week), and provide a minimum of 250 economic development activities (e.g., computer classes, ESL).

After enormous controversy and serious opposition from unions, Monument Futures was recently approved as a one-stop career center. A one-stop career center draws upon the resources of multiple public and private partners to help job seekers improve their qualifications and training and bring them together with employers who will benefit from their skills. There are at least 18 one-stop career centers located throughout Alameda and Contra Costa Counties. [<http://www.edatabasecentral.com/wib/wib.onestopcareer.html>]

There are no current threats to program operations. Monument Futures enjoys positive relationships with city officials, including members of the City Council and the Assistant City Manager.

Part 3 : Priorities

Information provided primarily by day laborers

Priorities for the Program

Current concerns

- Day laborers focused primarily on the issue of learning English as the basic skill required for success.

12 – 18 month goals

- To learn English

Priorities for a Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 10 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

An additional suggestion is a pamphlet that lists all the day labor groups and their activities, the state of labor issues, where to go for help, i.e., experts and consultants, and how to find or develop new work opportunities

For any proposed conference or regional meeting, day workers emphasized that it would be good to know in advance what the meeting is for, so they could prepare.

Day laborers and staff who attended an NDLO- sponsored training were very uncomfortable when burning the American flag was suggested by a nonprofit's staff member as a strategy for organizing, without any response or rebuttal from other participants. They clearly implied that such statements would dissuade them from attending future sessions.

Area	Services/activities	Votes
Jobs and employer relations	Job development	3
	Job distribution	1
	Negotiation with employers	2
	Sanctions against employers	1
	Vocational skills training	2
	General skills training (English)	10
	Permanent job search skills	4
Immigrant support	Food at the Center	2
	Food distribution	
	Medical services	6
	Sending money to families	
	Use of telephone and office	
	Information about life in the USA	
	General education	
Legal issues	Labor rights	1
	Immigration laws	
	Legal assistance	2
	Self-employment regulations	1
	Civil and human rights	1
Communication and activism	Outreach	
	Community service	
	Organizing	2
	Civic participation	4
Leadership development	Leadership	2
	Administration	
	Fund-raising	2

Part 1 : Program

Information provided by staff

General Information

Graton is the most rural of the programs included in this study. Graton, located about 15 minutes west of Santa Rosa, is in an agricultural area, but the one-main-street town includes several restaurants typical of those serving the tourists of Northern California’s wine country.

The Graton program has been operating since 2000 and is notable for its innovative approaches, which seem to flow from a can-do mode of operation. For example, the program contracted with a local coffee-roasting company for organic, fair-trade coffee beans. Using the expertise of a graphics designer on their board, the program now sells coffee in artfully designed tins as a revenue source for program activities. Their lively and user-friendly web site demonstrates a similar attention to look, information, and positive attitudes.

Over the last year the Graton program engaged in a strategic planning process supported by the Rural Community Assistance Corp.

The program’s innovative approaches include marketing coffee beans – Workers’ Brew – as a revenue source.

Address	Contact: Susan Shaw
PO Box 42	Telephone: 707-829-1864
Graton	Fax: 707-824-0193
CA 95444	Email: gratondaylabor@gmail.com
www.gratondaylabor.org	
Hours: Monday-Saturday, 7a.m.–12 p.m. weather permitting	

There is a long history of volunteerism among local residents in support of day laborers. For example, many years ago a group of volunteers assisted in creating platforms and providing toilets, water tanks and recycling systems in a homeless encampment used largely by day laborers. According to one volunteer, who is still a leader within the Day Labor program, the volunteers eventually opted to stop supporting these provisional efforts as they did not promote healthy living.

Members of the Graton program identified two other day labor groups that they knew about in Sonoma County. In mid-2006, a group started in Fulton, about 6 miles northwest of Santa Rosa, is being supported by a nonprofit service provider, the California Human Development Corporation. Another program is just starting up in Healdsburg, about 15 miles northwest of Santa Rosa.

Facilities

In December 2006, although ground had been broken on a new site, the Graton program was still working on a street corner. On a frosty morning, day laborers and staff gathered on Graton’s main street around a couple of boxes of files and a dozen plastic chairs, under a canopy. A half-block down the street, a friendly merchant opened the doors of the Mexican style café before 7 a.m. so day laborers and staff could partake of coffee and donuts provided by local donors.

In the early morning hours on a Saturday, the restaurant (that may seat about 25-30) filled with day laborers taking English classes offered by volunteer teachers. After classes, the café opened for business and began serving breakfast. In addition to this community support, the program has negotiated for access to bathrooms a block away from the appointed street corner.

The much-awaited new center, scheduled to open within the next few months, will consist of a mobile office based in a trailer.

Workers Served

Graton has been working with a core group of women for over a year and a half and is currently planning a women’s program. Women are included in the English and health classes; they have also attended a workshop on safe and nontoxic housecleaning. One of the women workers is a member of the program’s Board of Directors.

Graton’s job market is highly seasonal; in 2006 the peaks months were May (29 jobs/day) and September (26 jobs/day); the lowest months were December (5 jobs/day) and March, (7 jobs/day).

Numbers of workers served (weekly averages)	
Weekly	50
Women workers, weekly	6
Numbers of jobs allocated (daily averages)	
Spring, daily	10 – 30
Summer, daily	15 – 20
Autumn, daily	15 – 25
Winter, daily	5 – 15

Services and Activities

The program provides a feedback card to each employer. Staff and day workers meet weekly to review feedback.

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

The variety and number of activities that the program sponsors or participates in, coupled with the partnership between the day laborers, staff, and Board volunteers, contributes to the sense of community the program fosters.

The program provides a feedback card to each employer and requests that it be returned at the end of the work day when the employer brings the worker back to the meeting point. Staff meets with workers weekly to review feedback data.

In a unique service, this program offers van rides to various Central American consulates, such as those of Mexico, Salvador and Guatemala.

Services most utilized
1. Getting jobs
2. English classes
3. Health education and services

Extracurricular activities include:

- Soccer and basketball games
- Participation in regional conferences and training (e.g., 8 people attended the NDLOL training session in San Francisco)
- Christmas breakfast
- Attendance at community activities
- Movies
- Marches and other political activities.

All services are available to both men and women.

Services and Activities Provided		Notes	
Key	<i>Service provided</i>	●	<i>on an ongoing and/or in-house basis</i>
	<i>Service provided</i>	○	<i>on an individual, as-needed basis or via a referral to another organization</i>
Jobs and employer relations	Job development	●	Ads, articles in local publications, door hangers at residences.
	Job distribution	●	6 days a week.
	Negotiation with employers	●	Staff translates and assists in negotiating money, lunch, breaks.

	Sanctions against employers	●	Discuss with employer and take cases to the Labor Commission.
	Vocational skills training	●	Just started.
	General job skills training	●	ESL daily; GED courses twice/week.
	Permanent job search skills		
Immigrant support	Food at the Center	o	Once a week.
	Food distribution	o	Methodist Church distributes.
	Health services	●	HIV/AIDS testing via mobile clinic on site 2/mo; the program refers day laborers to 2 local clinics, Southwest and Occidental. However, due to a combination of eligibility requirements and service availability, day laborers to gain access to these services through program staff.
	Sending money to families		
	Use of telephone and office	o	Use of cell phone only.
	Information about life in the USA	o	Casual referrals for housing and banking services, periodic health talks.
	Behavioral norms	o	Drunkenness, urination and garbage are discussed at assembly meetings and have led to major improvements, even though most of the problems are caused by only a couple of people.
Legal issues	Labor rights	●	Workshops are provided by California Rural Legal Assistance.
	Immigration laws	●	Speakers are brought in monthly.
	Legal assistance	o	Some referrals.
	Self-employment regulations		
	Civil and human rights	●	Yes, ongoing daily.
Communication and activism	Outreach	●	Staff gives talks to local community groups; bilingual newsletter.
	Community service	●	Neighborhood clean-up; an emergency fund (for food); special collections, e.g. to pay for a funeral
	Organizing	●	Staff participates in a county-wide network of Latino service providers.
	Civic participation	●	The program creates space for political discussion, even on the street corner, e.g., AFL-CIO discussions with NDLO. Have worked with the Living Wage Coalition and union projects for Sonoma County.
Leadership development	Leadership	●	Day laborers exercise leadership during twice weekly assemblies; a committee meets daily; NDLO's leadership training.
	Administration	●	Program provides an orientation; workers run the job distribution list.
	Fundraising	●	Staff and day laborers have attended training sessions provided by Partnership for Leadership in Action, NDLO, and Sonoma County Community Foundation.

Staff and Volunteers

There is a long history of volunteerism among local residents in support of day laborers.

Volunteers

Strong visibility and partnership in the day-to-day operations of the organization between day laborers, staff, and local volunteers via the Board and various committees.

Board members Susan and Christy, who are local residents and bilingual, each volunteer 20–30 hours weekly. In addition, other community volunteers on the Board actively lead projects, e.g., producing a bilingual newsletter distributed to the community, spearheading the coffee sales project, developing and maintaining the website and computers, leading a site committee and a bicycle committee.

Staff

Title or position	Hours p/week	Bilingual?	Former laborer?
1. Yadira Hernandez Herrera, Manager	Full time	Yes	No
2. Davin, Lead Work Coordinator	Full time	Yes	No
3. Carlos, Work Coordinator	25-30	Yes	Yes

Program Rules

The program has a set of rules and responsibilities; adherence is required for participation in services, including job distribution. There are no other requirements, such as fees or identification, at this time.

However, when the new site opens, the program plans to develop a membership system that will include distribution of identification cards.

Participation in Decision-Making

The Graton program is run largely by a committee comprised of 5 day laborers and 9 community members, including 1 staff person.

The Graton program is run largely by its Board of Directors, comprised of 5 day laborers and 9 community members, and 1 staff person. The organization also has a series of committees based on particular functions and projects and a Day Labor Leadership Committee. The general assembly retains a few specific decision-making areas, e.g., bicycles, the worker’s fund and health.

Two assemblies are held each week. In the past, issues have been identified in the assemblies and staff and Board have guided a process to decision-making. This process is currently in transition so that day laborers are more fully in control of the decision-making.

Decisions made by ►	Day laborers	Committee	DLs influence/ staff decide	Staff	Others outside the Program
Topic ▼					
Rules	X				
Programs offered		X			
Meetings, assemblies	X				
Social activities				X	
Organizing laborers				X	
Advocacy for DL rights		X			

Graton’s staff works closely with its very active working Board (see Volunteers, above), e.g., the decisions on social and organizing activities are decided jointly by Board and staff.

Part 2: Political Environment

Information provided by staff and community

Overview

There are currently no ordinances that negatively impact day laborers in Graton, though some have been threatened in the past. Most recently, there was a threat related to the lease for Graton's new site. Some business owners and townspeople objected to a site-based program being organized in Graton for fear of attracting more day laborers to Graton; others supported a center but wanted to have more influence about the formation and location.

The North Bay Consensus Council worked with the Graton program and stakeholders from all parts of the community, including the county supervisor, to develop plans for establishing a site-based program. The year-long process began with about 70 interviews; then the group met for 10 months to work out agreements that every one could live with.

The building should be in place by spring 2007, at which point the bathroom will be built. The Day Labor Program will construct the fence, deck, landscaping, and lighting. They will also be giving job training workshops including occupational health and safety, using the construction site for the practice portion of the training where and when it is possible.

Community members compare Sonoma – where existing regulation and support for housing is minimal – with the progressive example of Napa County, which has adopted ordinances establishing housing for day laborers.

This area has experienced many of what the informant called “situations” – serious enough to make the newspapers, with people complaining about workers on the streets. Local people want the workers' services but are not willing to step up to defend their presence.

One of the board members stated that “there has been talk about introducing restrictive ordinances, but to give the community credit, they realize that to pass and enforce such regulations without providing services would be counterproductive.”

Part 3 : Priorities

Information provided by day laborers

Priorities for the Program

Current concerns

- Knowledge and skills in the use of tools.
- Greater awareness of the program so that more clients will come with more jobs.
- Opportunities to continue studies in a variety of subjects, including literature and English.
- Dental healthcare.

12-18 month goals

- A roof under which to operate.
- Greater visibility leading to more jobs.

Priorities for a Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 10 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

Health and physical safety information, e.g., the use of tools and chemicals, was also suggested as a topic for a conference or a network: What steps can we take and what equipment do we need for protection?

In the area of activities, day laborers suggested a soccer tournament.

Area	Services/activities	Votes
Jobs and employer relations	Job development	10
	Job distribution	
	Negotiation with employers	1
	Sanctions against employers	
	Vocational skills training	3
	General skills training	1
	Permanent job search skills	
Immigrant support	Food at the Center	1
	Food distribution	
	Medical services	1
	Sending money to families	
	Use of telephone and office	
	Information about life in the USA	1
	General education	
Legal issues	Labor rights	
	Immigration laws	
	Legal assistance	
	Self-employment regulations	
	Civil and human rights	6
Communication and activism	Outreach	8
	Community service	1
	Organizing	2
	Civic participation	
Leadership development	Leadership	4
	Administration	
	Fund-raising	

Mountain View

Day Worker Center

Part 1 : Program

Information provided by staff

General Information

Established 1996, the program operated in Los Altos prior to moving to its current location in Mountain View.

The Program enjoys a close relationship with the church in which it is located. The leadership is evaluating the possibility of collaborating with other community nonprofits and service providers to build a community center where the Day Worker Center would be housed.

Address	Contact: María Marroquin, Executive Director
1880 California St., Mountain View, CA 94041	Telephone: 650 903-4102
	Fax: 650 903-4106
	Email: distancia5@hotmail.com
www.dayworkercenter.org	
Hours: 7a.m. – 2 p.m., Mon – Sat	

Facilities

Day laborers provided input on the needs for a new facility.

The Center is housed in a community room behind a church in a largely residential area – a large room in an old building where both the upkeep and the furniture reflected a sense of “making do”/recycling/re-using what’s available. The fairly quiet room belied the considerable activity underway. The main room, set-up with chairs around long tables, cafeteria style, was filled to capacity (approximately 50 people); predominantly men, but also a small group of women in the meeting.

At the full-group meeting in the main room, many day laborers were providing input on the enormous need for a new facility. The Center can only use the program from 7a.m. – 2 p.m., making it impossible to hold classes or meetings at other times, and the space is not large enough to accommodate the program’s needs. Several people were involved in administrative tasks in the small office while, in the kitchen at the back, several women were putting finishing touches on a full hot lunch. The center also included a bathroom, and a tiny office. There is a small yard, where several workers were engaged in a car wash, and ample parking.

Workers served

There are a proportionately larger number of women involved in the Mountain View program as compared to others. Women are placed on a separate job distribution list. They can also participate in cooking meals for the workers at the Center; day laborers are asked for a donation to cover food and cooking costs; the women are paid from those donations.

Numbers of workers served (weekly averages)	
Weekly	60 - 80
Women workers, weekly	20
Numbers of jobs allocated (daily averages)	
Spring, daily	40
Summer, daily	55
Autumn, daily	40
Winter, daily	25

Services and Activities

Day laborers save funds from their on-site car wash (\$9,000 so far), with the intention of starting a business.

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

The program conducts follow-up with employers; if there is negative feedback, it is brought to the worker's attention. The expectation is that each worker gives the best of him/herself.

Employers are asked to apply to receive program services (i.e. to get workers).

Since 2004, day laborers wash cars on the Center's site in return for a donation. All funds, currently \$9,000, are saved with the intent of using the money to start a business that would generate income for the program and workers.

Services most utilized

1. Work
2. Food
3. English

As extracurricular activities: held a 10th Anniversary celebration where other day labor programs were invited to participate, a Christmas celebration, theater performances, dances, conferences, and community-based events.

All services are provided to both men and women.

Services and Activities Provided		Notes	
Key	<i>Service provided</i>	●	<i>on an ongoing and/or in-house basis</i>
	<i>Service provided</i>	○	<i>on an individual, as-needed basis or via a referral to another organization</i>
Jobs and employer relations	Job development	●	Fliers, car wash, press, event(s); there are also plans for a web page, to be accompanied by more press and an updated flier.
	Job distribution	●	Daily, by rotation on a list (not a random pick).
	Negotiation with employers	●	Translation provided; ensure minimum pay rate, lunch, cash, etc.
	Sanctions against employers	●	Staff calls employers directly; referrals are made to other nonprofits if the case needs to be taken to the Labor Commission.
	Vocational skills training	○	Not formally, though the program did offer a floral arranging class
	General job skills training	●	Up to 3 English classes are provided daily, 6 days/week.
Immigrant support	Permanent job search skills	○	Day laborers are provided business cards with their name and phone number; there is some assistance with resumes and job searches.
	Food at the Center	●	A hot meal is provided daily, on a wing and a prayer; food is donated by community members (e.g. Safeway donates bread) and day laborers donate tips/what they can daily.
	Food distribution	○	Yes, when the food is not used by the kitchen to prepare meals; food is not provided by Second Harvest Food Bank.
	Health services	○	A mobile unit comes to the center 1 -2/week. Clinic in Santa Clara County.
	Sending money to families		No

		Use of telephone and office	o	Telephone yes; office no.
		Information about life in the USA	o	Largely imparted through English classes, e.g. history, acculturation. The program provides transportation information and occasional speakers, e.g. bank personnel. Very few referrals for housing or shelters.
		Behavioral norms		Acculturation issues, e.g., no jaywalking, treatment of women, are covered in the English language classes; this works because most of the teachers are immigrants themselves.
	Legal issues	Labor rights	●	Labor Rights Workshops monthly.
		Immigration laws	●	Monthly workshops.
		Legal assistance	o	Provided through both the Stanford Community Law Center and an attorney who is a member of our Board.
		Self-employment regulations		No
		Civil and human rights	●	Monthly workshops.
	Communication and activism	Outreach	o	No
		Community service	o	Sporadic involvement; activities have included helping to clean a school and helping out with a local fair.
		Organizing	●	Participation in anti-immigrant demonstrations.
		Civic participation	●	The program has been involved in helping to organize demonstrations against hate crimes and a school closure; day laborers attend these events.
	Leadership development	Leadership	●	Workshops about every 3 months, in collaboration with Peninsula Interfaith Action and through NDLO.
		Administration		No
		Fund-raising		No

Staff and Volunteers

Staff
The Executive Director is a Latina immigrant who worked as a housekeeper for two years.

Volunteers
One day-laborer volunteers nearly every day at the Center.

Staff			
Title or position	Hours p/week	Bilingual?	Former laborer?
1. María Marroquin, Exec Dir	70+	Yes	Yes
2. Matthew	20	Yes	No
3. Amina (grant writer)	20	No	No

Program Rules

Day laborers sign-in daily and must be present in order to be sent out on jobs. Day laborers are expected to adhere to Center rules, which include an expectation to volunteer at the Center. An ID card is provided to workers who have been members for some time at a cost of \$5.00.

Workers are not charged any fees for membership or to receive services. Day laborers become members of the program by filling out a simple application, but no identification or other documentation is required.

Participation in Decision-Making

A committee of day laborers, are elected by their peers, develop the policies and procedures on operational issues

Assemblies are held every other Saturday and the full group sets its own agenda. There is also a committee “comisión” of day laborers who are elected by their peers. They develop the policies/procedures on operational issues, such as how many day laborers need to remain physically present all day at the Center (in case job opportunities arise), food, sanctions against day laborers, who will prepare the midday meal, and who will be working the car wash. Once the policies and procedures are set, María implements them. Other topics, such as getting their own 501(c) 3 and what grants to pursue, are handled by the Board of Directors. Two day-laborers are currently members of the Board and this number will be increased shortly.

Decisions made by ►	Day laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the Program
Topic ▼					
Rules	X				
Programs offered	X				
Meetings, assemblies	X				
Social activities	X				
Organizing laborers	X				
Advocacy for DL rights	X				

Part 2 : Political Environment

Information provided by staff and community

Overview

When the group was located in Los Altos, in 1998, there a movement succeeded in getting an anti-solicitation ordinance passed. The day labor program worked with MALDEF and the law firm of Morrison & Forester to fight the ordinance in federal court. In 2003, the case was settled out of court; in a manner that was perceived as a “win” by the day laborers.

Mountain View also tried to pass a similar ordinance, but the day laborers mobilized and were able to stop the movement before the ordinance was passed. There are no current threats to shut down the center.

In the 2003-2004 legislative session, Assemblywoman Sally Lieber, District 23, introduced Assembly Bill 2402, the Day Laborer Fairness and Protection Act to ensure that individuals working as day laborers or temporary workers are afforded the full protection of employment and labor laws that ensure workplace dignity, and to reduce unfair competitive advantage from companies that abuse day laborers. This legislation was not enacted, but Assemblywoman Lieber continues to study a number of legislative possibilities for the 2007-2008 legislative session.

Her office has also been engaged with a group of community leaders, stake holders and residents of Los Altos and Mountain View that care about this issue. The group has supported the program in finding an exciting new location and is currently discussing the kinds of services and how to obtain funding. The goals include keeping the Center lively and serving its new neighborhood.

Part 3 : Priorities

Information provided primarily by day laborers

Priorities for Program

Current concerns

- How to find jobs
- Getting a permanent job

12–18-month goals

- Implementing a workshop or training where they teach us how to do specific jobs, e.g., carpentry
- Learning English so that we can say or explain what we know how to do
- A publicity campaign so employers know about us

Priorities for Conference and/or Network

“We want to participate but sometimes there’s no way to get there – we need transportation.”

The table at right shows the day laborers’ priorities for topics to be addressed through a regional conference or network. Each of the 15 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

The following topics were added to the original list and votes were cast for topics as shown:

- Legal issues:
 - Work permits (12 votes)
 - Drivers licenses (12 votes)
 - Also child custody, spousal support and tenant rights
- Immigrant Support: Bus passes, auto insurance, and tax information
- Self-esteem

These activities were suggested:

- Produce cultural events, e.g., poetry, art, music (4 votes)
- Make handcrafts
- Select representatives, e.g., one man and one woman, to attend meetings and/or visits to other programs

Area	Services/activities	Votes
Jobs and employer relations	Job development	2
	Job distribution	
	Negotiation with employers	
	Sanctions against employers	
	Vocational skills training	2
	General skills training	3
	Permanent job search skills	18
Immigrant support	Food at the Center	
	Food distribution	
	Medical services	2
	Sending money to families	
	Use of telephone and office	
	Information about life in the USA	4
	General education	1
Legal issues	Labor rights	4
	Immigration laws	9
	Legal assistance	2
	Self-employment regulations	2
Communication and activism	Civil and human rights	
	Outreach	1
	Community service	1
	Organizing	
Leadership development	Civic participation	1
	Leadership	6
	Administration	
	Fund-raising	1

Part 1 : Program

Information provided by staff

General Information

“I’m in favor of improving the life of day laborers in a whole different way by providing opportunities for education, to learn English, and to get jobs.”

Lucha Unida del Jornalero is an association of day laborers formed in 2001 and is a project of Centro Legal de la Raza. A Program Director was hired in December, 2006.

Centro Legal de la Raza is itself part of a collaborative of nonprofits that jointly form the Oakland Workers’ Center in 2006. The collaborative includes Centro Legal, Street Level Health Project (a health services organization), Asian Law Caucus, and Grupo Maya. The organizations work together to provide services in one building. Catholic Charities has donated \$5,000/year for 5 years. This year there is a budget of \$25,000, 50% of which will go to leadership development training for workers.

Address	Contact: Hector Rangel Program Director
2501 International Blvd., Oakland, CA 94601	Telephone: 510-437-1554 x 117
	Fax: 510-437-9164
	Email: hectorrangel@centrolegal.org
www.centrolegal.org	
Hours of operation: 9 am – 4 pm, Mon - Fri	

According to one staff member, “The presence of laborers standing on street corners looking for work only creates a scenario that harms us. It makes day laborers look bad to the larger society – who just see us standing there – and creates a lot of negative issues. I’m in favor of improving the life of day laborers in a whole different way by providing opportunities for education, to learn English, and to get jobs.”

Through its activism, Lucha Unida has caught the attention of community leaders. Staff is anxious to formalize the organization so as to capitalize on the support that others are offering.

Facilities

Centro Legal provides office and meeting space to Lucha Unida. Lucha Unida does not currently operate a full-fledged day labor program, but many of the services offered at the Workers’ Center are similar to those offered in other day labor programs. The Worker Center is housed in a fairly new, multi-story building in the Fruitvale District’s main street, International Blvd.

Even on a weekday evening, the space was alive with at least two activities – a law clinic and the Day Labor Board meeting – occurring simultaneously. All of the numerous meeting spaces and reception areas appeared to have multiple uses. The interior architecture, including portions that were open to the second level, provided a sense of spaciousness in spite of its heavy use and high activity.

Workers Served

Lucha Unida has not been operating a system to distribute jobs, though there are plans underway to do so. Staff's goal is to develop sufficient jobs to be able to dispatch 35 jobs a month.

The Worker Center, with its multiple agencies and services, serves hundreds of people weekly, of which approximately 90% are likely to be day laborers. Approximately 70% are men and 30% women.

Numbers of workers served (weekly averages)	
Weekly	NA
Women workers, weekly	NA
Numbers of jobs allocated (daily averages)	
Spring, daily	NA
Summer, daily	NA
Autumn, daily	NA
Winter, daily	NA

Services and Activities

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

Historically Lucha Unida has focused heavily on advocacy efforts, initially focused on Oakland's anti-solicitation ordinance, and OSHA safety training. In 2006, Lucha Unida trained 25 day labor leaders in "train the trainer" sessions. Those day-labor leaders in turn trained over 3,000 day laborers in five Bay Area counties on workplace safety issues, e.g., using power tools, hand tools, electrical, how to protect themselves on the job, how to negotiate with employers, and how to report unsafe work conditions to OSHA.

Lucha Unida is an active member of NDLO (National Day Laborer Organizing Network); one of its leaders is the only day laborer on NDLO's national Board of Directors.

Lucha Unida participated in the National Day Laborer Run for Peace & Dignity in March through May, 2006. The participants ran from Los Angeles, California to New York, New York. They convened with 15,000 day laborers along the way, and met with congressional representatives and senators in Washington, D.C. and with United Nations representatives in New York.

Services most utilized
1. Legal services
2. Health services
3. Meals

The services listed on the table above reflect the services provided by the Worker Center and thus accessed by day laborers.

Services and activities in the matrix below reflect Lucha Unidas history of organizing day laborers. Recently hired staff expects to implement many of the services listed below within the next 6 – 12 months.

Only minimal extracurricular activities have been offered in the past, although Grupo Maya does organize cultural events.

Staff: "We need to learn English, not because we live here, but to improve our lives and communicate our needs."

On the National Day Laborer Run for Peace & Dignity in 2006, Lucha Unida participants literally ran from Los Angeles to New York, meeting with 15,000 day laborers along the way and with congressional representatives and senators in Washington, D.C. and with the UN. in New York.

Services and Activities Provided			Notes
Key	Service provided	●	Provided by staff on an ongoing consistent basis
	Service provided	o	Provided on an as-needed basis or by another organization
Jobs and employer relations	Job development		Just starting this effort through a Job Developer hired by Centro Legal.
	Job distribution		Not yet.
	Negotiation with employers		
	Sanctions against employers	●	Provided by Centro Legal.
	Vocational skills training		Expect to start soon.
	General job skills training		Expect to start computer and internet training.
	Permanent job search skills		Expect to support resume writing.
Immigrant support	Food at the Center	o	100+ meals provided daily at Worker Center.
	Food distribution		No.
	Health services	o	Provided on site by Street Level Health Services.
	Sending money to families		No.
	Use of telephone and office	●	
	Information about life in the USA		Expect to provide soon.
	Behavioral norms	●	One of Lucha Unida's first efforts was to inform and educate day laborers about what they needed to do to improve the relationships with the local residents and merchants.
Legal issues	Labor rights	●	Provided sporadically by Centro Legal.
	Immigration laws	●	Centro Legal hosts monthly immigration clinics.
	Legal assistance	●	Centro Legal provides legal assistance to about 20 people a day.
	Self-employment regulations		Expect to provide micro-enterprise training/support through collaboration with another agency.
	Civil and human rights	●	Periodic training from NDLO and Centro Legal.
Communication and activism	Outreach	●	Current Board/leadership group was recruited via street outreach work.
	Community service		Staff plans to organize community clean-up activities both to showcase day laborers' contributions to the community and to motivate day laborers.
	Organizing	●	Along with its history of organizing work, Lucha Unida was very active in organizing day laborers in support of immigrant marches in 2006
	Civic participation		No.
Leadership development	Leadership	●	Expect to offer 2 – 3 workshops/year on leadership issues, including communication, presentation skills, etc.
	Administration		Will cover in micro-enterprise training.
	Fund-raising		Only as covered in future micro-enterprise training.

Staff and Volunteers

Carlos Mares, a day laborer, founded Lucha Unida several years ago. He remains an active leader and a member of the group’s steering committee, and volunteers about 8 hours/week.

Until quite recently, when a Program Director was appointed, Lucha Unida operated as an all-volunteer organization.

Staff			
Title or position	Hours/week	Bilingual?	Former laborer?
1. Hector Rangel, Program Director	30	Yes	Yes
2.			
3.			

Program Rules

There is no requirement to sign in on a daily basis, but day laborers are required to follow “house rules” and to volunteer time cleaning up at the Center.

In the past, efforts were made to establish membership and issue ID cards, but this is no longer a focus. No fees or legal documents of any type are required.

Participation in Decision-Making

The “Mesa Directiva” has historically led the organization.

Lucha Unida is operated by a “Mesa Directiva” comprised entirely of day laborers who function as a Steering Committee. Although it is a project of Centro Legal de La Raza, the “Mesa Directiva” has historically led the organization. The newly-hired Program Director expects to function as liaison between the two groups.

Decisions made by ►	Day laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the Program
Topic ▼					
Rules	X				
Programs offered	X				
Meetings, assemblies	X				
Social activities	X				
Organizing laborers	X				
Advocacy for DL rights	X				

Part 2 : Political Environment

Information provided by staff and community

Overview

According to staff, the Oakland City Council passed an ordinance about 5 years ago prohibiting people from hiring workers while in their cars. The intent of the ordinance was to move day laborers from the traditional corner (near the Goodwill Store) to an area nearer the Unity Council, a few blocks away. However, as the day laborers began to migrate, the residents and merchants of the newly-designated area increased their complaints.

In the past there has been tension between Lucha Unida and a powerful member of the city council; this discord threatened the ongoing operations of the group. There are signs that reconciliation may be welcomed by all parties and staff expects to provide strategic political support to heal the breach.

Part 3 : Priorities

Information provided primarily by day laborers

Priorities for the Program

Current concerns

- Not having a work permit
- Ordinance against our employers
- With congress looking at changing immigration laws, it's going to be more difficult to appeal our cases
- That there will not be enough jobs/work
- Funds for our program

12-18-month goals

- Form a cooperative
- Begin a process to challenge the City of Oakland about the anti-solicitation ordinance
- Get work for 50 people – the goal of Carol (job development staff at Centro Legal de la Raza)
- All learn English

Priorities for a Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 5 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

Other suggestions:

- Get a public bathroom installed in the area where day laborers await work.
- Conduct popular-education workshops (under Leadership Development)

Activities:

- Visit other programs, to see how they operate
- Many day laborers are artists, so support the arts, e.g., have an exhibition of paintings and sculptures, musical
- Support sports activities; increase workers' knowledge about sports

Area	Services/activities	Votes
Jobs and employer relations	Job development	3
	Job distribution	
	Negotiation with employers	3
	Sanctions against employers	
	Vocational skills training	
	General skills training	
Immigrant support	Permanent job search skills	2
	Food at the Center	1
	Food distribution	
	Medical services	1
	Sending money to families	
	Use of telephone and office	
	Information about life in the USA	
Legal issues	General education	1
	Labor rights	2
	Immigration laws	
	Legal assistance	1
	Self-employment regulations	2
Communication and activism	Civil and human rights	1
	Outreach	
	Community service	
	Organizing	
Leadership development	Civic participation	
	Leadership	
	Administration	
	Fundraising	3

Part 1 : Program

Information provided by staff

General Information

The Day Worker Program in Redwood City has been operated by the Multicultural Institute since July 1, 2006, receives city funds to carry out its work. (Prior to this date, there was site-based program operated by another local nonprofit.) The Multicultural Institute also operates the day labor program in Berkeley.

Similar to the Berkeley program, the Redwood City program is street-based and has no building. "Rather than asking day laborers to come to us, we adapt ourselves to a social phenomenon." Staff provides an array of services either through referrals or by delivery directly to day laborers on the street corners. For example, staff provides day laborers with two wallet-sized cards, one listing numbers to call for assistance (embassies, hospital, the Multicultural Center), and the other giving information provided by the nonprofit Legal Aid about worker safety.

To help ensure that day laborers get the services they need, staff members often accompany individual workers to the offices where services are located, e.g. the local clinic or legal services. This also helps staff and day laborers to learn to use existing services, rather than create redundancy.

The most important factor in (Staff's) work is to accompany the day laborers; for day laborers to know that there is someone they can count on.

Address	Contact: Cesar Mesa-Esveile Program Director
1712 Euclid Ave. Berkeley CA 94709	Telephone: 650-339-2794
	Fax: 510-848-4095
	Email: cesar@mionline.org
www.http://www.mionline.org	
Hours of operation: 8 am – 5 pm, 7 days/week	

Although the program strives to maintain simplicity and delivers its services very informally, it does follow a specific 4-stage plan for development that is implemented only upon reaching consensus with the day laborers.

The staff's first step was to develop relationships with day laborers by working on the street 3-4 hours/day. Given their newness as a program, staff views the number of day laborers in their database, with contact information, as a measure of trust. The priority has now shifted to increasing the number of job opportunities; the goal is 35-40 jobs/day. Staff is learning to publicize the organization so as to get work immediately. A day laborer survey is currently being planned.

Staff attends a monthly meeting hosted by the County and attended by many agencies, including the police department, to update each other on emerging issues and coordinate responses.

Facilities

Although the program does not operate out of a building, the staff works very closely with an array of organizations that are located within blocks of each other in the Fair Oaks neighborhood where the day laborers search for work.

The facilities of a nearby church include classrooms that can be used for meeting space, field/courts for sports, and a parking lot where staff and day laborers can gather freely.

Staff maintains a small office located at the Human Services Agency building nearby, to do their administrative work.

Workers served

As of December 2006, staff has registered over 200 day laborers. A database with contact information and skills is used to distribute incoming job opportunities. In addition, there are 7-10 women in the database. As women do not stand on the street corners where staff conducts outreach, they are generally referred from the local offices of the Human Service Agency.

Numbers of workers served (weekly averages)	
Weekly	80
Women workers, weekly	7-10
Numbers of jobs allocated (daily averages)	
Spring, daily	NA
Summer, daily	5-6
Autumn, daily	3-5
Winter, daily	2-3

Services and Activities

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

Services most utilized
1. Job placement
2. Medical
3. Legal

What we try to do is always be professional and treat people humanely.

As the program does not operate out of a center, job placements are made almost entirely by telephone. Potential employers call staff members who, in turn, distribute jobs based on skills required and on greatest need (i.e. those who have not worked in a long time.)

Clothing for both men and women is available through St. Anthony's Church on a weekly basis.

If a call comes in while staff members are talking with workers on the street, those in the "circle" often get the job. Sometimes employers will meet with Cesar or his assistant Henry as well as the day laborer/s at a parking lot. Staff also makes follow-up calls to gather feedback from both the employer and worker the day after a worker is placed.

Extracurricular activities: the Redwood City day laborers joined Mountain View and other programs some time back in a day of soccer games and there are plans to organize soccer games more regularly.

Services and Activities Provided		Notes
Key	<i>Service provided</i>	● <i>Provided by staff on an ongoing consistent basis</i>
	<i>Service provided</i>	○ <i>Provided on an as-needed basis or by another organization</i>
Jobs and employer relations	Job development	● Follow up on help wanted signs and ads in newspapers and on Craigslist; distribute fliers; personally contact all businesses on auto row and Broadway, as well as realtors, contractors, churches, nonprofits, and the gardeners' association.
	Job distribution	● See narrative above.
	Negotiation with employers	● Minimum \$12/hr plus lunch. Gather employers' contact info.
	Sanctions against employers	○ Advice (to call police if employers don't pay) & referrals for legal assistance.

	Vocational skills training		No
	General job skills training		No
	Permanent job search skills	o	Assist with job applications, resumes, etc. on an as-needed basis; referrals to Peninsula Works.
Immigrant support	Food at the Center	o	Catholic Day Workers provide coffee and pastries on the street 3 times/wk; St. Anthony's (in the neighborhood) provides lunches 6 days/week.
	Food distribution	o	Provided by St. Anthony's Church.
	Health services	o	Referrals to Samaritan House.
	Sending money to families		
	Use of telephone and office	o	Use of telephone only.
	Information about life in the USA	●	E.g., bringing local bank employee to the street to open accounts; similarly, health and legal information is provided on the street, oftentimes informally.
	Behavioral norms	●	Discussions on the use of alcohol and drugs and on treating women respectfully.
Legal issues	Labor rights	o	Occasional workshops provided by Legal Aid.
	Immigration laws	o	Periodic information from Stanford Law Clinic and the International Institute at the Community Center; Stanford also provides legal counsel.
	Legal assistance	o	Referrals to Stanford Law Clinic, Legal Aid of San Mateo County. From February 2007, a student volunteer will assist directly on the streets.
	Self-employment regulations		No
	Civil and human rights	o	Included, as the topic surfaces, in staff's street rounds
Communication and activism	Outreach	●	Concerted outreach to day laborers; also to businesses and nonprofits.
	Community service	●	Weekly street clean-up to create a positive effect; also the more attractive the street looks, the more employers will want to come.
	Organizing	●	Inform workers about immigration news and create consciousness about rights and responsibilities, but haven't organized formally yet.
	Civic participation		No
Leadership development	Leadership	o	Currently identifying informal leaders on the streets
	Administration		No
	Fund-raising		No

Staff and Volunteers

Though the Director has not sought work on street corners, he has worked as a manual laborer on construction sites.

The program draws upon the services of many volunteers, including those involved in the agencies most often used by day laborers – Samaritan House, Catholic Day workers, St. Pius, etc. In addition, an attorney works with the day laborers on a pro-bono basis and 3 women have volunteered to teach English classes (not implemented yet).

Staff

Title or position	Hours /week	Bilingual?	Former laborer?
1. Cesar , Director	40	Y	No
2. Enrique, Assistant	40	Y	No
3. Daniel	24	Y	No

Program Rules

Given the street service model, there are no rules or requirements for providing services to day laborers and no one is denied services such as information, referrals, and assistance.

However, staff also acknowledged that they refer jobs to folks who are responsible and trustworthy (i.e. don't create conflict), and present themselves well (i.e. who are clean and sober).

Participation in Decision-Making

In general, ideas are proposed by staff, and staff consults with the day laborers prior to implementation. "It makes no sense to try to implement something the day laborers don't want. Also, we don't believe in imposing anything except in regards to behavior on the street. For example, we talked with the day laborers for two months before we began street cleaning."

We work for consensus in everything we do.

Decisions made by ►	Day laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the Program
Topic ▼					
Rules		NA			
Programs offered		X			
Meetings, assemblies		X			
Social activities		X			
Organizing laborers			X		
Advocacy for DL rights		X			

Overview

Community members are enthusiastic about the changes that have come about in the community since the Multicultural Institute began its work with the day laborers. The Multicultural Institute is a very effective liaison, maintaining ongoing communication with the Sheriff's office.

The Multicultural Institute's Executive Director, Father Rigo, was lauded for his efforts in working with churches, synagogues, and religious groups in nearby areas that are not very supportive of day laborers, to share information and resources. "He's making good contacts, building relationships with lots of different people – and because of the good work, the word spreads."

The North Fair Oaks area of Redwood City, where the day laborers await work, is an unincorporated area of San Mateo County. About two years ago, the County Manager and the Sheriff's Office received a steady stream of complaints from some merchants and residents who frequented a market with a large parking lot. As trucks drove into the parking lot, day laborers would surround the vehicle, sometimes even opening car doors, intimidating some people and irritating the merchants. Also, if a truck slowed down, day laborers would bolt into a very busy street, creating a dangerous situation.

In response to the merchants' concerns, the County passed an anti-solicitation ordinance in July, 2006. The ordinance was the result of County research into other ordinances and only addresses drivers who slow down to unsafe speeds in a clear solicitation practice. As the Multicultural Institute was just beginning their work at that time the ordinance was passed, a 90-day moratorium was placed on enforcement to give the program time to implement its services. Today, the ordinance is considered an "extreme last resort" to address public safety issues; it is not intended to cite people and give everyone tickets. In fact, county officials are happy that not one citation has been issued since the ordinance came into effect.

Initial opposition from people in nearby Atherton has been dying down. In general, the program experiences good collaboration with the city and finds officials sympathetic to the program's purpose.

County employees find that complaints have dropped dramatically. Day workers don't surround cars, or bolt into the street and they stay off private property.

Representatives from the Board of Supervisors, the Human Services Agency, the Sheriff's office, the Dept. of Public Works, the Multicultural Institute and others attend a monthly meeting to touch base. There are no active negative campaigns right now and there has been no attempt to shut down the program's operations. The day laborers have experienced some difficulty with business owners adjacent to one of the larger parking lots on the strip where day laborers await work; the security guard periodically attempts to pick fights with day laborers in order to have cause to call the police.

Part 3 : Priorities

Information provided primarily by day laborers

Priorities for the Program

Current concerns

- A place or office where we can go to get work.
- A system to distribute jobs that takes into account your particular specialty, such as painting, etc.
- Resolve the trouble on Middlefield Road; a merchant's security guard provokes us and then calls the police.

12-18-month goals

- Something like Labor Ready, (a temporary employment service) that has a system to send people out on jobs
- A way to get a driver's license or a work or study permit.
- A vocational training center where we can learn about the codes and the norms for different types of work
- Assistance to ensure that employers pay us.

Priorities for a Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 8 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

In addition to the priorities identified for the program, day laborers are also interested in sports activities across programs, e.g., a soccer league.

Area	Services/activities	Votes
Jobs and employer relations	Job development	5
	Job distribution	1
	Negotiation with employers	2
	Sanctions against employers	2
	Vocational skills training	2
	General skills training	3
	Permanent job search skills	4
Immigrant support	Food at the Center	
	Food distribution	
	Medical services	4
	Sending money to families	
	Use of telephone and office	
	Information about life in the USA	
Legal issues	General education	
	Labor rights	2
	Immigration laws	
	Legal assistance	1
	Self-employment regulations	3
Communication and activism	Civil and human rights	
	Outreach	
	Community service	1
	Organizing	
Leadership development	Civic participation	
	Leadership	1
	Administration	
	Fundraising	1

San Francisco

Day Labor Program

Part 1 : Program

Information provided by staff

General Information

The Women's Collective is just as substantial and active as the program for men.

The San Francisco program was established in 1991, became a program of La Raza Centro Legal in 2001, and moved into its current location, on Cesar Chavez Street, where the day laborers have traditionally waited for work, in September, 2004.

The Women's Collective, a component of the Day Labor Program, has its own program, staff and structure.

Address	Contact: Hector Valdez Social Services Coordinator
3358 Cesar Chavez St., San Francisco, CA 94110	Telephone: 415-252-5375
	Fax: 415-255-7593
	Email: pico_s@yahoo.com
www.lrci.org/daylabor	
Hours of operation: Mon – Wed, & Sat: 7 am – 12 noon Thurs & Fri: 7 am – 1 pm	

Facilities

The program is located on Cesar Chavez St., a large and well-trafficked street in San Francisco's Mission District. The building is a store-front in a mixed-use neighborhood. Many day laborers wait for work along the streets in both directions from the program.

On each of three visits, the program was filled to capacity and beyond, with workers standing in the hallways, and outside both in front and back of the building. The largest, main room is set up auditorium-style, with the program rules posted at the entrance in English and Spanish. There are two offices and a smaller meeting/classroom space in the back, along with a bathroom. In the back room, a few computers are available for workers to use.

Workers Served

The Women's Collective is comprised of immigrant Latinas who work as domestic workers. Although the program serves a considerably smaller number of workers than the men's Day Labor Program, it is just as substantial and active, and has its own operational rules and systems, as the highlights below illustrate.

Numbers of workers served (weekly averages)	
Weekly	120- 130
Women workers, weekly	35 – 50
Numbers of jobs allocated (daily averages)	
Spring, daily	10 – 11
Summer, daily	8 – 15
Autumn, daily	10 – 11
Winter, daily	5 – 8

The Women's Collective

Women from the Collective are active in state and national movements on domestic worker rights and would like to convene domestic workers at the U.S. Social Forum.

Job development: Women distribute fliers door-to-door three times a week. The Women's Collective advertises its housekeeping services jointly with the Day Labor Program in a variety of local newspapers. (The majority of the jobs are in housecleaning, followed by childcare and in-home care for house-bound individuals. There is also some targeted outreach, e.g., with hospices to offer housecleaning services to bereaved families for the homes of recently-deceased loved-ones, offices for office cleaning, and nonprofits for catering jobs or child care at conferences.

Job distribution: Women are allocated jobs according to a point system that takes into account an individual's participation in Women's Collective activities, such as distributing fliers, attending weekly meetings, and participation in organized immigrants' rights activities.

Negotiation with employers: The women recently raised their rates to a minimum of \$60 for the first 3 hours and \$15/hour for each additional hour. Upon arrival at the work site, the worker may negotiate the job based on the employer's priority, e.g., if the priority is to get a job done, then hours are negotiated; if the priority is to limit the hours, then the worker negotiates the work to be done.

Permanent jobs: Program staff believes that a high percentage of dispatches turn into regular work: women who participate actively for 6 months usually find their schedule filling up with weekly jobs.

Advocacy: The Women's Collective focuses on domestic workers' rights, primarily because domestic workers are often treated as exceptions to labor laws. A statewide coalition of immigrant women's groups worked with state policy makers to enact overtime protection for personal attendants, along with heavy fines for nonpayment of wages. Although the bill passed both houses, it was vetoed by Governor Schwarzenegger. The program participated in the preparation of an advocates' guide to domestic workers' rights, *Rights Begin at Home: Defending Domestic Workers' Rights in California*.
<http://www.nelp.org/docUploads/california%20guide%20oct%206%202006.pdf>

Leadership: The program engages in popular education and in developing the skills and knowledge domestic workers need to have a voice in the decisions that impact their lives. The women are active in the burgeoning state and national movements on domestic worker rights as well as immigrant rights, women's rights and worker solidarity. The program would like to publish a "How To" guide, potentially in collaboration with other women's groups, to showcase various models for domestic worker groups. They would also like to convene domestic workers at the U.S. Social Forum.

Services and Activities

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

The program periodically receives donated bicycles; these are distributed to workers via a random draw. Clothing is available through St. Vincent de Paul, which provides one change of clothing per person per month; the program can refer a maximum of 5 workers a day.

Services most utilized

1. Job distribution
2. Food
3. Medical services

Extracurricular activities include periodic soccer games; Teatro Jornalero (Day Laborers' Theater), taught by a San Francisco State University professor, and holiday celebrations such as Labor Day, and Christmas.

Services and Activities Provided		Notes
Key	<i>Service provided</i>	● on an ongoing, in-house basis
	<i>Service provided</i>	○ on an individual, as-needed basis or by another organization
Jobs and employer relations	Job development	● Distribution of fliers, advertising in the Street Sheet, in various city newspapers, letters to contractors, moving companies; signs at moving and storage companies; search on internet, e.g. Craigslist.
	Job distribution	● Daily with sign-in/rotation system; individual selection for special skills, English, transportation, having tools.
	Negotiation with employers	● Employers are told about minimum \$50/hour for 3 hours work, \$15/hour thereafter; workers negotiate independently for higher rates for special jobs based on estimate.
	Sanctions against employers	○ When employers don't pay, La Raza Centro Legal provides legal assistance.
	Vocational skills training	● Weekly classes on use of tools, painting, and installing sheet rock.
	General job skills training	● Various classes, including English language classes (offered minimum 3 days/week), have attendance of between 3 and 10 workers; one computer class weekly.
	Permanent job search skills	○ Assistance with job applications and resumes on an as-needed basis.
Immigrant support	Food at the Center	○ Coffee and pastry daily; lunch on Wednesdays serves 100-130 people; food and fruit on Tuesdays.
	Food distribution	○ Weekly from Food Bank.
	Health services	● A doctor is available 1 day/week, 30 people weekly. Center also provides substance-abuse support and referrals (e.g. dental service and housing) through a visiting social worker; referrals to Tom Waddell Clinic and SF General Hospital.
	Sending money to families	No.
	Use of telephone and office	● Both telephone and address can be used by day laborers.
	Information about life in the USA	○ Visiting doctor and social worker provide nutrition and housing information.
	Behavioral norms	● Ongoing education (e.g., urination, rights and responsibilities of standing on street corners) is conducted both in the Center and on the street.

Legal issues	Labor rights	●	Weekly clinics provided by La Raza Centro Legal attorneys.
	Immigration laws	●	Weekly clinics provided by La Raza Centro Legal attorneys.
	Legal assistance	●	Depending on the case, La Raza Centro Legal provides assistance or referral to other local nonprofits (e.g. CARECEN).
	Self-employment regulations		No.
	Civil and human rights	●	Weekly meetings and popular education.
Communication and activism	Outreach	●	Outreach conducted at least twice a week by a team that includes a day laborer, an attorney, and another staff member from La Raza Centro Legal; the team reaches Cesar Chavez Street, Bayshore Blvd. and Divisadero at Oak St.
	Community service	●	The workers participate in street clean-up projects, get involved in street festivals, e.g., day laborers participated in the Carnival parade.
	Organizing	●	Ongoing popular education classes taught weekly.
	Civic participation	●	Day laborers participate in a variety of marches and demonstrations.
Leadership development	Leadership	●	Coordinators (day laborers selected to participate in a leadership group) are provided a variety of training opportunities, including workshops by groups such as Partners in Leadership.
	Administration	●	Coordinators attend an annual planning retreat to set goals for the year; the program is working with the Mission Economic Development Association (MEDA) to formulate an action plan.
	Fundraising		No.

Staff and Volunteers

The program has three full-time, paid staff, all of whom are bilingual and former day laborers.

Volunteers are involved in a variety of activities. Day laborers volunteer to maintain order in the program, distribute food, conduct outreach, organize, and clean. Community volunteers teach English language classes and help transport food to the program. Volunteers from San Francisco State University also teach ESL and volunteer in the office.

Staff			
Title or position	Hours/week	Bilingual?	Former laborer?
1. Hector Valdez, Program Coordinator	Full time	Y	Y
2. Roel Aguirre, Site Manager	Full time	Y	Y
3. Carlos Santana	Full time	Y	Y

Program Rules

Day laborers are required to sign-in daily to be eligible for job distribution; if a worker does not present himself for two consecutive days, his name is removed from the job distribution list.

The program also offers a membership which allows members access to the program's computers. Membership requires daily sign-in for one month (while observing program rules), participation in a political activity, and cleaning.

Day laborers are required to adhere to program rules (that include guidelines for appropriate conduct) and volunteer time at the program. After a job placement, for example, workers join together to distribute fliers.

Participation in Decision-Making

Coordinators are selected by and from amongst the day laborers through a nomination process at an assembly meeting. Coordinators represent the day laborers and ensure that the program's work benefits them. They are given priority for various types of training, including both leadership and work skills training. They also set the program goals for day laborers at an annual retreat.

Program rules were defined many years ago by a joint staff and day-laborer committee. Similarly, weekly assemblies on Fridays at 8 a.m. have taken place for many years.

Other La Raza staff may bring ideas before the day laborers. For example, a staff attorney may bring a proposal for a specific political strategy to the Coordinator's group, who, in turn, may bring the topic before the assembly. Similarly, coordinators may develop ideas for social activities and bring the idea to the assembly.

The program's coordinators are day laborers elected to participate in leadership and to represent the workers' interests

Decisions made by ►	Day laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the Program
Topic ▼					
Rules		X			
Programs offered		X			
Meetings, assemblies				X	
Social activities	X				
Organizing laborers					
Advocacy for DL rights					

Part 2 : Political Environment

Information provided by staff and community

“San Francisco is a beacon for day laborers and for other groups; they have the innovation and forward thinking that can be duplicated around the country.”

Historically, the San Francisco Police Department responded to specific neighborhood complaints by moving day laborers off certain corners temporarily, as the workers would always return. About five years ago, police began ticketing day laborers for standing on the street corners and had patrol cars remain at certain intersections to street-side hiring. In 2002, the day laborers, supported by La Raza Centro Legal, campaigned – with marches and rallies, and by galvanizing community support – to stop police from moving the men. Through a series of meetings with the police, an agreement was reached. When the Mission Police Station receives complaints now, they either say “there’s nothing we can do about the presence of day laborers” or they refer the caller to La Raza Centro Legal. A staff attorney returns the call and offers to communicate the concern to the workers; she may also introduce the individual to the workers.

La Raza Centro Legal also informs the day workers about their rights and responsibilities during ongoing outreach as well as at the program’s weekly meetings. Workers are encouraged to “take control of their corner” and not allow illegal activity to take place there. Although little incidents continue to occur between residents and workers, there have been no recent threats to close down operations and there is not much tension at this time.

The program also has also negotiated successfully with the Department of Public Health to obtain public restrooms in areas distant from the program’s facility.

There have been no Immigration and Customs Enforcement (ICE) detentions and or raids specific to day laborers for at least a decade. San Francisco passed legislation in the early 1990s which prohibits city and county employees from cooperating with immigration authorities except where required by federal laws, but that doesn’t keep ICE from carrying out its activities in the city.

One observer sees San Francisco as a beacon for day laborers and for other groups; they have the innovation and forward thinking that can be duplicated around the country. Oakland and San Francisco are considered leaders in terms of developing popular education materials as well as legal services delivery.

Part 3 : Priorities

Information provided primarily by day laborers

Priority for the Program

Current concerns

- To find work (we do fliers and ads in newspapers but its not enough), survive, excel, be self-sufficient; to live off of our own efforts; we don’t want to be served fish, we want to learn how to fish
- A home/living space, a place to live that’s not a shelter
- Social security/work permits

12-18 month goals

- To have an ad on TV or radio
- To have housing for day laborers; a place to rest
- To be able to work legally

Priorities for a Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 10 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

Day laborers raised these additional topics:

- the close relationship between getting employment and having English language skills
- making bus transportation available, e.g., via passes or tokens so workers can get to their jobs
- appeal to the government to allow us to work when we don't have work permits – 5 votes.

For other activities, day laborers suggested:

- exchange of ideas between programs
- social activities.

There is a persistent need for additional and timely funding. Although the program receives funds from the city, payments are often late, creating serious cash flow problems.

Priorities identified by staff:

- Finding more work for day laborers
- Skill-building/training for specific types of work, e.g., installing sheetrock, gardening, painting
- Finding alternative ways of teaching, e.g., have Bob Villa produce a DVD or video
- English language skills, including finding alternative ways of teaching, e.g., DVD or video, when no teacher is available
- Low-income housing; too many workers live in shelters or 2 – 3 to a room without any privacy.

NOTE: Highlight top priorities

Area	Services/activities	Votes
Jobs and employer relations	Job development	4
	Job distribution	
	Negotiation with employers	
	Sanctions against employers	1
	Vocational skills training	
	General skills training	
Immigrant support	Permanent job search skills	4
	Food at the Center	
	Food distribution	
	Medical services	
	Sending money to families	3
	Use of telephone and office	
	Information about life in the USA	7
General education		
Legal issues	Labor rights	1
	Immigration laws	7
	Legal assistance	6
	Self-employment regulations	
	Civil and human rights	4
Communication and activism	Outreach	
	Community service	
	Organizing	4
	Civic participation	1
Leadership development	Leadership	
	Administration	
	Fund-raising	

Part 1 : Program

Information provided by staff

General Information

Saint Joseph the Worker Center is a project of St. Vincent de Paul. The director – who still works closely with one of the founders of the organization, Sister Mary Peter – explains that the Saint Joseph Center provided information and forms to the San Mateo and Mt. View Centers, at their request, to guide them when they were first established. In that sense, the San Jose Center sees itself as a model that others have replicated.

This Center is closely affiliated with the Catholic Church, and its network, supporters and collaborators reflect that. In addition, the director sees the Center as providing a home and community for the day laborers it serves. Staff strives to create an environment of friendship where day laborers build close-knit communication.

Address	Contact: Mary Mendez, Director
749 Story Road San Jose, CA 95122	Telephone: 408 993-0837
	Fax: 408 993-0885
	Email: 1MaryMDW@sbcglobal.net
www.svdp.org/santaclara/dayworkers.html	
Hours of Operation: Tues – Sat, 6.30 a.m. – 2 p.m.	

Facilities
Philosophy of providing a home-style environment

The Center is located in a large warehouse-type facility that incorporates space for waiting/lounging, a health-screening cubicle, office space, meeting space, classroom space, a well equipped computer lab, bathrooms, showers, laundry and kitchen.

At Christmas time, it featured a Christmas tree, a nativity scene and other seasonal decorations, which is consistent with its philosophy of providing a home-style environment.

Workers served

Numbers of workers served (weekly averages)	
Weekly	60-70
Women workers, weekly	25
Numbers of jobs allocated (daily averages)	
Spring, daily	13-15
Summer, daily	25-30
Autumn, daily	13-15
Winter, daily	3-4

Services and Activities

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

For its expansive meal program, the program purchases food from Second Harvest Food Bank, receives individual donations and purchases elsewhere for anything else they need.

The program assesses the quality of work and double-checks hours worked (which affects job distribution) through staff calls collecting feedback from employers. All program services are provided to both men and women.

Services most utilized

1. Job distribution
2. Meals
3. Showers

Other services provided by the Center are:

- Clothing as needed. Health workshops e.g., diabetes, Alzheimer's disease. Phone cards provided as gifts.
- Workshops on landlord/tenant rights, how to purchase a used car (legal issues)

All day laborers are held responsible for cleanliness; individuals are asked to launder towels and cook for all.

As extracurricular activities, the program provides an annual picnic, bingo games and celebration of key Catholic holidays such as those of Lady of Guadalupe and St Joseph.

Services and Activities Provided		Notes	
Key	<i>Service provided</i>	●	<i>on an ongoing and/or in-house basis</i>
	<i>Service provided</i>	○	<i>on an individual, as-needed basis or via a referral to another organization</i>
Jobs and employer relations	Job development	●	Fliers, church bulletins and t-shirts.
	Job distribution	●	General/skilled – men; domestic – women.
	Negotiation with employers	●	Established pay rate; encourage negotiation for projects longer than 2 days.
	Sanctions against employers	○	Referred to another organization.
	Vocational skills training		Videos only.
	General job skills training	●	Ongoing computer and English training.
	Permanent job search skills	○	Assistance with job application, resumes provided to individuals, as needed.
Immigrant support	Food at the Center	●	2 meals/day, 5 days/week.
	Food distribution	●	Bags provided as needed, an ongoing service.
	Health services	●	Weekly health screening on-site, referrals to local clinics and dentists.
	Sending money to families		No
	Use of telephone and office	●	Phone and post office.
	Information about life in the USA	●	Bus pass info, maps to jobs, bicycles as needed, referrals to shelters.
	Behavioral norms	○	Center rules address behaviors, such as respect, in and out of the Center.
Legal issues	Labor rights	●	Quarterly workshops through George Alexander Community Center.
	Immigration laws	●	Quarterly workshops through George Alexander Community Center.
	Legal assistance	○	Referrals to George Alexander and Catholic Charities.
	Self-employment regulations		No
	Civil and human rights	●	Quarterly workshops through George Alexander Community Center.

	Communication and activism	Outreach	<input type="radio"/>	Open-door policy; exterior signage, fliers, day laborer word of mouth.
		Community service		No
		Organizing	<input type="radio"/>	Attend marches.
		Civic participation	<input type="radio"/>	Day laborers attended a hearing at St. Joseph's parish.
	Leadership development	Leadership		No
		Administration	<input type="radio"/>	Invite workers to help distribute jobs, respond to employer calls.
Fund-raising		<input type="radio"/>	Individual training. Outreach to parish conferences, to promote the program.	

Staff and Volunteers	<p>ESL and computer classes are taught by a group of volunteers from Santa Clara and San Jose State Universities, and from Notre Dame high school.</p> <p>Other volunteers help out on a drop-in basis.</p>	Staff			
		Title or position	Hours p/week	Bilingual?	Former laborer?
		1. Mary Mendez, Director	Full time	Yes	No
		2. Sister Mary Peter, Founder	4	Yes	No

Center Rules	Day laborers register on their first visit and then sign in daily. No membership or identification card is offered, and no fees are charged.	Day laborers are required to abide by Center rules, but no identification or other documents are required to use Center services.
---------------------	--	---

Participation in Decision-Making	As a general rule, staff makes decisions after consulting day laborers.	Decisions made by ►	Day laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the program				
		Topic ▼									
		Rules									
		Programs offered									
		Meetings, assemblies									
		Social activities									
		Organizing laborers									
		Advocacy for DL rights									

Part 2 : Political Environment

Information provided by staff and community

Overview

Good rapport with law enforcement – police even drive workers to the Center.

A local ordinance was passed at merchants' request when the Center was located at King and Story Roads (1993) in the Alum Rock area. The result was "No Loitering" signs being posted. There are no signs posted at their current location, neither has there been any threat of such an ordinance or of closure of the Center from external groups.

Both staff and the external contact independently see this ordinance as an isolated incident, far in the past. Today, the Center feels that it has good rapport with law enforcement. Police even drive workers to Center.

The Center encourages day laborers to participate in immigration marches.

There is no longer any problem of "loitering" because the Center is housed at the back of a big building that looks like a warehouse, with no other businesses in the vicinity that would feel threatened by the presence of workers. However, the other side of the coin is that there are fewer jobs in the immediate area. A new Home Depot, for example, is located a mile away. The program would be willing to partner with them, in order to help more workers get jobs, but there is not enough interest on Home Depot's part to make it possible.

The well-being of immigrants is a priority for Catholics, according to an active community participant, who feels that it is significant that the group has emerged out of the faith communities of San Jose. Numerous community partnerships provide food and volunteers.

Part 3 : Priorities

Information provided primarily by day laborers

Priority for the Program

Winter jobs are needed, when gardening and construction work disappears

Current concerns

- Ability to get a job, including having a vocation and/or skills.
- Obtaining work for winter, because in general most of the work is gardening and construction, there are few jobs from November through March.
- Overcoming the problem of legal documentation or work permits – employers are afraid of employing workers without these.
- Bosses get upset with the Center if day laborers don't do their job well, and then they don't come back.

12-18 month goals

- To earn a certificate to qualify for a specific vocation (e.g., plumbing).
- To have an advertising campaign to attract more employers e.g., through the internet "so that they'll know that we are here."

Priorities for a Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 4 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

In discussion, the day laborers made additional observations:

- If training is available (e.g., in construction, landscaping, pruning, planting), it is much better for the trainer to come to us than for all of us to go somewhere else.
- If you do a good job, they'll call you to work for them again.
- Many workers say they know how to do something just to get the job. Then they do the best they can but sometimes they simply don't know and that makes us all look bad. It's good if the staff knows whether a worker knows how to do a job or not.

As a topic for further discussion, day laborers raised the issue of whether the center should provide ID cards for workers and the advantages and disadvantages of doing so. The ID card could also be used as a time card, which affects a worker's priority on the job distribution list. (At present, a worker's priority drops after s/he has worked more than two hours; a worker keeps their high priority if they're assigned to a job that requires less than two hours.)

They also proposed discussion about:

- Discrimination by employers, e.g., against women
- How to obtain bus passes/tokens.

Area	Services/activities	Votes
Jobs and employer relations	Job development	5
	Job distribution	0
	Negotiation with employers	0
	Sanctions against employers	0
	Vocational skills training	5
	General skills training	1
	Permanent job search skills	1
Immigrant support	Food at the Center	0
	Food distribution	0
	Medical services	1
	Sending money to families	0
	Use of telephone and office	0
	Information about life in the USA	0
	General education	1
Legal issues	Labor rights	0
	Immigration laws	0
	Legal assistance	0
	Self-employment regulations	0
	Civil and human rights	0
Communication and activism	Outreach	1
	Community service	1
	Organizing	0
	Civic participation	0
Leadership development	Leadership	0
	Administration	0
	Fund-raising	0

Part 1: Program

Information provided by staff

General Information

The city of San Mateo provides the site as well as the funding to run the Center.

The San Mateo program was established by Samaritan House at the request of the City of San Mateo in 2003. Based on number of workers served, it is the largest day labor program in the region.

The Worker Resource Center is very closely intertwined with Samaritan House. The City of San Mateo provides the site, including the office and warehouse space, as well as funding, which is awarded to Samaritan House to run the Center. Samaritan House staff holds the Center's annual fundraising event and provides many of the services offered to day laborers.

Address	Contact: Carlos Romero, Site Manager
400 E. 5 th Ave., San Mateo, CA 94402	Telephone: 650 344-1651
	Fax: 650-342-4592
	Email: carlos@samaritanhouse.com
www.samaritanhouse.com	
Hours: 7a.m.–2 p.m., Mon–Fri; 7a.m.–1 p.m., Sat; 7 a.m.–12 noon, Sun	

Of all the Bay Area programs, this one is the most homogenous demographically – the preponderance of day laborers are from Guatemala, most of them newcomers who have been in the U.S. less than 2 years. (The Director estimates that approximately 90% of the day laborers at this Center are Guatemalan with the remaining 10% largely Mexican and Salvadoran.)

Facilities

The Center is situated a block away from the street where day laborers used to stand to wait for work, in a light industrial area, next to a railroad track. In spite of the cold and the fact that a number of day laborers were in the English class (which was filled to capacity) or in the lounge area when I visited, many others were standing in the parking lot.

The trailer office comprises a reception area, two meeting rooms (one with a very well-equipped classroom), a number of computer stations; a bathroom, at least one private office and a small landscaped garden on one side.

The adjacent warehouse space included a large lounge area, with coffee available. At the time of my visit a substantial portion of the warehouse space was filled with items to be used for a Christmas giveaway. Day laborers were to receive packages that included toys to send to their children in their home countries.

Workers served

Very few women are served.

This program maintains data on a monthly, rather than weekly, basis so all numbers in the table are estimates.

Numbers of workers served (weekly averages)	
Weekly	162
Women workers, weekly	Very few
Numbers of jobs allocated (daily averages)	
Spring, daily	8-25
Summer, daily	11-27
Autumn, daily	15-28
Winter, daily	12-25

Services and Activities

The gardening class taught both practical and English skills, as well as creating a garden for the Center.

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

Vocational Skills Classes

Staff observed that they are lucky to have found an instructor who is skilled at teaching very large classes. The last work-skills training was on gardening; the class designed and created a garden for the Center, learning gardening skills and English simultaneously. These classes are offered in the summer on Saturdays, so office hours are lengthened during that season. The local adult education pays for teachers, who are assisted by volunteers. Due to the affiliation with adult education, day laborers are provided with an identification card for adult education after completing 40 hours of instruction.

Services most utilized
1. Distribution of jobs
2. Clothing
3. Medical services

Through a voucher system based on need, some support services are provided to day laborers by other Samaritan House programs, such as the San Mateo Free Clinic (health services), the Dining Room (meals), Food Pantry (food distribution), Safe Harbor (homeless shelter), and Clothes Closet (clothing, house wares, and furniture).

Extracurricular activities include special celebrations: Halloween, Thanksgiving, Christmas, barbecues and shared meals.

Services and Activities Provided		Notes
Key	<i>Service provided</i>	● <i>on an ongoing and/or in-house basis</i>
	<i>Service provided</i>	○ <i>on an individual, as-needed basis or via a referral to another organization</i>
Jobs and employer relations	Job development	● Ads in SM Times; fliers to contractors.
	Job distribution	● Via a random drawing, unless special skill is requested.
	Negotiation with employers	● When a call is received, staff communicate the sliding scale of fees that day laborers have agreed on – \$10/hr minimum e.g., for cleaning, moving; \$12 - \$18/hour for special skills, e.g., construction, painting, carpeting, cement work. Upon the employer's arrival, the day laborers may negotiate the pay they want directly with the employer. Staff provides translation.
	Sanctions against employers	○ Day laborers are encouraged to call staff should a problem arise with an employer. Staff is often successful in negotiating payment, which is then

			delivered to the worker center. If there is resistance, the worker is either referred to an attorney or assisted with filing in small claims court or with the Labor Commission. Police are only called in case of fraud (false checks). Claims have decreased considerably since the center began its work 2 years ago; at this time, there is roughly only 1 claim every 2 months.
	Vocational skills training	●	Class attendance ranges from 300-600 workers/month.
	General job skills training	●	2-3 hours of English classes offered daily, Mon-Sat.
	Permanent job search skills	○	Staff assists workers in filling out job applications, but not creating resumes. There are materials available on interviewing, finding references, etc.
Immigrant support	Food at the Center	○	Breakfast every Friday, dinner Mon-Fri at the Samaritan House Dining Room located in a nearby church.
	Food distribution	○	Provided Mon-Fri at the Samaritan House Food Pantry.
	Health services	○	Provided on an as-needed basis through the 2 free clinics run by Samaritan House.
	Sending money to families		No.
	Use of telephone and office	○	Yes, especially for employers.
	Information about life in the USA	○	Provide workshops on health, HIV, STDs, etc.
	Behavioral norms	●	At orientation sessions provided 3 times a week, workers are informed about the current anti-solicitation ordinance, potential fines, and the rationale for creating the Center. Workers are also warned about negative perceptions and problems that arise when day laborers create noise, harass women, or create other difficulties on the streets.
Legal issues	Labor rights	○	The program is just beginning to provide labor rights information through a collaboration with Centro Legal de la Raza in San Francisco and Legal Aid of San Mateo.
	Immigration laws	○	Provided through the International Institute of Redwood City.
	Legal assistance		No
	Self-employment regulations		No
	Civil and human rights		No
Communication and activism	Outreach	●	Staff includes a community outreach worker, just hired in December.
	Community service	○	Day laborers are engaged through Samaritan House's volunteer program.
	Organizing		Participated in marches in San Francisco.
	Civic participation		No
Leadership development	Leadership	○	Developed a leadership group "Concilio" of 14 day laborers to provide input to decision-making. However, high turnover decimates the leadership group and staff must begin again. A new group is being identified; training to be provided by El Concilio of San Mateo County.
	Administration		No
	Fund-raising		No

Staff and Volunteers

Staff
Due to the high activity level and number of people served, there are at least two staff members in the office whenever it is open.

Volunteers
Three volunteer teachers are provided via Samaritan House; there are also a large number of sporadic volunteers.

Staff			
Title or position	Hours p/week	Bilingual?	Former laborer?
1. Carlos, Manager	Full time	Yes	No
2. Julio, Assist. Manager	Full time	Yes	No
3. Oscar, Assist. Manager (weekends and on call)	20	Yes	No
4. Luis, Assist. Manager (weekends and on call)	20	Yes	Yes

Center Rules

Day laborers register daily and must abide by Center rules. Membership is offered upon filling out a simple application form. However, the form also allows the Center to enforce its mid-peninsula geographic boundaries, which correspond to those of Samaritan House.

There is no interchange of money between the Center and day laborers or employers.

Participation in Decision-Making

The Center has a 12-member Council “Concilio,” which is currently revising the Center rules. These include arriving on time, no alcohol/drugs, not taking things that don’t belong to you.

Samaritan House, along with other partner agencies, determines what services are available.

Assemblies are held the first week of every month. Topics include review of number of jobs, complaints, praise, upcoming activities such as guest speakers. Follow-up steps are taken at the assembly.

Some social activities, such as Thanksgiving and Christmas, are now set by tradition, so staff implements them. There were approximately 170 day laborers registered for the Christmas event.

Decisions made by ►	Day laborers	DLs + staff	DLs influence/ staff decide	Staff	Others outside the program
Topic ▼					
Rules		X			
Programs offered					X
Meetings, assemblies		X			
Social activities				X	
Organizing laborers					
Advocacy for DL rights					

The Center did not organize day laborers in a campaign against the current ordinance. However, both day laborers and Center staff have participated in recent pro-immigration reform marches.

Part 2 : Context

Information provided by staff and community

Political environment

“Federal immigration leaves city government holding the bag.”

An anti-solicitation ordinance was passed in 2003 that bars day laborers from standing on Third and Fourth Streets in San Mateo. (A copy of the ordinance is attached as an Appendix.) Large signs regarding this prohibition and others directing prospective employers to the center are posted at the base of Fourth Street where vehicles enter the town from the Highway 101 off-ramps. The city cited traffic and pedestrian congestion as well as the city’s funding of the Center in their rationale for passing the ordinance.

There have been no threats to close the center.

The City estimates that the center costs \$165,000 to operate. In January 2007, the City Council approved the purchase of a building to house the center, at a cost of \$1.8 million, plus an additional half million in rehabilitation.

In justifying this investment, a city official pointed out that Samaritan House provides day laborers health, nutrition, and clothing services, in addition to the daily ESL classes provided by the school district. They run display ads in paper to announce the availability of workers. Managing community perceptions is challenging – the city doesn’t want to appear as big brother – “we try to keep it as flexible as possible” – while on the other hand, according to federal law, these workers shouldn’t be here, getting jobs. “It’s like making sausage, it looks ugly.” He concluded that his department is comforted because they are doing a pretty good job of addressing disparate concerns.

From this point of view, federal immigration is failing to do its job, leaving city government holding the bag. “We try to do enforcement to the limits that we can, but also be sensitive to men coming to look for work.” The official spoke about the City’s desire to avoid attracting large numbers of workers to San Mateo.

Part 3 : Priorities

Information provided primarily by day laborers

Priority for the Program

Current concerns

- Get work
- Speak English
- Lack of work permits to get a permanent job

12-18-month goals

- Learn enough English to be able to work

Priorities for Conference and/or Network

The table at right shows the day laborers' priorities for topics to be addressed through a regional conference or network. Each of the 7 day laborers who attended the focus group indicated their priorities by casting 4 votes. The bolded topics received the highest number of votes.

Staff's additional ideas: Day laborers would like classes about American culture, to cover topics such as "Why are we harassed?" The issue of tolerance needs to be discussed in Spanish, not only in English class

Day laborers raised these additional topics:

- Car ownership: What is necessary in order to own a car?
- Transit laws for bikes, pedestrians; they get stopped by police – 2 day laborers' votes
- Access to documentation (i.e., written materials available for day laborers to review) on all these topics – 3 votes
- Training in the jobs skills we don't have
- Sports
- Parties

A possible conference or network should facilitate an exchange of ideas: "We want to be able to ask questions and hear the explanations, for example of the relationship between work and English."

Area	Services/activities	Votes
Jobs and employer relations	Job development	7
	Job distribution	
	Negotiation with employers	
	Sanctions against employers	
	Vocational skills training	3
	General skills training	4
	Permanent job search skills	
Immigrant support	Food at the Center	
	Food distribution	
	Medical services	
	Sending money to families	4
	Use of telephone and office	
	Information about life in the USA	
	General education	
Legal issues	Labor rights	2
	Immigration laws	2
	Legal assistance	2
	Self-employment regulations	2
	Civil and human rights	
Communication and activism	Outreach	
	Community service	
	Organizing	
	Civic participation	
Leadership development	Leadership	
	Administration	1
	Fund-raising	

Part 1 : Center

Information provided by staff

General Information

Perhaps the most notable feature of the Canal Welcome Center as a participant in this study is that it isn't truly a day labor program. In operation since 2000, the Center provides services to newly-arrived immigrants. Approximately 75-80% of the clients served are Latino, but the Center also provides services to other immigrants, primarily from Asia, as well as the Middle East, Haiti and Russia.

In providing services to newcomers, the Center provides a fair number of services similar to day labor centers, but they do not have the same focus on day labor issues as the other programs interviewed for this study. For example, day laborers do not await work at the Center; instead, staff calls a worker when a job opportunity arises. In this aspect, this Center operates more like the day labor programs that function without a facility.

Address	Contact: Douglas Mundo, Executive Director
141 Alto Street San Rafael, CA 94901	Telephone: 415-526-2486
	Fax: 415-526-2487
	Email: d_mundo@canalwelcomecenter.org
www.canalwelcomecenter.org	
Hours of operation: 9 am – 5 pm, Mon - Fri	

Marin County has asked the Center to replicate its work in Novato where day laborers congregate on a street corner without any center or program, and also to provide services county-wide.

Facilities

The Center is located at street level; near other nonprofits and small businesses, such as auto repair shops, in the Canal neighborhood of San Rafael.

It consists of a meeting room, newly painted, a bathroom undergoing repairs, a reception area with a small art exhibit and a private office.

Knowing that many newcomers lack privacy in their living space, the Center provides a clean, comfortable, well-maintained space where people can read a Spanish language newspaper or just gather with friends.

Staff described the challenges of getting day laborers to come in to the Center. Some day laborers feel:

- That they would rather take their chances getting work independently on the street rather than waiting for scarce work opportunities at the Center.
- Reluctant to become “dependent” on anyone.
- Fear that an immigration raid may occur at a locale where many immigrants gather.
- Suspicious that activists “use” them yet nothing changes and, as many come from countries where there’s a great deal of political repression, they don’t want to attract the attention of the authorities.
- Unwilling to mix with others; there are divisions among day laborers, by country or area or origin.
- Betrayed by politicians who use them but don’t want to expose themselves, given that most day laborers can’t vote.

Workers served

The Center doesn't track this data, but the Director feels these numbers are quite accurate based on his personal experience at the Center. 50% of the workers they serve are women.

Numbers of workers served (weekly averages)	
Weekly	75
Women workers, weekly	37
Numbers of jobs allocated (daily averages)	
Spring, daily	10-15
Summer, daily	20-30
Autumn, daily	10-15
Winter, daily	3-5

Services and Activities

The services at right were cited as the three services most utilized. Comments below expand on the data provided in the matrix that follows.

All services are provided to both men and women.

Describing the challenges that day laborers face, staff observed that employers request workers with driver's licenses, documentation of legal status and/or work permit, English language skills, and experience doing the type of work needed.

Staff finds that many day laborers don't want a site-based program, preferring to operate on their own.

Mobile consulate services are provided once or twice a year for various countries, including Mexico, Central and South American countries. Consulates provide services such as identification cards, passports, and registration.

Services most utilized
1. Job distribution
2. Education, especially English classes
3. Assistance in getting permanent jobs (job applications, etc.)

Staff distinguished between taking calls for and distributing job opportunities for specific projects vs. providing general information about employers and businesses to job seekers so that they can search on their own, e.g., through the internet. The Center provides both types of services.

The Center is currently working with Legal Aid of Marin to explore and address the issue of homelessness, especially invisible homelessness when many adults live together in one space, utilizing living rooms and other common areas as bedrooms. This work could potentially lead to re-defining homelessness in a way that would better serve this community.

		Notes	
Key	<i>Service provided</i>	●	<i>on an ongoing, in-house basis</i>
	<i>Service provided</i>	○	<i>on an individual, as-needed basis or via a referral to another organization</i>
Jobs and employer relations	Job development	●	Fliers; links on website; informal staff conversations with businesses
	Job distribution	●	Receive calls and distribute jobs by telephone
	Negotiation with employers	○	Only pay is negotiated
	Sanctions against employers	○	Staff calls employers who do not pay; larger cases referred to legal services agencies

	Vocational skills training		No
	General job skills training	●	English classes 2/week; computers with internet access and chat room service available
	Permanent job search skills	●	Staff provides each person with assistance on up to 3 job applications in English or Spanish, while training the applicant; then the applicant is expected to at least partially fill out additional applications; also assist with resumes. Website his links to various job sites to assist with job searches
Immigrant support	Food at the Center		No; only provided at events
	Food distribution	o	Referred to local food bank
	Health services	o	Referred to La Clínica Comunitaria, RotaCare (2/week), or the County office for a low-cost dental service. Also have actively worked to open a campus of the Wellness Center in the Canal Zone, which has recently been approved; this will increase the availability of prevention services
	Sending money to families		No
	Use of telephone and office	o	On an as-needed basis
	Information about life in the USA	●	Provide workshops on financial and economic literacy; free workshops from February through April on tax preparation (along with encouragement to file as this will benefit those who may want to legalize their immigration status
	Behavioral norms	o	Provided informally on an one-on-one basis; also distribute written information about cultural norms in the US provided by both the Center and by various consulates
Legal issues	Labor rights	o	Provided one-on-one; also labor rights experts are invited to speak when the Center holds its mobile consulate services
	Immigration laws	●	Provided at immigration forums and along with mobile consulate services
	Legal assistance	o	Referred to other agencies
	Self-employment regulations	●	Workshops on self-employment and networking
	Civil and human rights		No
Communication and activism	Outreach	o	Outreach is conducted to all newcomers
	Community service		No
	Organizing	o	For specific events
	Civic participation	●	Civic and voting education, including connecting residents to local leaders
Leadership development	Leadership	o	Not formal training, but ESL classes, that last for 3.5 months encourage participants to get to know each other, become involved in the community either through events or organizing (e.g., for recent marches)
	Administration	o	Only through small business training
	Fundraising	o	Only through collecting funds among participants to fund activities they want and organize

Staff and Volunteers

Volunteers

The Center relies heavily on 5 core volunteers, most of whom are bilingual (Spanish) and former day laborers.

The Center also encourages participants to volunteer in improving the facilities, e.g., construction, painting, as well as participating in cultural events organized there.

Staff

Title or position	Hours/week	Bilingual?	Former laborer?
Executive Director	Full time	Y	Y
Bilingual Coordinator	20	Y	N

Center Rules

The Center operates on a drop-in basis, as the staff's focus is on ensuring that people feel comfortable. There are no requirements for using the Center's services, and no daily registration, rules, expectations of volunteering, membership or fees.

Similarly, there is no need to show any type of documentation regarding identification or work permit.

Participation in Decision-Making

Programs offered

The Board determines what programs are offered, based on community needs. In addition to the Center services, other community groups that meet at the Center sometimes collaborate with Center staff in implementing and offering services.

Organizing day laborers

Though the Center does assist individuals and groups in leadership and organizing activities, the Center's Board and staff are clear that it is not their mission to be a day labor program. The Center supports an Advisory Group for the day labor program which is drawn from the day labor community.

Decisions made by ►	DLs	DLs +staff	DLs influence/ staff decide	Staff	Others outside the Center
Topic ▼					
Rules			X		
Programs offered			X		X
Meetings, assemblies			X		
Social activities			X		
Organizing laborers					
Advocacy for DL rights					

Part 2 : Political Environment

Information provided by staff and community

Overview

Sometimes it's "inconvenient" for Supervisors to speak out on behalf of day laborers

Over the years there have been several efforts to pass ordinances that would negatively impact day laborers. Prior to 2000, there was significant conflict between the City of San Rafael and day laborer leaders. The ongoing fights eventually led to burnout among the leaders, who either moved elsewhere or disappeared, increasing the frustration among the day laborers because "nothing happened".

When the Welcome Center was first established, the leadership agreed that the organization would work with day laborers but that a different approach was needed, thus the focus on serving foreign-born residents.

Upon opening, the Center weathered a negative reaction from the City of San Rafael, attributed to both a faction of the Center's leaders at the time (who wanted to engage day laborers confrontational strategies) and the Center's location in a mixed-use neighborhood. Since then, the organization has gained trust from both the community and city officials, who now feel comfortable. The Center also enjoys significant support from the Board of Supervisors, but finds that sometimes it's "inconvenient" for Supervisors to speak out on behalf of day laborers. The need for a day labor program continues, in order due to wage theft and to the undercutting of wages that occurs without a structure to safeguard a decent level of pay.

In late 2006 Legal Aid of San Rafael interviewed city officials, day laborers, and community leaders about the feasibility of establishing a day labor program in San Rafael. Preliminary findings indicated the following conditions for a successful day labor program:

- 1) Establish the program through a private/public partnership that would serve homeless individuals and people with mental health challenges, as well as day laborers.
- 2) Focus on services, e.g., a place to assemble with dignity, bathrooms, information about life skills and community resources, access to health services and adult education. Dispatch jobs separately, through a "virtual" system, similar to the cell phone model used by the Multicultural Institute in Berkeley and Redwood City.
- 3) Involve unions, e.g., providing pre-apprenticeship programs.
- 4) Locate the center in the Canal district where most day laborers await work.
- 5) Utilize day laborers to work as *promotores* (community outreach workers), taking into account the ethnic composition of the day laborers and the leadership.

The next steps in moving this proposal forward include a series of meetings in February and March 2007 with a variety of stakeholders, and the preparation of grant proposals. A potential timeline would be to plan in year one; create in year two, and implement in year three.

Part 3 : Priorities

Information provided primarily by day laborers

Day laborers were invited to participate in a focus group for this study at the Welcome Center, but did not arrive.

Overview

As a researcher I learned a great deal and my sensitivity to the work of day labor programs increased enormously through the life of this project. And yes, I would do things differently if I were to start this process over today.

Along with a description of the methodology for the project, this chapter lists recommendations that document my current ideas for future study.

Process

The Zellerbach Family Foundation provided me with an initial list of programs and contacts. Additional programs were identified through the interview process and through the internet.

Initial contact with each program was made through an introductory e-mail. (See Appendix) Follow-up calls eventually led to a telephone conversation where the key goals of the study were described. Most programs asked that I contact them again after they could review the introductory e-mail and/or have someone else at the organization approve my visit. Eventually an appointment time was secured for a visit to the program or site.

Initial drafts of the questionnaires were greatly enhanced by drawing from the National Day Laborer Study conducted by Abel Valenzuela Jr. of the Center for the Study of Urban Poverty at the University of California, Los Angeles and Nik Theodore of the Center for Urban Economic Development at the University of Illinois, Chicago, with the collaboration of Pablo Alvarado of NDLON. The questionnaire was further refined through consultation with Juan Valdivia, a day laborer affiliated with the San Francisco Day Labor Program.

Data was collected through site visits and telephone interviews conducted from November, 2006 through January, 2007.

During each visit, I facilitated a focus group with a group of 6 – 8 day laborers. (In Mountain View, it was suggested I hold the discussion with a room full of workers who had gathered for lunch, which I agreed to do.) For this focus group the “Encuesta de jornaleros” (laborers’ survey) questionnaire was used. (See Appendix) A significant amount of time in the focus group was spent reviewing the list of topics and providing descriptions, explanations, or examples. Day workers voted on topics by using adhesive dots on lists written upon flip charts. Focus groups usually took about 40 – 45 minutes.

Following the focus group, I met with staff and used the “Encuesta del personal” (staff survey) questionnaire. (See Appendix) The staff interview includes a question asking for names of community contacts. Staff interviews usually took 45 minutes to an hour. This concluded my visit to the site. However, in almost every instance I followed-up with one or more phone calls to fill in gaps or clarify responses.

**Process
(continued)**

Program staff at each program was asked to provide the names of community contacts who could shed light about “the pulse of the community,” who knew about their program, and whom they trusted. There were two exceptions to this process. One community contact in San Rafael was suggested to us by Lina Avidan. I informed Welcome Center staff that this individual would be contacted and he was very comfortable with that. The other exception occurred in Oakland when newly-hired staff was unable to provide names of community contacts. By the time I learned that community contacts were very likely available, it was too late to interview them for this report. The intent in interviewing community contacts was to get a more expansive view of the program from someone connected to it but outside the organization. Community contacts were interviewed by phone. (See Appendix for a list of interviewees and the questionnaire.) These interviews usually took 10 minutes or less. In a few cases individuals could not be reached or declined to participate.

The final step was to conduct some limited and very specific searches on the internet, such as confirming the grant award by the City of Hayward to open a new worker center. These searches yielded much of the written materials cited in the report.

The majority of information for this study was obtained through individual and group interviews, and not data collection. Though this is the best way to determine a group’s desires and needs, it was not the ideal method for gathering quantitative data, historical accounts, or the specifics of a local ordinance. It did, however, provide a concise and reasonably coherent snapshot of each program, a good starting place for further data-gathering, comparisons, and discussions.

To make this study more participatory – and increase its utility – it would be ideal to create a process through which the programs can update or modify the information presented and to add their own interpretation to my observations. This step was not contemplated in the original vision or budget for this project.

Recommendations:
Publish the information contained in the companion directory of Bay Area day labor programs on a website and set-up a process for updating it.

Discuss key findings and/or recommendations in this report at a regional network event or at a conference.

Programs

This study collected baseline information. When the data-gathering process started, there were many unknowns. The recommendations reflect the issues I would consider if I were to start the process again today.

Workers served

With only one exception, I collected data provided verbally by staff. Sometimes the data was provided in round numbers or in ranges or covering another time period, e.g., monthly rather than weekly. The more I gathered this data, the more uncomfortable I became as to its accuracy.

Recommendation:

Written reports of monthly data should be requested to increase accuracy, get a better sense as to whether the data is comparable across programs, and get more insight into cyclical fluctuations.

Services and activities

Dots and circles were used to condense large amounts of information into a matrix which could be easily accessed and understood.

Recommendation:

Add categories mentioned at several of the programs, e.g., clothing, bicycles, and advocacy

Job Development

I gathered data on the types of job development activities that the centers perform. As a baseline study, it did not capture innovative strategies or the amount of effort directed at this activity – which, by casual references made by staff, seems to vary enormously.

However, most, if not all, of the programs have established a minimum level of pay (usually in the range of \$10 - \$15 per hour), which in many cases may be higher than the street rate. Thus, it is important to educate potential employers on the benefits provided to workers and employers alike by organized programs that offset the higher wage rates.

Recommendations:

Identify the standard activities all or most programs perform, e.g., fliers and searching the internet vs. the specific or innovative strategies, such as cultivating a relationship with the local gardeners' association.

Gather and analyze the qualities that each program promotes to encourage employers to hire day laborers from the programs rather than hiring off the streets. Use these promotional tools to develop region-wide and organization-specific marketing strategies.

Negotiation with employers

I did not gather consistent data across all the programs on exactly how pay scales are determined and enforced, or how day laborers are involved in setting rates or negotiations with employers.

These practices could illuminate how well the programs are doing in approaching a financial self-sufficiency standard, but could also shed light on the decision-making power held by day laborers in a given program.

Recommendation:

Gather complete data on how pay is handled, including minimum pay, sliding scale system, and the extent to which day workers are involved in determining the pay system and in negotiating each transaction.

Volunteers

Gathering information on volunteers proved somewhat problematic as initial responses indicated that volunteers were used in many capacities. Eventually a pattern emerged; the tasks most often performed by volunteers are:

- Ongoing teaching
- Office/administrative work
- Periodic work or projects
- Board of Directors

Recommendation:

Gather quantitative data about the number of volunteers involved monthly, using the volunteer categories that emerged in this study. Also ask for the primary sources for volunteers, such as schools and universities.

Operational issues

Because operational issues were not the focus of this study, a whole new line of inquiry could be undertaken.

Recommendation:

Review organization charts (to obtain insight into decision-making authority), identify sources of funding and alternate revenue streams, and compare demographic composition of day laborers and staff.

Decision-making

Obtaining reliable and complete information about decision-making processes was problematic. I considered asking both day workers and staff the same set of questions. However, having two sets of results seemed less than ideal and I didn't want to appear to be pitting staff and workers against each other. On the other hand, the day laborer questionnaire was already too long. (Some laborers did not stay for the full focus group session, so this was a valid concern.) I decided to ask only staff about decision-making, which resulted in somewhat superficial responses, but does provide a baseline for further study.

Recommendation:

Observe Board meetings, staff meetings, day labor leadership meetings and general assemblies. Read the minutes of these various groups. Conduct a focus group of day laborers from across programs at a conference or training session.

Political Environment

The information about the political environment was derived from interviews with the staff plus one or two community supporters in each of the ten day labor programs studied. Collecting information that relies so heavily on interviewee's recollection of events can quickly establish a baseline of information, but it is very inconsistent in terms of detail and accuracy.

Recommendation:

Talk to appropriate city officials at each local government authority and gather written documentation to conduct a policy analysis.

Priorities

The brainstorming process used with day laborers to identify concerns and goals for the local program was often marked by low energy and low participation; very few people spoke.

The voting process used for determining the conference/network priorities was more successful, as most participants voted.

Additional Topics for a Regional Conference or Network

Community Contacts for Political Environment

Questionnaire for Staff: Encuesta del personal de los centros de trabajo para jornaleros en el Area de la Bahia de San Francisco

Questionnaire for Day Laborers and Staff: Encuesta para los jornaleros y personal de los programas jornaleros del Area de la Bahia

Questionnaire for Community Contacts

Introduction of Consultant to Day Labor Programs

Additional Topics for a Regional Conference or Network

The following topics were not on the list provided to participants for voting; instead, these ideas were proposed by day laborers or program staff as issues for discussion at a regional conference or network. Each item was identified in only one program unless otherwise noted. Numbers reflect the votes from the one program where the issue was raised, or, if the issue was raised at more than one program, the total votes are reflected.

Job-related

- English language assistance (2 programs), as it's so closely related to employment opportunities, e.g., finding alternative ways of learning English, such as DVD or video, to use when no teacher is available
- Health and physical safety information, for example on the use of tools and chemicals. What steps can we take and what equipment do we need for protection?
- Find alternative ways to do job training within our space/budget limitations, e.g., have Bob Villa (a public television personality who hosted a series on remodeling homes) produce a DVD or video

Immigrant Support:

- Making bus transportation more accessible(3 programs), e.g., through passes or tokens
- Auto insurance, and tax information
- Low-income housing

Legal issues:

- Drivers licenses, child custody and spousal support, and tenants' rights (12 votes);
- Access to written information for day laborers on all these topics (3 votes)
- Know the rules about bikes, pedestrians; why they get stopped by police (2 votes)
- Car ownership: What is needed to be able to own a car?

Communication and Activism:

- Obtain work permits (2 programs, 17 votes total), e.g., appeal to the government to allow us to work when we don't have legal documentation/work permits
- How to get a public bathroom installed in the area where day laborers await work
- Address discrimination by employers, e.g., against women as day workers

Leadership Development:

- How to conduct workshops on popular education

Organizational issues:

These issues were raised primarily by staff:

- Additional and timely funding. Even in programs that receive government funding, payments are often late, creating serious cash flow challenges for the program.
- Should worker programs provide an ID card? What are the advantages and disadvantages of doing so? An ID card could also be used as a time card (which may inform a worker's standing on the job distribution list.)
- Classes about American culture, to cover topics such as anti-immigrant sentiment and harassment. Discuss the issue of tolerance. These classes need to be in Spanish and not just English.

Bay Area Day Labor Programs Community Contacts for Political Environment

Berkeley

Delfina Geiken, Manager, Employment Programs, City of Berkeley

Concord

Mark Deven, Assistant City Manager, City of Concord

Bob Lanter, Executive Director, Workforce Development Board, Contra Costa County

Graton

Michael Allen, General Manager, North Bay Labor Council

Mountain View

Monica Smith, District Director, Assemblywoman Sally Lieber's Office

Oakland

None

Redwood City:

Roberta Deis, Manager, Peninsula Works, Human Services Agency, San Mateo County

Sylvia Nunez, Legislative Aide, Office of Supervisor Rose Jacobs Gibson, San Mateo County

San Francisco

Chris Newman, Legal Programs Coordination, National Day Laborer Organizing Network

San Jose

Stan Fitzgerald, St. Frances of Assisi,

San Mateo

Robert Muehlbauer, Neighborhood and Housing Manager, City of San Mateo

Claudio Silva, Samaritan House

San Rafael

Dave Escobar, Aide to Supervisor Steve Kinsey, Marin County

Paul Cohen, Executive Director, Legal Aid of Marin

ENCUESTA ¹DEL PERSONAL DE LOS CENTROS DE TRABAJO PARA JORNALEROS EN EL AREA DE LA BAHIA DE SAN FRANCISCO

Respuestas a las preguntas escritas en rojo se incluyeran en el directorio de programas de jornaleros del Area de la Bahia.

SECCION I: CONTACTO

1. ¿Con quien debe de comunicarme en el futuro? PRIMARY CONTACT PERSON:

Nombre:

Título o posición:

Teléfono 1:

Teléfono 2:

E-mail:

Hours of operation:

¿Cuántos centros de trabajo opera su organización? _____

Ubicación (Dirección)
1.
2.
3.

2. ¿Desde que año su organización opera el centro de trabajo?

Año: _____

¹ Adaptado del Estudio Nacional De Jornaleros, Encuesta Nacional De Centros De Trabajo Investigadores: Abel Valenzuela Jr., Centro de Estudios de la Pobreza Urbana, Universidad de California, Los Ángeles; Nik Theodore, Centro de Desarrollo Económico Urbano, Universidad de Illinois, Chicago. Colaborador: Pablo Alvarado, Red Nacional de Jornaleros

SECCION II: PROGRAMA / SERVICIOS

¿Cuales actividades provee el Centro? *Ver lista de actividades y talleres en la encuesta de los jornaleros, páginas 3-4. Preguntar si se ofrecen los servicios a hombres y mujeres? Cuan seguido ofrecen los talleres/charlas/entrenamientos o servicios?*

3. Aproximadamente cuantos jornaleros encuentran trabajos cada día por medio del Centro cada día?
Primavera _____ Verano _____ Otoño _____ Invierno _____

4. ¿Cuál es el pro medio de jornaleros que reciben servicios del Centro cada semana? _____
_____ (promedio)

¿Cuantas mujeres reciben servicios del Centro cada semana? _____

5. ¿Cuáles son los 3 servicios más utilizados por los jornaleros?

Tipo de Servicios
a)
b)
c)

6. ¿Qué tipo de actividades extracurriculares ofrece el centro a los jornaleros?

- ___ Partidos de Fútbol
- ___ Teatro/Bailes
- ___ Celebraciones Especiales (picnic, días festivos, etc.)
- ___ Conferencias
- ___ Otro
- ___ Especifique: _____

SECCION III: ADMINISTRACION

Reglas del Centro

7. ¿Cuáles son los requisitos para que los jornaleros usen el centro (por ejemplo, cuota diaria, semanal o mensual, documentos legales, etc.)?

Regla	Si/No	(Follow-up)
Registrarse diariamente en el Centro		
Seguir las reglas del Centro		
Ser voluntario en el Centro		
Ser miembro del Centro		¿Cuáles son los requisitos para ser miembro?
Identificación del Centro		¿Que tiene que hacer el jornalero para recibir carnet?
Cuota diaria, semenal, mensual o anual		¿Cuanto? \$ _____ por día/mes/año
Documentos legales/Identificación/Prueba de Residencia Permanente		
Otro		Especifique:

Personal

8. ¿Cuántas personas laboran en el centro de trabajo (de tiempo completo y/o medio tiempo)?

A. Título o posición	A. Personal (Si/No)	B. Voluntario (Si/No)	C. # Horas/ Semana	D. Bilingüe (Si/No)	E. ¿Era jornalero? (Si/No)
1.					
2.					
3.					
4.					
5.					

9. ¿Cuál es el papel de los jornaleros en el proceso de toma de decisiones en el centro de trabajo?

Tema	¿Quién decide?				
	Los jornaleros	Un comité de jornaleros y personal	Los jornaleros influyen (por medio de juntas, encuestas, etc.) y el personal decide	El personal	Otros afuera del Centro (por ejemplo, la alcaldía)
Las reglas de participación					
Programas que se ofrecen					
Reuniones/ asambleas					
Actividades sociales					
Organizar jornaleros					
Hacer abogacía por los derechos de los jornaleros					

SECCION IV. RELACIONES CON LA COMUNIDAD

Otros Programas

10. Estamos buscando otros programas de jornaleros aquí en el área de la Bahía. Sabemos que hay centros o programas en Graton, Concord, Berkely, 2 en Oakland, San Francisco, San Mateo, Redwood City, Mountain View, y San José. Uds. conocen otros programas aquí en la area de la Bahia de San Francisco?

Nombre	Organización y Posición	Como contactar (teléfono, e-mail)

Ambiente Legal

11. ¿Ha habido alguna ordenanza relacionada con los jornaleros en su área?

Si; Por favor comente acerca de ello:

No

12. ¿Ha habido alguna amenaza del cierre de operaciones del centro (por ejemplo problemas con la ciudad, quejas, etc.)?

Si; Explique.

No

13. ¿Su organización organiza activamente a los jornaleros?

Si No

14. ¿Con quien puedo hablar más acerca del ambiente legal actual en esta area?

Nombre	Organización y Posición	Como contactar (teléfono, e-mail)

15. ¿Hay algo que quisiera usted comentar antes que concluyamos la entrevista?

¡MUCHAS GRACIA POR SU PARTICIPACION!

Esperamos que pronta tendrán comunicación del nuevo coordinador del red regional.

Encuesta para los jornaleros y personal de los programas jornaleros de la área de la Bahía

Grupo – 5 – 7, máximo 10 jornaleros

ABRIR

1. Presentarnos

Yolanda – relación con Lina y trabajo anterior con programa de jornaleros de SF

Juan -

Incluir nuestra conversación:

- Han sido detenidos por inmigración alguna vez?
- Han tenido una consulta con un abogado acerca de su caso de inmigración?

2. Introducciones – nombres, de donde vienen, tiempo que tienen aquí, propósito en venir a los EEUU. - JV

3. Información acerca de este proyecto (igual que el correo electrónico) - YA

- Lina Avidan y Zellerbach Family Foundation
- Metas del proyecto: directorio, red regional, conferencia en el otoño

4. Información acerca de la encuesta del personal

- Datos de los programas mas significativos del Centro
- Como funciona la administración del Centro
- Relaciones entre el Centro y la comunidad
- Las facilidades que provee el Centro

5. Uso de la información:

Hacemos la encuesta para que las ideas de Uds se puedan usar – en el red regional o para la conferencia – para el beneficio de un grupo mas amplio de jornaleros.

Adonde va esta información:

- 1) Directorio – distribuir a todos los centros
- 2) Reporte – Zellerbach, al Centro Legal de la Raza (Coordinador), distribución a todos los centros

Situación Actual

1. Cuales son los temas que mas les preocupa actualmente como jornaleros?
(Sacar ideas; identificar los 3 o 4 más significativos; documentar en“flip chart”)

SEE FLIP CHART

2. Una meta que quisieran que el programa realice en 1 a 2 años.

Ejemplos:

- o Que mejore el profesionalismo en los trabajos que hacen nuestros compañeros con sus empleadores.
- o Aumentar el numero de trabajos estables y establecer los jornaleros en esos trabajos.

(Sacar ideas; identificar los 3 o 4 más significativos; documentar en“flip chart”)

SEE FLIP CHART

RED REGIONAL Y CONFERENCIA

Servicios, Entrenamiento, Charlas o Talleres

(Flip charts will be pre-formatted with categories and listings, will also have columns for placing stickers and writing in details provided by staff.)

Preguntar al personal

- 1) ¿Cuales de estas actividades ofrecen a los jornaleros?
- 2) ¿Cuan seguido? (Diario, cada semana, cada mes, pocos veces al año)
- 3) ¿Cuales ofrecen a los hombres? ¿Cuales a las mujeres?

Preguntar a los jornaleros

1. ¿Qué clase de apoyo les ayudaría a realizar esta meta? Aquí hay algunas sugerencias de temas que talvez les interese. Hay otros temas que quisieran agregar?
2. Cuales de estos temas quisieran tratar por medio de una red regional o por medio de una conferencia con otros programas de jornaleros en el área de la bahía?

Respuesta

Cada persona usa puntos (stickers) como votos; usar un color para jornaleros; otro para el personal

Categoría	Actividad o Taller	Descripción/Ejemplo	Votes
Trabajo y relaciones con empleadores	1. Desarrollo de empleo	Métodos que usa el centro para buscar mas trabajos para los jornaleros	
	2. Distribución de trabajos	¿Qué sistema o arreglo usan los otros grupos para decidir a quien va cual trabajo?	
	3. Negociar con empleadores	Como expresarse en frente de empleadores, como negociar pagos o condiciones de seguridad	
	4. Sanciones en contra del empleador	¿Dónde y cómo se puede acudir para poner una queja en contra los abusos de los empleadores?	
	5. Entrenamiento laboral	Ejemplos: Construcción, electricidad, plomería, etc., también limpieza sin usar materiales tóxicos	
	6. Capacitación general	Ejemplos: Computación, Ingles (ESL)	
	7. Búsqueda de trabajos	Asistencia para crear resúmenes de trabajo y tarjetas de presentación	
	8. Otros:		
Ayuda al inmigrante	9. Comida en el Centro	Por ejemplo: Café, donas, pan	
	10. Distribución de comida		
	11. Servicio médico		
	12. Envío de dinero a las familias		
	13. Uso del teléfono y dirección general del centro		
	14. Otro servicios:		
	15. Viviendo en los EEUU	Información sobre servicios sociales, vivienda, salud, nutrición, finanzas personales, como usar el transporte público o servicios bancarios, etc.	
	16. Educación general	La importancia de cambiar nuestros hábitos o comportamiento en el Centros y en las esquinas	
17. Otro:			
Legal	18. Derechos laborales	Ejemplos: Cómo remediar el problema de robo de pago (por ej., como calcular su pago, documentación de información de los empleadores)	
	19. Las leyes de inmigración	Ejemplo: Temas básicos, información sobre los derechos de los inmigrantes	
	20. Asistencia legal	Consulta o ayuda directa de un abogado o notario	
	21. Trabajar por so propia cuenta	Leyes o reglas acerca de trabajar por so propia cuenta	
	22. Derechos civiles y humanos		
	23. Otro:		

Comuni- cación y activismo	24. Promoción (Outreach)		
	25. Servicio comunitario	Por ejemplo, participación en un día de limpieza en el vecindario	
	26. Organizar	Por ejemplo, métodos para organizar a los jornaleros o a la comunidad en actividades para aumentar el apoyo hacia los inmigrantes	
	27. Participación cívica	Como aumentar el apoyo del público, como abogar por derechos, ¿Cuáles son las estrategias más efectivas en contra de las campañas de hacer ordenanzas que prohíben la búsqueda del empleo en la calle	
	28. Otro		
Desarrollo de liderazgo y del Centro	29. Liderazgo	Por ejemplo, como organizar y dirigir una junta, como identificar una agenda, como hacer presentaciones, como resolver conflictos, como ser un entrenador para sus colegas)	
	30. Administración		
	31. Como reunir fondos		
	32. Otro		

3. ¿Que mas se podría hacer por medio de una red o conferencia para ayudarles a realizar su meta?

Ejemplos:

- Que el red mande “expertos”, por ejemplo un abogado/abogada a dar una charla sobre inmigración
- Que un grupo chico de jornaleros y/o personal vaya a visitar a otro grupo en la red.
- Actividades sociales – partidos de fútbol, meriendas, días festivos

CERRAR

Dentro de pocas semanas deben de recibir el directorio de los programas jornaleros del área de la bahía. Y mas tarde el reporte de la encuesta.

Esperamos que tendrán comunicación del nuevo coordinador del red regional tan pronto se lo emplea.

Muchas gracias por su participación

Questions re: Legal Environment

We're looking for information about ordinances, regulations, or law enforcement practices that affect day laborers' capacity to live and work in your city as well as any critical incidents related to DL's in the last 3 – 5 years.

1) Please tell me about 2 or 3 critical incidents/events related to day laborers in your community in the last 3 – 5 years.

2) Did a specific ordinance, regulation, or law enforcement practice result from this event?

(Citation) To your knowledge are they being enforced?

3) Are there any other ordinances, regulations or practices in effect now that affect day laborers' capacity to live and work in your community?

4) I heard these key players: (e.g., DL's, police, Board of Supervisors)

- Are there any other key players actively involved in issues related to DLs in your community?

5) Based on your knowledge of the key players active in issues related DL's, are you aware of any mobilization, strategizing to change ordinances or practices that would directly affect day laborers' capacity to live and work in your community?

- What is the outcome that these efforts are seeking?
- What would you forecast the results of these efforts to be?

Introduction of Consultant to Day Labor Programs

My name is Yolanda Alindor and I'm a consultant to nonprofits. I'm working with the Zellerbach Family Foundation to gather some current information about day laborers programs from throughout the Bay Area. The information would be used to help plan both the development of a regional network of day labor programs and a potential conference of these same programs in fall of next year. I'm contacting you to ask for an appointment to meet with a couple of staff members and a few day laborers to get your input on these plans. Here's some information about this project.

The Zellerbach Family Foundation has a grantmaking program that is designed to facilitate the successful integration of immigrants and refugees and encourage their widespread participation in community life. Day labor programs and other efforts to increase the economic self-sufficiency of immigrants are an important part of this work. The Foundation does not accept unsolicited proposals and this project should not be considered an invitation for funding. You can find out more about the Zellerbach Family Foundation at www.zellerbachfamilyfoundation.org.

Day Labor Conference and Regional Network

Lina Avidan, Program Executive at Zellerbach, has interacted with several day laborer programs. Staff members and workers at these programs have expressed interest in getting to know one another, learning about different program models, and exploring opportunities for ongoing networking and collaboration. In addition, the project will gather information to support the work of the San Francisco Day Labor Program which is beginning a project to create a regional network of day labor programs in the San Francisco Bay Area.

The Foundation would like to provide an opportunity for this network through a conference to be held in fall, 2007. I was asked to guide a planning process for the conference and I'm currently getting input from both staff and day laborers to ensure that the conference will reflect the needs and interests of the day labor programs and the workers they serve.

The **goals** of this project are as follows:

- Conduct a fact-finding process with day labor programs located in San Francisco, San Mateo, Santa Clara, Alameda, Contra Costa, Sonoma, and Marin counties that identifies:
 - the information needed to develop a directory profiling each program's activities and guidelines
 - The current critical issues facing day laborers, day labor programs, and their staff
 - Where each group would like to be in 1 – 2 years
 - The information and skills that the groups will need to reach their 1 – 2 year vision
 - The support and/or technical assistance wanted from a regional network

Appointments. I will call you this week to see if we can schedule a couple of appointments:

1. An interview with one or two of your senior staff (e.g., Executive Director and/or Program Director) and
2. A focus group with 5-8 day laborers.

Each of these will take no longer than 1 hour. Ideally, I'd like to schedule both of these on the same day and immediately before or after a regularly scheduled meeting. I am also happy to answer any questions folks may have about the conference and/or this project. I'm assuming that it would be best to conduct both the interviews and the focus group in Spanish – but please let me know if that's appropriate.

I'm looking forward to talking and meeting with you.