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 **LaMP**
Labor Mobility Partnerships

North Dakota Office of Legal Immigration – Findings and Initial Recommendations

FEBRUARY 2024

Executive Summary (1/5)

Background

- **After a period of strong economic growth, a severe labor shortage imperils continued prosperity for North Dakota businesses.** With less than 2% unemployment, there are simply not enough individuals in the state to fill its labor needs.
- **North Dakota has a rich history of welcoming immigrants** and can build on this heritage to address workforce shortages. As recently as 1915, nearly 80% of the state were immigrants or first-generation Americans.
- **In summer of 2023, the North Dakota legislature passed Senate Bill 2142, establishing the Office of Legal Immigration within the Department of Commerce** with a mandate to support businesses in recruiting and retaining foreign-born labor. OLI engaged Dalberg Advisors and LaMP to analyze barriers, cultivate key learnings from other states, and propose initial recommendations to develop a robust strategy for the office.
- **This document represents the culmination of an initial phase of work and provides a strategic roadmap for OLI to fulfill its mandate.** It balances an urgency to address immediate business needs with long-term opportunities to build a talent pipeline.

Executive Summary (2/5)

Labor needs

- **The labor shortage in North Dakota is widespread**, cutting across all education levels, industries, and geographies. A third of open jobs require only a high school diploma or equivalent, with another 31% requiring a bachelor's degree or higher.
- **The healthcare and social assistance, agriculture, and energy sectors present particularly critical labor needs.** These industries contribute disproportionately to the state's economy, have high rates of job vacancies, and strong employment projections for the next decade.
 - **Healthcare & social assistance:** The industry saw over 33,000 job listings in the past year and has the highest projected growth rate of any industry in the state. Openings are concentrated with a small number of employers in Cass, Grand Forks, and Burleigh counties where existing immigrant populations are concentrated. OLI will need to balance the high total need in these areas with the smaller, but more acute, critical healthcare needs in rural counties of the state.
 - **Energy:** In contrast, the energy industry is highly concentrated in western Williams county, far from immigrant hubs in Fargo and Grand Forks. Bringing foreign-born workers to these areas will require strong partnerships with employers and civil society to ensure newcomers feel welcome and integrate into the community successfully. These jobs are highly male-dominated, requiring thought to how families can be welcomed and accommodated.
 - **Agricultural:** The majority of need in the agricultural industry lies in downstream commodity processing and handling and is highly seasonal in nature. While this need may be addressed through foreign-born labor, seasonal H-2A and H-2B visas will not allow for individuals and their families to settle permanently in North Dakota or provide a path to citizenship.
- **Given the range of employer needs, OLI will need to consider multiple visa pathways and types of foreign-born labor to address North Dakota's long-term labor shortage.** Given the long timelines for federal visa processes, immediate needs will require recruiting foreign-born talent already living in the U.S. to relocate to North Dakota.

Executive Summary (3/5)

Bottlenecks & barriers

- **Many employers in North Dakota have begun exploring foreign-born labor as a workforce solution yet have struggled to realize this opportunity.** OLI should consider the full journey of employers and immigrants to identify where they can help overcome barriers most effectively.
- **To facilitate use of foreign-born labor in North Dakota, OLI can help employers navigate five steps:** (1) building awareness, (2) driving demand, (3) matchmaking connections, (4) navigating legal processes, and (5) physically relocating. At each juncture of this journey, a range of bottlenecks can prevent employers and workers from successfully filling open roles.
- **The barriers do not end with arrival in North Dakota; long-term ROI in foreign-born labor recruitment depends on how long families stay in North Dakota.** Investment in easing community integration can yield exponential returns by driving word-of-mouth recruitment by newcomers to family and friends around the U.S. and in their countries of origin. Therefore, OLI should consider not only filling roles, but ensuring integration and satisfaction of new arrivals.

Executive Summary (4/5)

Opportunities & recommendations

- **Based on the areas of need and resources available, OLI can focus its efforts on developing four core pillars of programming** executed through its current state-funded budget:
 1. **Catalytic grants:** OLI can create a grantmaking portfolio to support community-based organization (CBOs), business associations, and other organizations in helping foreign-born workers secure jobs, relocate, and integrate into North Dakota communities. Many such programs already exist throughout North Dakota, and OLI can play a role in help them scale up to reach more people.
 2. **Web resources:** OLI receives frequent requests for information and support in parsing regulations and requirements. A comprehensive website with a suite of tools and resources can serve as a central hub and clearinghouse to provide information to diverse stakeholders including employers, immigrants, refugees, and partners. By acting as a “one-stop shop” destination, OLI can go a considerable way to demystifying the opportunities and limitations available to employers.
 3. **Webinars and workshops:** Live workshops—both virtual and in-person—can provide an interactive complement to web resources, allowing employers to learn from experts and peers, ask questions, and share best practices for continuous learning across the state. By partnering with chambers of commerce, economic development councils, and other key convening groups, OLI can continue to reach large groups of employers with key information to overcome many of the barriers identified.
 4. **Advocacy agenda:** OLI can drive broader impact beyond its small team by partnering with organizations across the state and country to advocate for necessary regulatory changes at the local, state, and national levels. While OLI has opportunity to address many of the barriers identified throughout the employer journey, some bottlenecks can only be remedied through government action. An advocacy agenda can help OLI focus on providing information and resources to key decision-makers and look at longer-term change required to create a conducive regulatory environment free from burdensome red tape.

Executive Summary (5/5)

Opportunities & recommendations (cont.)

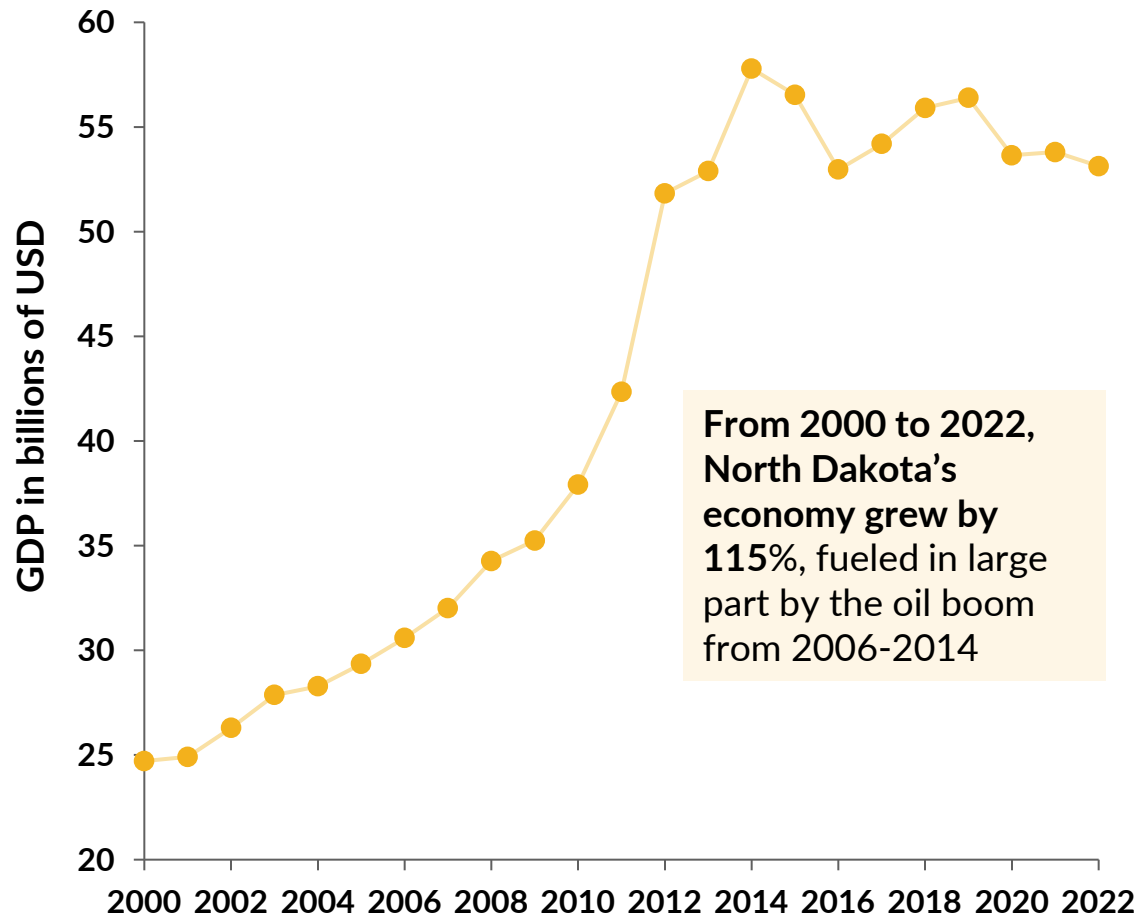
- **Beyond these core programmatic areas, we identified seven additional “innovation” solutions for OLI to consider and test opportunistically.** These solutions present potential near-term wins for specific subsets of employers and workers. We further prioritized these innovations by considering each one’s level of impact magnitude, expected timeline, permanence, resource intensity, political import, feasibility, and criticality. Taken in aggregate, these criteria paint a picture of where resources are likely to yield results.
- **Three innovation solutions emerged as highest potential:**
 1. Partnering with universities to **develop post-graduate pathways to OPT** employment for all eligible international students in North Dakota and its neighbors
 2. Piloting partnerships for **cap-exempt H-1B visas to help bring registered nurses** and other highly educated workers to North Dakota in partnership with universities, teaching hospitals, and law firms
 3. Piloting **relocation and job placement efforts from within the U.S.**—for example by partnering with diaspora communities and large cities that have an abundance of immigrants (e.g., NYC, Chicago) to identify work-authorized individuals interested in moving to North Dakota
- **Together, the core and innovation solutions provide a robust roadmap for OLI to deliver on its mandate** and help the business community in North Dakota address its labor needs through recruitment, retention, and integration of foreign-born labor.

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North Dakota has a booming economy but faces a critical labor shortage to continue fueling its growth

GDP in North Dakota, 2000-2022¹

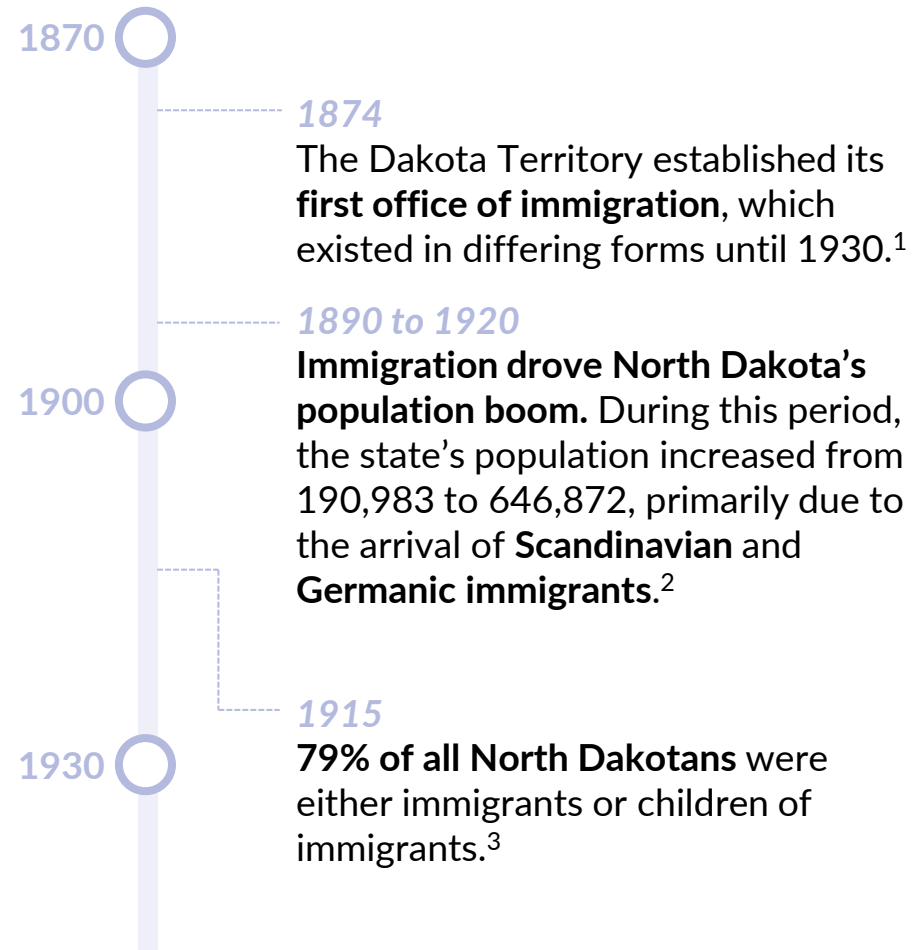


After a period of sustained economic growth, North Dakota is now experiencing one of the most severe labor shortages in the country.

As of September 2023:²

- Only 30 workers are available for every 100 open jobs
- There are 26,000 open job positions — an increase of 50% compared to five years ago
- The unemployment rate is only 1.9%, the second lowest in the country after Maryland
- North Dakota has the third-highest labor force participation rate in the country at 69.5%, well above the national May 2023 average of 62.6%

North Dakota has a rich history of welcoming immigrants to the territory, and can build on this heritage to address workforce shortages



2024

Immigration has slowed in the past century, yet new waves of immigrants are adding richness to the North Dakota landscape:

- In 2022, North Dakota's population was **only 4.9% foreign-born**⁴
- Among U.S. states, North Dakota has the **12th-lowest immigrant share** of its total population
- Today, immigrants in North Dakota are primarily from **Central Africa, Eastern Africa, and South-Central Asia**⁵

At this critical juncture, North Dakota can **lean into its history as a welcoming state** and bring in foreign-born workers to address the state's labor shortage.

The Office of Legal Immigration was established to help bring foreign-born workers to North Dakota to address the labor shortage

Context of the engagement

- The ND Department of Commerce created the new Office of Legal Immigration to **support businesses in recruiting and retaining foreign-born labor**, including immigrants already in the United States
- **Several other states have pursued similar strategies with success, and ND hopes to learn from these examples**
- **OLI plans to share the new strategy at the next state legislative session in Spring 2025**

Key questions

- **What *barriers* do employers face** to recruit and retain foreign-born labor, and how can OLI help overcome these barriers?
- **What are the *most promising routes*** for employers to bring foreign-born labor to North Dakota?
- **What does foreign-born labor need to ensure *successful integration*** into communities in North Dakota and long-term retention?

With sound strategy and execution, **OLI can be a catalyst that helps a full range of public and private stakeholders attract, integrate, and retain foreign-born talent effectively.**

OLI engaged Dalberg and LaMP to analyze barriers to success, cultivate key learnings from other states, and propose initial recommendations



As part of our analysis so far, we have conducted:



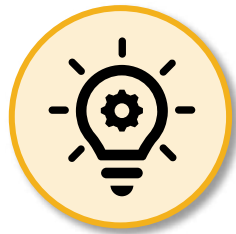
¹See annex for a full list of stakeholders consulted for this engagement.

²Four focus groups were conducted during a Workforce Development Council meeting in Bismarck, two were conducted with employers and community-based organizations (CBOs) in Fargo, and one was conducted with employers and CBOs in Grand Forks.

³Includes two trips to ND in Dec. '23 and Jan. '24 to meet with stakeholders in Minot, Bismarck, Dickinson, Fargo, and Grand Forks.

This document represents the culmination of our initial phase of work and provides a roadmap for action for LaMP and OLI moving forward

What this report includes



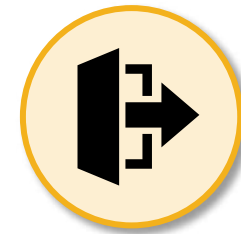
Research findings

Key insights around North Dakota's labor needs and challenges, as well as **lessons learned** from benchmark states and cities



Recommendations for OLI

A set of “**core**” and “**innovation**” solutions for OLI to pilot through the next legislative session in 2025 to support the relocation and integration of New Americans to ND



Next steps

Next steps and **key attention points** for OLI as it begins to design, pilot, prioritize, and oversee new programming

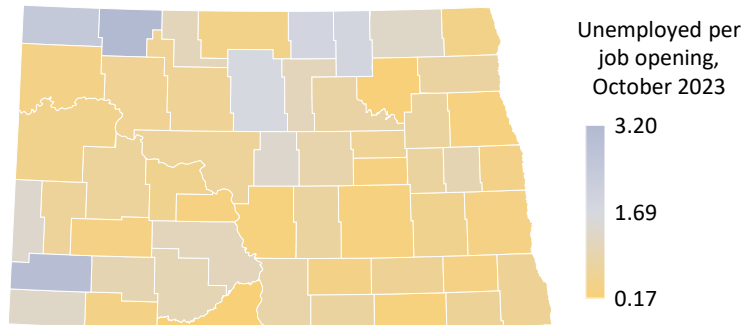
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Critical labor shortages across several sectors in North Dakota and a range of skilled labor needs threaten to stall further economic growth

There are not enough unemployed workers in North Dakota to meet the demand for labor

There were 30 unemployed workers per 100 job openings in North Dakota in October 2023.^{1,2} Employers must source labor externally.



*“We have 1,917 open positions...if you took every person in the region collecting unemployment and put them to work tomorrow, there would still be 1,000 open positions. **It's a code red problem.**”*

- ND economic development council

The shortage exists across all education levels and all industries

Workers with diverse educational background are needed to meet the state's labor demands. Over the past year, the typical entry-level education for online job openings was split between a high school diploma or equivalent (33%), Bachelor's degree (31%), no formal educational requirements (19%), or a postsecondary nondegree award (9%).

All industries in the state are feeling the labor shortage. The healthcare and social assistance industry is particularly strained, having seen 33,449 online job openings over the past year and the largest 10-year increase in employment projections of any North Dakota industry (+8,095).³

*“They can't access the workforce to grow... the number of companies on a **path to death financially** is extremely high.”*

- ND recruiter

Understanding North Dakota's specific labor needs can help identify the best pathways to recruit foreign-born labor

Focus of analysis

We used data from Job Service and the U.S. Bureau of Labor Statistics to evaluate the labor shortage in North Dakota:



Geographic distribution of job openings



Occupations with most acute labor shortages



Skill requirements among job openings



Licensing and certification requirements

Industry deep dives

Based on our initial assessment of each industry's labor shortage, employment projections, and economic contribution, we are conducting deep dive analyses into the following industries:

Healthcare

Agriculture¹

Energy²

OLI can target interventions to address specific needs in the healthcare, agriculture, and energy industries to drive immediate and large-scale impact across the state.

¹Includes crop and livestock production, agriculture machinery manufacturing and commodity processing, handling, and shipping.

²Includes mining, quarrying, and oil and gas extraction and utilities.

Healthcare and social assistance jobs are concentrated among a few large employers in the main population centers

A few large healthcare providers operate the 3,122 establishments in North Dakota's healthcare industry.¹ The industry's largest employers include:²

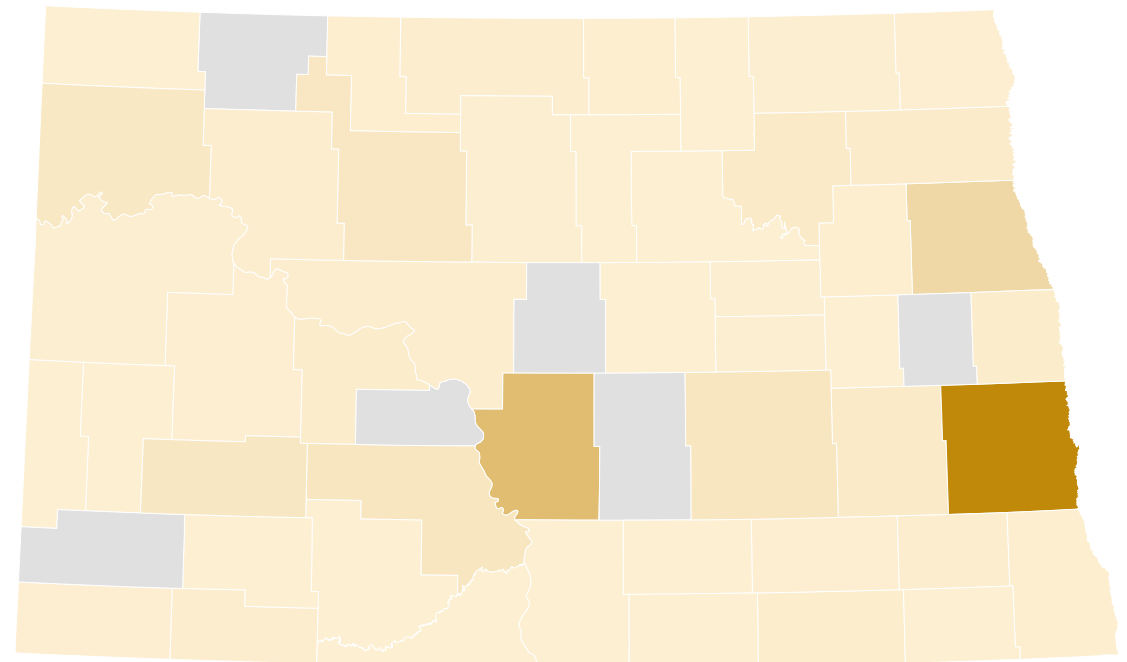
- Sanford Health (161 establishments)³
- Altru Health System (37 establishments)⁴
- Catholic Health Initiatives (15 establishments)⁵
- Essentia Health (28 establishments)⁶
- Trinity Health (27 establishments)⁷

39% of the industry's online job openings over the past year were in Cass County. OLI should balance support for Cass County's largest healthcare providers, allowing the office to address a significant portion of the industry's labor shortage, with tailored outreach to rural healthcare providers facing critical shortages.

North Dakota's healthcare industry is highly female-dominated, with women making up 80% of the workforce.⁸ It is important to understand and accommodate the needs of female immigrant workers, including childcare, flexible work arrangements, and cultural sensitivity around gender roles.



Distribution of healthcare and social assistance job openings⁹

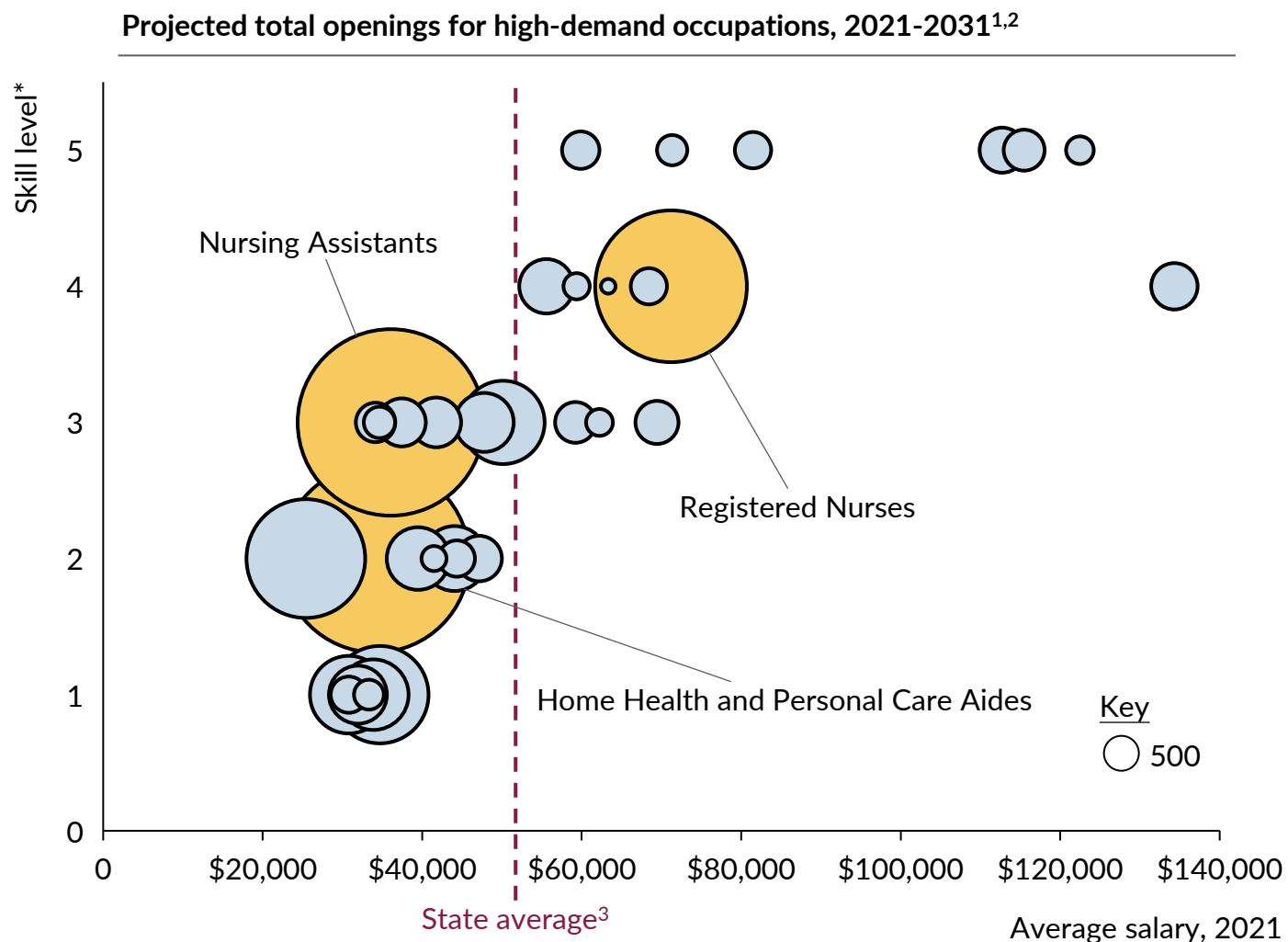


Total online job openings, November 2022-October 2023



Sources: 1) NDLM, "Industry Profile," 2023; 2) NDLM, "Largest Employers," 2023; 3) Sanford Health, "Locations," 2023; 4) Altru, "Our Locations," 2023; 5) Catholic Health Initiatives, "Locations," 2023; 6) Essentia Health, "Locations and Facilities," 2023; 7) Trinity Health, "Find a Location," 2023; 8) Job Service ND, "ND Workforce Review," 2023; 9) NDLM, "Online Job Openings Report," 2023.

Healthcare and social assistance job openings are concentrated low-pay roles that require strong communication skills and licenses



Synthesis of industry needs

- ✂ **Effective social and communications skills are critical for high-demand healthcare occupations.** Active listening, reading comprehension, and social perceptiveness are considered essential skills.
- ✂ **English language is considered important knowledge for workers** in 30 of the 35 high-demand healthcare occupations. Accessible English language learning (ELL) programs are important to address healthcare labor needs.
- 📄 **Critical healthcare occupations are more likely to require licenses.** The average licensure rate across high-demand occupations in the healthcare and social assistance industry is 51%, compared to 24% for the state's total workforce.⁴

Key opportunity for OLI

Connect foreign-born workers with employers that sponsor certification programs (such as CNA) and provide support for English language learning.

*Skill levels are determined by the Labor Market Information Center based on experience, education, and job training requirements. Sources: 1) NDLM, "Careers in ND," 2023; 2) BLS, "OEWS Research Estimates by State and Industry," 2023; 3) BLS, "Occupational Employment and Wage Statistics," 2021; 4) Federal Reserve Bank of Minneapolis, "Occupational Licensing Dashboard," 2022.

Energy job openings are concentrated in rural Williams county and are far from existing immigrant hubs in Fargo, Grand Forks, and Bismarck

901 employer establishments make up North Dakota's energy industry.¹ The largest energy employers in the state are engaged in a diverse range of activities.²

Mining support activities

- Nabors Drilling Technologies
- Halliburton Energy Services

Pipeline transportation

- Oneok, Inc.
- Kinder Morgan
- Crestwood Equity Partners

Oil and gas extraction

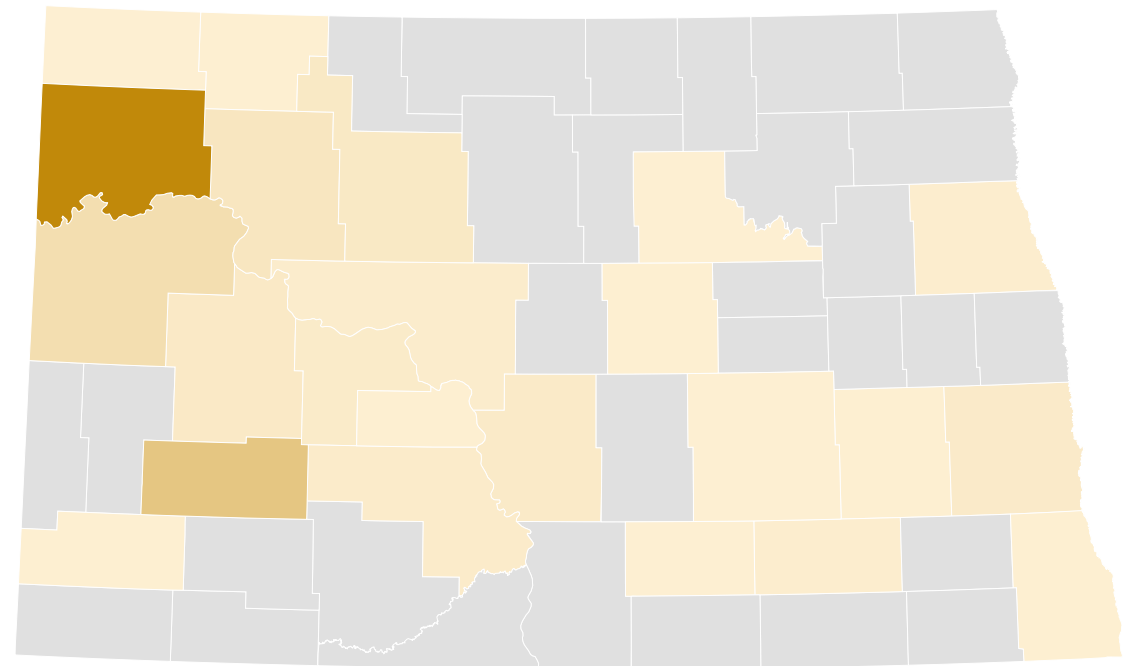
- Enerplus Resources Corporation
- Hess Corporation

43% of the industry's online job openings over the past year were in Williams County, a core oil and gas producing county. Given the distance from established immigrant communities in Fargo and Bismarck, it's crucial for OLI to collaborate with CBOs and employers to provide culturally-appropriate support for newly-arrived immigrants.

North Dakota's energy industry is highly male-dominated, with men making up 88% of the workforce.³ Care should be given to ensure families are able to relocate together to ensure long-term retention and integration. This can also help fill additional vacancies within the community.



Distribution of energy job openings⁴

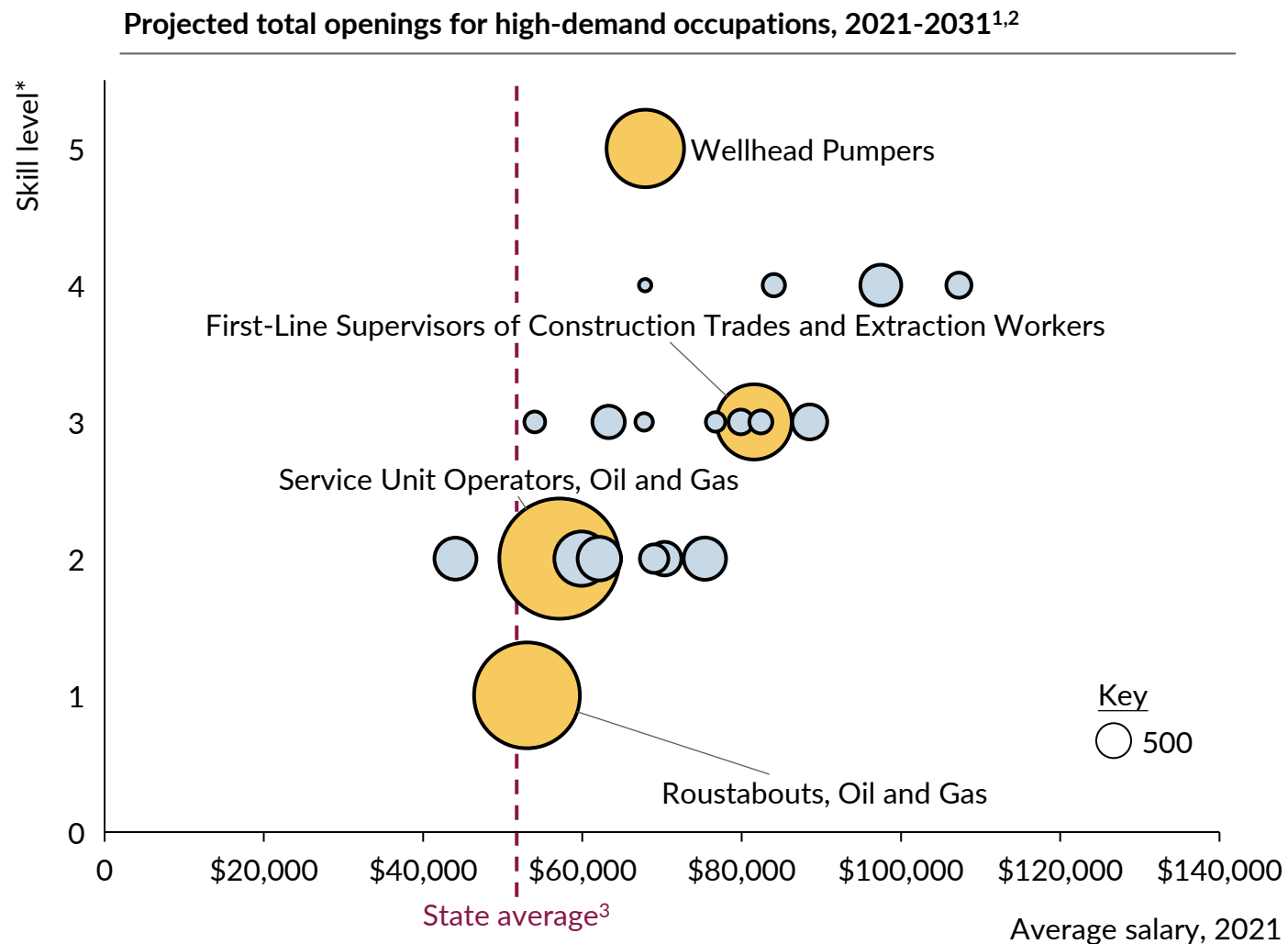


Total online job openings, November 2022-October 2023



*The energy industry includes activities in North Dakota's Mining, Quarrying, and Oil and Gas Extraction and Utilities sectors. Sources: 1) NDLMi, "Industry Profile," 2023; 2) NDLMi, "Largest Employers," 2023; 3) Job Service North Dakota, "[North Dakota Workforce Review](#)," 2023; 4) NDLMi, "[Online Job Openings Report](#)," 2023.

Job openings in the energy industry are primarily in trade professions that span a wide range of skill levels



Synthesis of industry needs

- ✂ English language is less critical knowledge in resource extraction than in other industries, with only seven of the 15 high-demand energy occupations listing this as top required knowledge.
- ✂ Most high-demand occupations in this field do not require a college degree, allowing employers to hire immigrants without a Bachelor's degree or those with unrecognized foreign education credentials.
- 📄 High-demand operator and material transportation roles may require a commercial driver license (CDL), which necessitates a current driver license, a written test, and road test.⁴

Key opportunity for OLI

Consider working with Department of Transportation to ease access to CDLs and/or provide translated training materials.

*Skill levels are determined by the Labor Market Information Center based on experience, education, and job training requirements. Sources: 1) NDLM, "Careers in ND," 2023; 2) BLS, "OEWS Research Estimates by State and Industry," 2023; 3) BLS, "Occupational Employment and Wage Statistics," 2021; 4) ND Department of Transportation, "CDL Requirements," 2023.

Agriculture job openings are spread across North Dakota and are highly seasonal in nature

Large agriculture* employers in North Dakota are engaged in a diverse range of activities, from farming to commodity processing and handling.¹

Crop and livestock farming

- Fairview Colony Farm

Food manufacturing

- Cavendish Farms
- Cloverdale Foods
- Minn-Dak

Machinery manufacturing

- CNH Industrial America
- John Deere

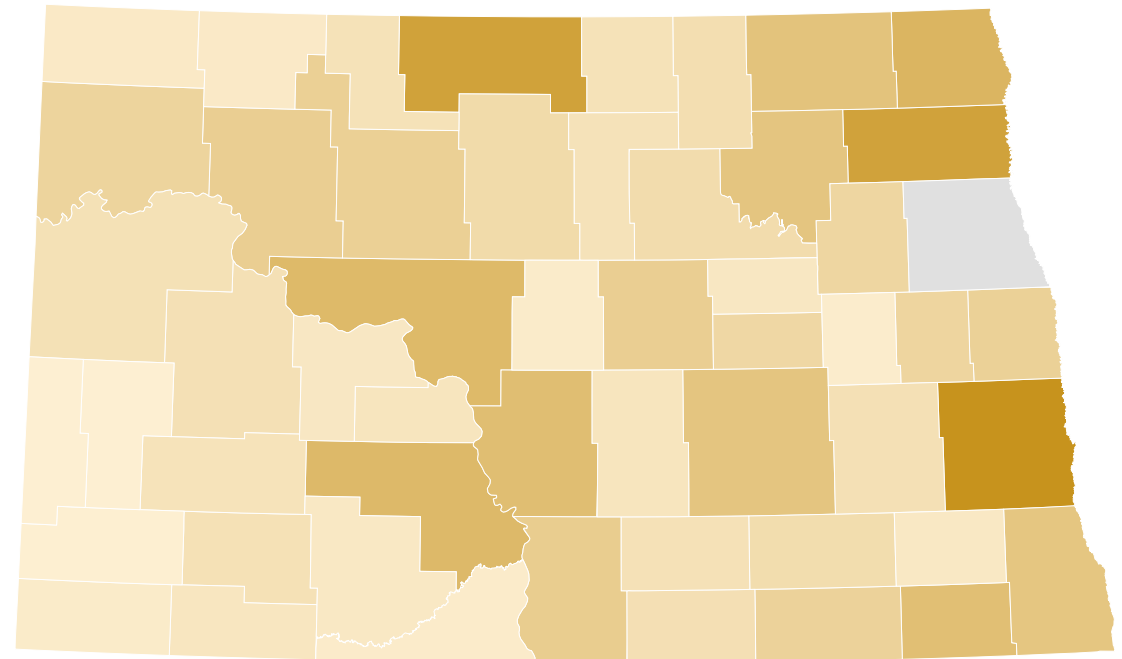
Agriculture job openings are spread across the state. To address labor shortages in this industry, OLI will need to adapt its outreach and support strategies to cover a broad geographic area.

North Dakota's agriculture industry is highly male-dominated. In crop and livestock production, 79% of the workforce is male.²

Labor needs in the agriculture industry are highly seasonal, creating opportunity for employers to take advantage of temporary visa programs not available to other industries.³



Distribution of agriculture job openings³



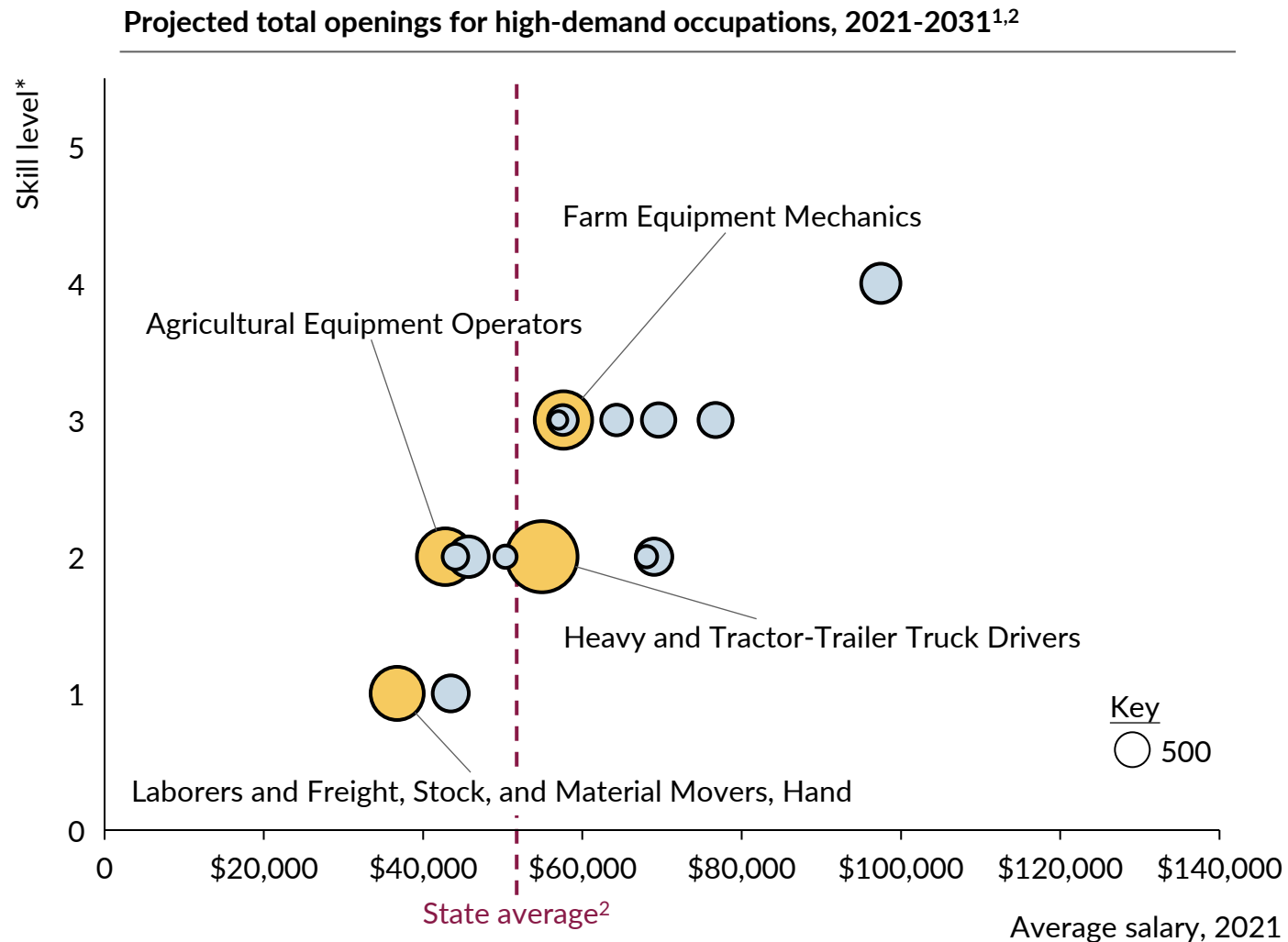
Estimated online job openings, November 2022-October 2023



*Includes crop and livestock production, agricultural equipment manufacturing, and commodity processing, shipping, and handling. Job opening estimations in nonfarm activities are based on data from the [2022 Agribusiness and Applied Economics Report](#) by NDSU.

Sources: 1) North Dakota Department of Commerce, "[Value-Added Agriculture Fact Sheet](#);" 2) Job Service North Dakota, "[North Dakota Workforce Review](#)," 2023; 3) NDLM, "[Online Job Openings Report](#)," 2023.

Agriculture job openings are primarily further down the value chain in commodity processing, handling, and shipment



Synthesis of industry needs

- On average, employment in farming is projected to decline over the next ten years.** Most projected agriculture job openings are at other stages of the value chain.²
- English language is considered important knowledge for workers** in 11 of the 16 high-demand agriculture occupations in North Dakota, particularly for jobs that involve operating heavy machinery.
- Commercial driver licenses (CDLs) are necessary for many commodity handling and transportation jobs.** Helping immigrants obtain CDLs will increase the pool of workers qualified for these jobs.

Key opportunity for OLI

Provide information to employers further down the value chain about how to leverage non-agricultural seasonal visas.

*Skill levels are determined by the Labor Market Information Center based on experience, education, and job training requirements.
Sources: 1) NDLMi, "Careers in ND," 2023; 2) Job Service North Dakota, "North Dakota Workforce Review," 2023.

To address key opportunities across industries, employers can look to recruit and retain across four populations of foreign-born workers

Populations of foreign-born workers that employers can consider recruiting from



International workers



Secondary migrants



Recent arrivals to the U.S.



International students

Description	<ul style="list-style-type: none"> • Foreign-born workers currently abroad, who would consider immigrating to the U.S. either temporarily or permanently 	<ul style="list-style-type: none"> • Foreign-born workers who have already settled the U.S. but are in currently living and working legally in other states 	<ul style="list-style-type: none"> • People who have recently arrived in the U.S. and have the legal right to work (via an Employment Authorization Document), including those recently arrived in ND 	<ul style="list-style-type: none"> • Undergraduate and graduate university students who want to work in the U.S. following degree completion, including those studying both in ND and out-of-state
Sample pathways and groups	<ul style="list-style-type: none"> • Seasonal workers through H-2A and H-2B visas • High-skilled workers through visas including H-1B, EB-3, L-1, and TN (temporary or permanent) 	<ul style="list-style-type: none"> • Refugees • Long-term TPS holders • Immigrants who can be reached through growing diaspora communities in ND* 	<ul style="list-style-type: none"> • TPS holders (e.g., recent arrivals from Venezuela and Haiti) • Asylum seekers 	<ul style="list-style-type: none"> • F-1 or M-1 visa holders who are eligible for 1-2 years of work authorization through Optional Practical Training (OPT)

*Growing diaspora communities in North Dakota include Somali, Haitian, Liberian, Filipino, Indian, Rwandan, and Sudanese populations. This is not an exhaustive list and is based on data from the American Immigrant Council and stakeholder interviews.

OLI can consider prioritizing individuals with existing EADs while offering support for future employer-sponsored pathways

Relevant pathways for high-demand healthcare, energy, and agriculture occupations

	Permanent		Temporary				Seasonal	
	Refugees	EB-3 Employment-Based Visas	TPS Temporary Protected Status	OPT Optional Practical Training	H-1B* Specialty Occupations	TN NAFTA Professionals	H-2A Temporary Agricultural Workers	H-2B Temporary Non-Ag. Workers
Healthcare	●	●	●	●	●	●		
Energy	●	○	●	○	○	○		
Agriculture	●	○	●	○	○		●	●

● Have work authorization
 ● Require employer sponsorship
 ○ Applies to lower-demand occupations

Other relevant pathways outside healthcare, energy, and agriculture industries: J-1 visas for teachers, O visas for STEM PhDs.

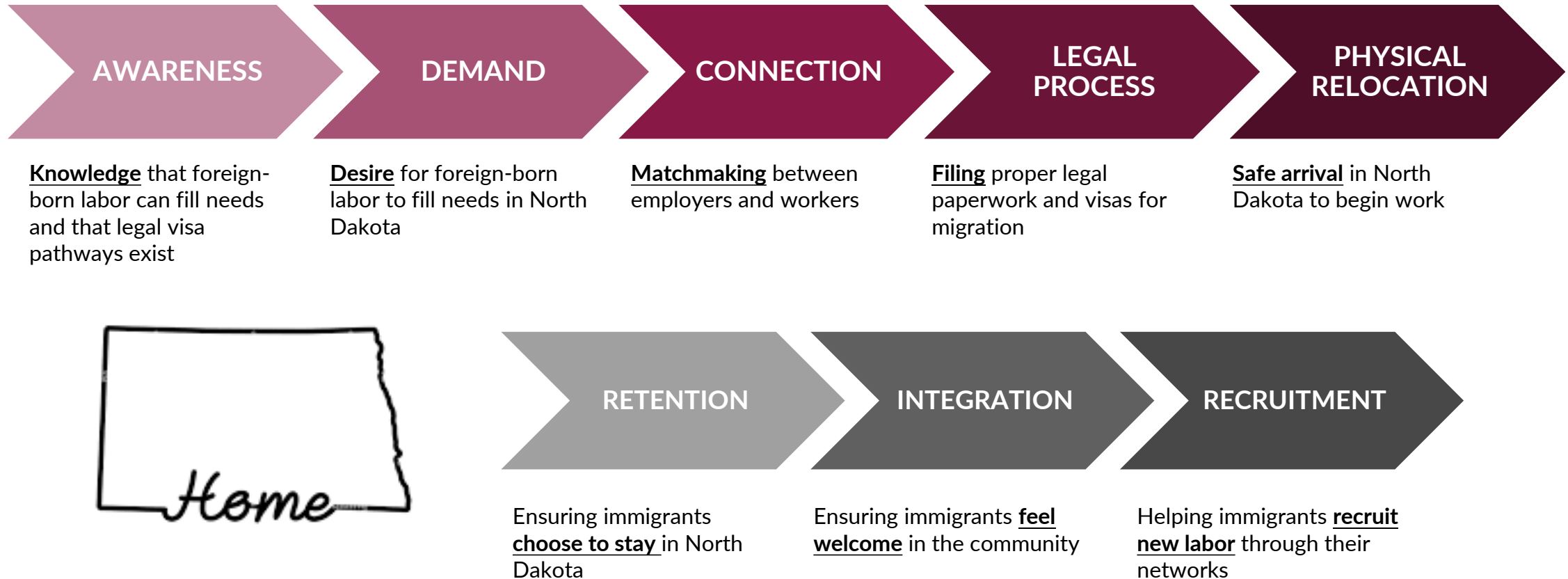
*Note that H-1B visas, while temporary, provide a pathway to permanent residency and citizenship through green cards.

Sources: Data on this slide comes from a combination of interview and focus group discussions held with organizations such as Knife River Care Center, Heart of America Medical Center, and the North Dakota Job Service. This is not an exhaustive list of visa types.

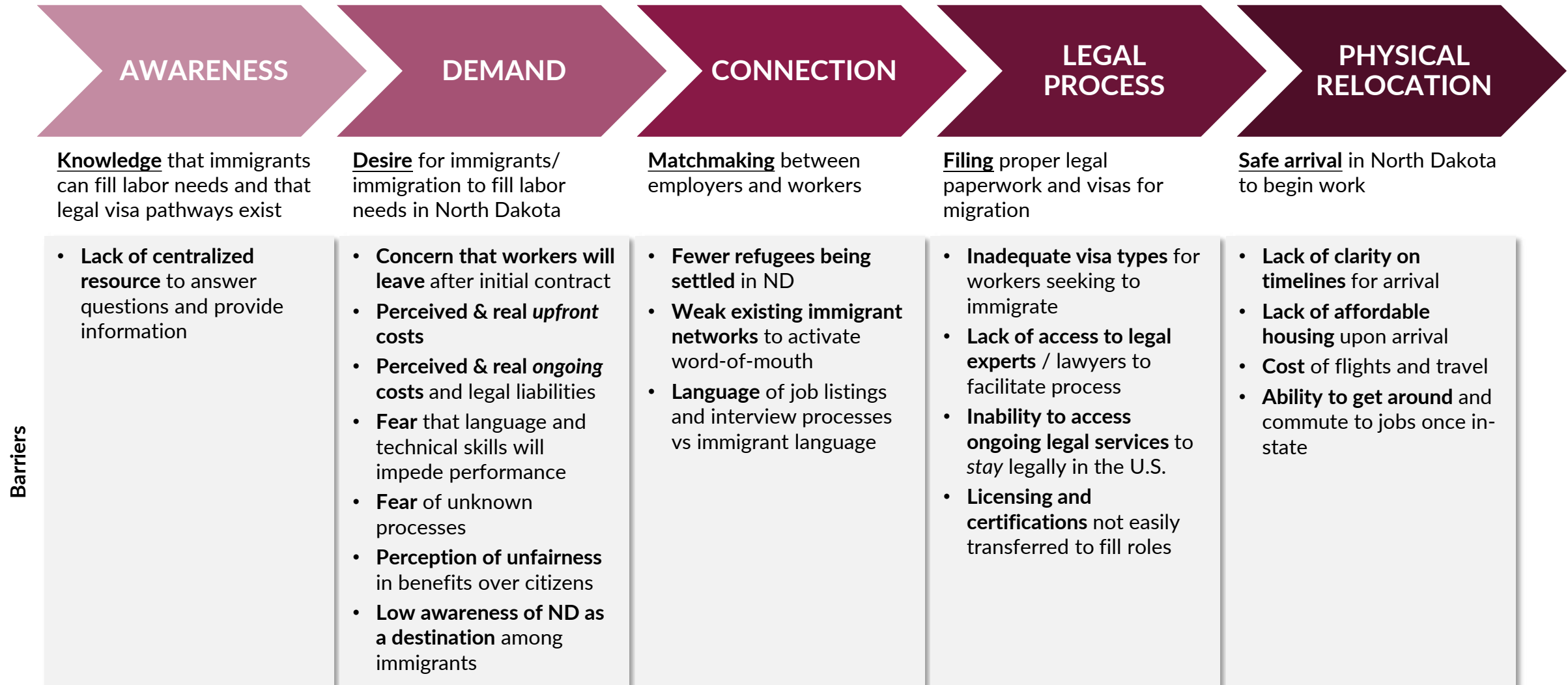
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To help employers address their workforce needs through foreign-born labor, OLI can consider the full journey for employers and immigrants



Bringing immigrant labor to North Dakota will require OLI to help employers and workers overcome barriers throughout their journeys



Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).

Investment in easing community integration can lead to exponential returns through word-of-mouth recruitment



Long-term ROI¹ in foreign-born labor recruitment will depend on the length of duration that families stay in their communities



Ensuring immigrants choose to stay in North Dakota

Ensuring immigrants feel welcome in the community

Helping immigrants recruit new labor through their networks

Barriers

- Inability to navigate legal system for visa sponsorship
- Lack of financial resources to fund continued immigration processes and services
- Discomfort with the climate and cold winters
- Inability to bring family members over
- Preference for home country
- Preference for other U.S. cities/states with more amenities

- Lack of understanding of cultural needs and preferences
- Lack of funding for relocation needs (e.g., housing, transportation)
- Lack of access to cultural touchstones (e.g., foods, faith communities)
- Language difficulties and lack of translated services
- Lack of access to public transit options
- Overt discrimination
- Feelings of isolation

- Lack of programs with incentives for peer recruitment
- Unclear needs of arriving immigrants or willingness to provide extra services
- Lack of funding to develop programs for strategic outreach
- Difficulty connecting immigrants to services needed for relocation (e.g., affordable housing, transportation)

¹Research on ROI of immigrant recruitment and retention can be found in this [white paper](#) from the Center of Global Development, and North Dakota-specific data on immigrant spending and taxes can be found in this American Immigration Council [report](#). Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).

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There are 11 priority areas OLI can pursue as part of its overall strategy to recruit and retain foreign-born workers

Proposed solutions for OLI¹

- 1  **Provide catalytic grants** to support immigration to ND
- 2  **Develop web resources** for employers, communities, and foreign-born workers
- 3  **Host informational webinars & workshops** for employers
- 4  **Drive an advocacy agenda** (state & federal)
- 5  **Partner with ND universities** to develop post-graduate pathways to OPT
- 6  **Pilot partnerships for cap-exempt H-1B visas** (e.g., with universities, hospitals, and law firms)
- 7  **Pilot relocation and job placement efforts** from within the U.S. (NYC/CHI)
- 8  **Batch groups for employee attorney fees** (particularly SMEs)
- 9  **Conduct paid advertising** to recruit foreign-born workers
- 10  **Pilot partnerships for transitional housing** (e.g., with AirBnB and universities)
- 11  **Pilot transportation solutions** (shared drivers, rideshare vouchers)

¹These solutions were selected and refined based on discussions between Dalberg, LaMP, and OLI at a workshop in December 2023. Please refer to the annex section for the full list of potential solutions.

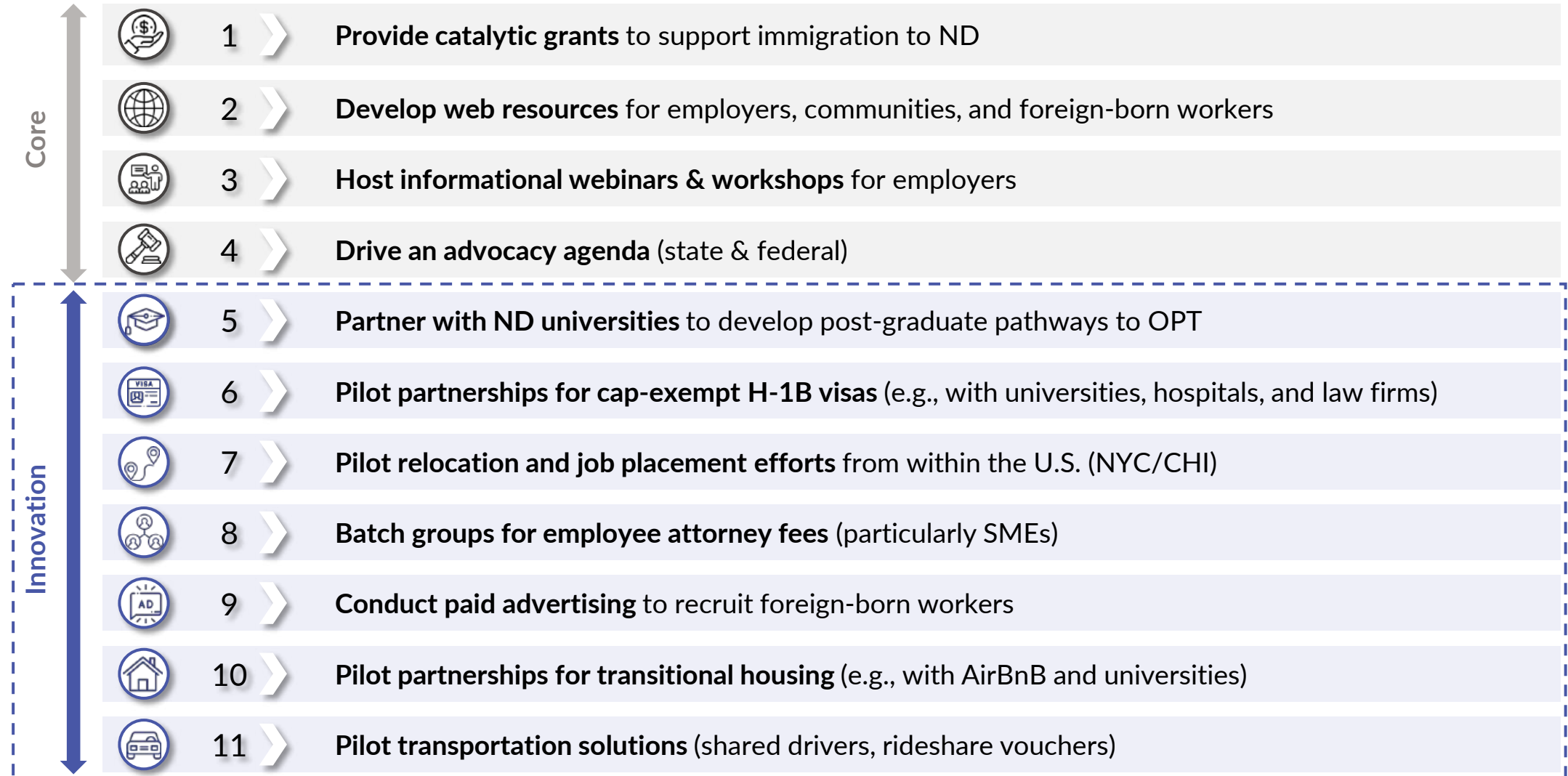
The prioritized solutions can be divided into “core” programming and “innovations” depending on OLI’s role in launching programs



Four prioritized solutions encompass evergreen activities that should be considered the core programming and value proposition for OLI...














...while innovative approaches to specific bottlenecks can help build momentum until other actors are able to take forward longer term



¹These solutions were selected and refined based on discussions between Dalberg, LaMP, and OLI at a workshop in December 2023. Please refer to the annex section for the full list of potential solutions.

The following slides offer a detailed explanation for how OLI can execute each core solution in the near- and long-term

Proposed solutions

-  Provide catalytic grants
-  Develop web resources
-  Host informational webinars & workshops
-  Drive an advocacy agenda
-  Partner with ND universities for OPT
-  Pilot cap-exempt H-1B partnerships
-  Pilot relocation and job placement efforts
-  Batch groups for employee attorney fees
-  Conduct paid advertising
-  Pilot housing partnerships
-  Pilot transportation solutions

Details provided for each “core” recommendation



Description

- Executive summary of the solution
- Objectives and rationale for why the solution is critical to OLI’s strategy
- Proposed audience and detailed activities



Next steps

- Immediate and long-term next steps to design and execute the proposed strategy



Key partners

- Illustrative local and national partners that OLI can work with to bring the solution to life



Risks & mitigations

- Risks that may prevent OLI from successfully executing the proposed solution
- Ways OLI can mitigate these risks

Provide catalytic grants | Objectives & rationale

Core

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DESCRIPTION

OLI can provide catalytic grants to support immigration to ND through its \$2M grantmaking fund.

Recipients would include **CBOs, business associations, and other organizations** working to relocate and integrate recent immigrants and New Americans in North Dakota. Funding would meet the criteria of being **(1) catalytic** (unlocking future flows of foreign-born workers), **(2) additional** (filling an unaddressed immigration or integration need), and for for-profit employers, **(3) sustainable** (not reliant on ongoing state subsidy once proof of concept is established).



OBJECTIVES

- **Amplify the impact of established immigrant-serving organizations** by providing supplementary funding for diverse initiatives, such as equipping community/career navigators to offer tailored services in underserved locations
- **Encourage collaborative partnerships** among organizations that have demonstrated proof-of-concept in recruitment or retention efforts to fill communication and information gaps and spur innovations beyond OLI-led approaches¹



RATIONALE

- **A gap remains between immigrant needs and resources available** and accessible through employers, making it difficult for foreign-born workers to have a “soft landing” in North Dakota
- **Available funding to create a seamless experience for new arrivals is insufficient**, lowering the value proposition to foreign-born workers considering relocation and placing undue burden on small and medium sized businesses
- **OLI is not a social services agency**, so funding must look to create sustainable pathways to success

¹For more information on innovative solutions facilitated by OLI, see slides 51-67.

Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).



Provide catalytic grants | Content

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AUDIENCE

- **CBOs, business associations, employers, and other social or legal service providers** that are interested in piloting or expanding activities that meet OLI's grantmaking criteria (e.g., training community/career navigators, increasing translation and interpretation services, and piloting targeted programming to increase career opportunities for and community integration of newcomers)



INCLUDE

- **Navigational support** for newcomers, including individualized employment and social services that are delivered in an empowering and culturally sensitive manner (e.g., community/career navigators)
- **Immediate arrival support** for newcomers, such as assistance accessing furniture, winter clothing, temporary housing, and transportation
- **Collaborative projects and pilots** led by proven organizations that provide innovative approaches to filling resource gaps and addressing bottlenecks and barriers to successful recruitment and retention



EXCLUDE

- **Funding to cover one-off visa payments or legal services** related to both employer-sponsored visas and legal processes initiated by the migrant
- **Direct cash payments to migrants** to cover basic and personal expenses
- **Funding for programs that are *not* catalytic, additional, and sustainable**, (e.g., core operating costs for NGOs)

Provide catalytic grants | Next steps



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NEXT STEPS

In the short-term (next 6 months):

1. **Develop application criteria**, including forms and instructions for potential applicants, evaluation criteria, and grantee reporting requirements
2. **Develop a light-touch monitoring and evaluation plan** that outlines a minimal set of key indicators and reporting obligations, emphasizing learning over rigid reporting
3. **Create a clear communications plan** that outlines what grant funding does and does not cover
4. **Conduct outreach and promote grant program** widely to maximize potential applicant pool
5. **Request and evaluate initial grant applications** following the initial outreach period and launch first round of grantmaking

In the longer-term (6+ months):

1. **Conduct monitoring and evaluation of initial grants**, focusing on lessons learned, a mix of qualitative and quantitative impact metrics, and key insights to share with communities and state
2. **Launch a simple feedback mechanism** to collect insights from grant recipients during and following the initial pilot phase, which may include monthly surveys, informal phone calls, and end-of-grant focus group discussions to allow OLI to gather valuable feedback without extensive resources
3. **Develop a preliminary budget request** for the 2025 state legislative session based on initial findings and conversations with pilot grant recipients

Provide catalytic grants | Illustrative examples



KEY PARTNERS AND SAMPLE GRANTS

*Illustrative grant recipient**

Overarching objective

Description of sample grant-supported activities

Immigrant-serving CBO

Recruitment and training of career navigators

- **Expand the organization's existing workforce coordinator program** by hiring an additional career navigator that can liaise with employers, act as a trusted resource to help New Americans navigate the job search process, and catalyze word-of-mouth recruitment efforts to diaspora members in other states

Nonprofit immigration legal assistance provider

Expanding access to low-cost legal services

- **Fund a pilot program to test “batching” legal fees for small businesses** in collaboration with a business association or local chamber of commerce and lawyers based in North Dakota
- **Fund the expansion of the nonprofit law center's presence in North Dakota** to increase employers' and immigrants' access to low-cost legal services

Employer collective

Relocation and integration assistance

- **Fund a pilot program to help employers offer on-the-job English classes, or on-site interpretation/translation** to improve job satisfaction and develop a more inclusive work environment
- **Support initial relocation costs for newly-arrived workers**, such as by funding a vanpool program for a group of employers

*These are hypothetical examples and are not intended to imply actual grant awards

Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).



Provide catalytic grants | Risks & mitigations

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KEY RISKS & MITIGATION STRATEGIES

The grantmaking program may not attract diverse applicants if the application and reporting processes are burdensome for smaller organizations or first-time grant applicants



Use flexible application formats and reporting measures, such as written narratives, audio files, and semi-annual check-ins

OLI may face staff capacity constraints to manage the grant portfolio and monitoring requirements given the limited headcount of the office



Streamline grant management (e.g., reducing reporting demands, outsourcing data management) and distribute a few, larger grants rather than funding many small, competitive initiatives

Negative public perceptions about giving immigrants a “handout” may decrease political support and limit funding approval for OLI in the 2025 legislative session



Develop a clear communications plan that outlines what the grants do and do not cover (i.e., grant are not direct payments to migrants for personal expenses)

Grants may duplicate existing efforts due to a lack of coordination and information sharing among immigrant-facing CBOs and employers hiring foreign-born workers



Convene key leaders through the Global Talent Taskforce* to conduct a mapping of existing efforts and key priority areas before approving the first round of grantmaking

*For more information on the Global Talent Taskforce, see slides 69-71.

Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).



Develop web resources | Objectives & rationale

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DESCRIPTION

OLI can design a website to serve as a central hub for information and services, offering clear and comprehensive information to diverse stakeholders including employers, immigrants, refugees, and partners.

The website will act as a “one-stop shop” that includes **checklists and interactive tools for employers**, a **translated "welcome packet"** for New Americans, and **links and contacts for CBOs and trusted partners** providing legal, financial, housing, and cultural services.



OBJECTIVES

- **Equip employers with accurate information** about legal processes, costs, and best practices related to hiring foreign-born workers
- **Provide employers with information and tools to foster inclusivity** and promote long-term worker retention
- **Facilitate a soft landing for New Americans** by providing a centralized resource hub in multiple languages that assists newcomers in navigating and accessing essential services and information



RATIONALE

- **Many employers cite pain points around finding relevant and fulsome information** to demystify legal immigration pathways available, work authorization guidelines, and arrival timelines. Federal resources are spread-out and difficult to parse
- **Web resources can ease the burden on OLI staff** by providing self-service information for newly-arrived immigrant workers and employers



Develop web resources | Content

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AUDIENCE

- **Employers** seeking guidance on visa types, legal requirements, costs, and pathways for hiring foreign-born workers
- **Immigrants & refugees** who are navigating the legal immigration process, seeking employment and/or housing opportunities, and are looking to access low- and no-cost essential services
- **Communities & partners** interested in staying informed about OLI programming, events, and grantmaking/partnership opportunities



INCLUDE

- **Resources for employers, including an interactive tool** to identify appropriate visa pathways for their business, and checklists for legal requirements, costs, and wait times by skill- and/or sector¹
- **A welcome packet for New Americans** with information on essential services (e.g., setting up a bank account, obtaining a social security number, accessing low- and no-cost social services, tenant obligations, etc.), translated into appropriate languages
- **Resources for community members**, such as a guide on how to welcome New Americans that includes volunteering and donation opportunities
- **A list of available services, partners, trainings, and upcoming events** to keep communities up to date on OLI programming and offerings



EXCLUDE

- **Detailed regulatory assistance or personalized legal advice**, which must be obtained directly from qualified immigration law experts²
- **Overly technical or biased language** that may be confusing or non-inclusive
- **Web features that result in the collection of unnecessary personal information** without explicit consent or legitimate need

¹Comparable immigrant- and employer-facing checklists can be found through the “[Make It in Germany](#)” campaign and the U.S. section of “[Migration Pathways](#)” developed by Global Skills Partnerships respectively.

²OLI should clarify on its website that any information provided is *not* a substitute for professional legal representation.



Develop web resources | Next steps

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NEXT STEPS

In the short-term (next 6 months):

1. **Review existing relevant resources** within North Dakota to ensure there is no duplication of efforts
2. **Outline content structure** and key information to be included
3. **Create checklists and welcome packet**, drawing on existing resources from other state offices and national organizations
4. **Launch initial content on website**, focusing on high-demand pieces such as an employer checklist and ensuring mobile device compatibility given immigrant community reliance on phones
5. **Conduct beta user testing** with representatives from the target audiences to identify potential issues and gather insights for improvement
6. **Develop an outreach strategy** to promote the website through social media, newsletters, and other channels
7. **Connect with legal service providers and CBOs** to gauge interest in being publicly listed as a trusted partner

In the longer-term (6+ months):

1. **Translate key content** into relevant languages (e.g., Spanish, Somali, Nepali, Ukrainian, Arabic, Tagalog)
2. **Solicit ongoing feedback** from website users through online forms and focus groups to refine content
3. **Investigate whether AI-driven interactive tools** can enhance user engagement and screen initial questions from users (e.g., AI-driven chatbot or virtual assistant to provide instant responses to common queries)
4. **Develop a plan for regular content updates**, ensuring that information remains current and relevant for target audiences



Develop web resources | Key partners and risks & mitigations

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KEY PARTNERS

Existing websites and resources to reference



Colorado Migrant Welcome Guide¹; New American Toolkit²



Quick-Check tool³



Global Skill Partnerships - Migration Pathways⁴

Illustrative trusted partners

Law centers that provide low/no-cost immigration legal services

CBOs providing integration support, such as career and community navigation

Adult learning centers and ELL resources



KEY RISKS & MITIGATION STRATEGIES

Inaccurate translations or lack of cultural sensitivity in welcome packet and resources for New Americans may hinder effective communication and integration efforts



Collaborate with language experts and immigrant leaders in North Dakota while creating resources for New Americans and ensure representative visuals on website

Information may become outdated due to unforeseen changes in the federal immigration system or shifts within trusted partners



Establish a quarterly review mechanism to ensure regular assessments of the website's information in partnership with immigration policy experts

Lack of awareness by employers, communities, and immigrants about the website and its resources



Advertise the OLI website as a "one-stop shop" through social media and connections with business associations, chambers of commerce, and CBOs

Sources: 1) Colorado Office of New Americans, "[Colorado Migrant Welcome Guide](#)," 2023; 2) Colorado ONA, "[The New American Toolkit](#)," 2021; 3) Make it in Germany, "[Quick-Check](#)," 2024; 4) Center for Global Partnerships, "[Global Skill Partnerships - Migration Pathways](#)," 2024; Stakeholder interviews and focus group discussions; Benchmarking analysis (see annex 1 for details).

Host informational webinars & workshops | Objectives & rationale

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DESCRIPTION

OLI can host educational sessions and workshops for employers on legal pathways for foreign-born workers, resources available to recruit them, and assistance necessary to ensure talent retention and satisfaction.

Initiatives would include a **quarterly webinar series, employer roundtables, industry-specific employer workshops, and on-demand video trainings**. Sessions would focus on topics such as navigating the U.S. immigration system, understanding the rights of immigrant workers and the benefits of hiring them, and developing cultural competency skills to foster more inclusive workplaces for foreign-born workers.



OBJECTIVES

- **Build awareness and demand for foreign-born workers** among employers that may be unaware of or hesitant about the potential talent pool
- **Showcase success stories** where businesses have integrated foreign-born workers, emphasizing positive outcomes of diverse teams
- **Build shared knowledge and disseminate key learnings and best practices** to increase success of recruitment and retention and decrease cost to employers



RATIONALE

- **There remain significant misconceptions around available visa pathways** and the time and cost of recruiting foreign-born workers
- **Employers have asked for trainings and interactive forums** to conduct Q&As outside of the static web resources
- **Employers often focus on legal procedures, overlooking additional requirements** for hiring foreign-born workers and the support needed to retain workers once they arrive
- **OLI lacks capacity for 1:1 consulting with employers**, so webinars and workshops allow the team to efficiently reach a geographically-spread group of employers

Host informational webinars & workshops | Content



AUDIENCE

- **Employers** looking to increase their understanding of legal pathways, available resources, and best practices from other employers in ND
- **Employers** interested in cultural competency trainings, focus group discussions, and workshops focused on best practices for retaining and integrating foreign-born staff



INCLUDE

- **Quarterly webinar series**, covering topics such as an introduction to OLI, an overview of legal pathways for foreign-born workers, and key resources needed to hire and onboarding foreign-born workers (e.g., visas, housing)
- **On-demand cultural competency trainings** covering effective communication in multilingual workplaces, cultural and religious accommodations, and inclusive leadership practices
- **Industry- and geography-specific informational sessions and workshops** in partnership with local chambers and industry associations



EXCLUDE

- **Specific legal services, representation, or individualized advice** for employers navigating the visa sponsorship process
- **Overly technical information** that may be overwhelming for employers with limited experience in the topics discussed
- **Lobbying around legislative agenda items**
- **Official promotion of specific employer practices or stances**



Host informational webinars & workshops | Next steps



NEXT STEPS

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In the short-term (next 6 months):

1. **Develop content for initial webinars and workshops**, focusing on foundational topics such as an introduction to OLI and common legal pathways for foreign-born workers
2. **Identify potential guest speakers and external contractors** who can co-lead or facilitate sessions, including employers with success hiring foreign-born workers
3. **Connect with business associations and chambers of commerce** to identify opportunities to co-host in-person sessions during standing meetings and conferences
4. **Develop a feedback mechanism for participants** to evaluate success of sessions and identify high-interest topics
5. **Kick-off an informational webinar series** with an introduction to OLI to set the tone, discuss OLI's mission and ambition, introduce upcoming series topics, and encourage ongoing participation

In the longer-term (6+ months):

1. **Launch sessions** tailored to different industries or geographic regions, providing targeted content that addresses the unique challenges and opportunities faced by participants
2. **Explore development of an employer certification program** to recognize businesses with a proven commitment to diversity, inclusion, and adherence to best practices
3. **Establish a collaborative platform or online forum** for employers to connect, share learnings, and seek additional support beyond scheduled events
4. **Evaluate the impact of and refine webinar and workshop content**, using the feedback collected from participants after each session that should include both quantitative and qualitative data to measure knowledge retention, participant satisfaction, and the practical application of insights

Host informational webinars & workshops | Key partners and risks & mitigations



KEY PARTNERS

Illustrative outreach channels

Co-host events with local chambers of commerce

Connect with agricultural employers through university extension programs

Host informational sessions at standing meetings and conferences for industry associations (e.g., NDHA)

Illustrative guest speakers and contractors



Present at 'visa 101' session



Co-host session on culturally-appropriate workplace supports



KEY RISKS & MITIGATION STRATEGIES

Low employer attendance and participation in trainings and webinars due to competing priorities



Strategic partnerships with business associations and chambers of commerce will enable OLI to advertise webinars and host educational sessions at standing meetings and conferences

Unrealistic expectations from employers regarding the extent of OLI's direct involvement in legal processes and individual immigration cases



Use introductory webinars to set expectations on OLI's role as an information distributor and coordinating partner

Limited engagement during webinars and workshops due to reluctance to share candid questions or concerns in a group setting



Foster interactivity through Q&A sessions and polls and encourage pre-submission of questions to address specific issues

Drive an advocacy agenda | Objectives & rationale

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DESCRIPTION

OLI can develop a comprehensive state and federal advocacy agenda to promote policies and regulations that facilitate the recruitment and retention of foreign-born workers in the state.

At the state-level, key advocacy areas can include **affordable housing, increased access to existing social services, and licensing and certification requirements**. Federal advocacy priorities can focus on **streamlining immigration and work authorization processes**.



OBJECTIVES

- **Serve as a roadmap for legislative initiatives and collaborations with key stakeholders** that clearly outlines how specific legislative and regulatory changes can address barriers to recruiting and retaining foreign-born workers
- **Enhance awareness and understanding of the economic and social contributions of foreign-born workers among lawmakers** – as well as their ongoing needs and support gaps
- **Build a coalition of cross-sector stakeholders** to increase support for policy reform supporting foreign-born labor



RATIONALE

- **Some bottlenecks can only be addressed through legislative and regulatory changes**, so an advocacy agenda helps OLI bring these priorities to the attention of decision-makers and provide information to foster understanding and drive action
- **OLI is well positioned to address misconceptions about foreign-born workers among employers and communities in North Dakota**, fostering a more accurate understanding of their positive contributions
- **North Dakota would benefit tremendously from a modernized immigration system** to fill critical labor gaps and shorten job placement timelines



Drive an advocacy agenda | Content

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AUDIENCE

- **Local government officials** who can engage in community integration initiatives
- **North Dakotan state legislators and offices** who can refine and push forward agenda items proposed by OLI and its partners
- **North Dakotan senators and representatives** who have the capacity to influence federal immigration policies



INCLUDE

- **Work with local governments** to ensure resources and regulations address needs of foreign-born residents
- **Support statewide initiatives to make ND more inclusive to foreign-born workers**, such as facilitating access to state certifications and licenses, and ensuring access to affordable healthcare and education
- **At the federal level, support efforts to increase legal pathways and employment-based visas**, including updating the H-1B and H-2B caps and greater state autonomy in setting immigration policy



EXCLUDE

- **Lobbying activities**
- **Wading into national security debates**, which distract from constructive steps to support legal immigration
- **Discussion of individual countries and nationalities**, which may prevent OLI from fostering a broader and more inclusive approach



Drive an advocacy agenda | Next steps



NEXT STEPS

In the short-term (next 6 months):

1. **Identify 2-3 key advocacy areas** based on gaps in existing policy and alignment with the governor's priorities (e.g., driver license reform, healthcare access)
2. **Connect with key stakeholders** to foster partnerships with government officials, community leaders, and industry representatives sharing common advocacy goals
3. **Conduct a risk assessment** of advocacy agenda items based on alignment with legislative priorities
4. **Continue to engage with advocacy networks outside ND**, such as state offices with similar federal advocacy priorities

In the longer-term (6+ months):

1. **Establish mechanism for the Global Talent Taskforce** to provide input and feedback on the advocacy agenda
2. **Identify and incorporate additional advocacy areas** that align with evolving needs of employers and foreign-born workers

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Drive an advocacy agenda | Key partners and risks & mitigations



KEY PARTNERS

Illustrative state-level advocacy partners

Industry associations with similar advocacy priorities, such as streamlining certification systems

Local and statewide chambers of commerce with workforce development/readiness initiatives

Illustrative federal & national advocacy partners

Other state offices focusing on recruitment and retention of foreign-born workers

Federal representatives for ND, including senators and representatives with aligned priorities



KEY RISKS & MITIGATION STRATEGIES

Opposition to OLI advocacy efforts could dampen broader support for the office in the 2025 legislative session, affecting its operational budget and effectiveness in executing its mandate



Actively engage with legislators to provide comprehensive and transparent information about the role of the office and its policy priorities

Negative media coverage about immigrants and pro-immigrant policies could hinder support for OLI's advocacy agenda



Develop a strategic messaging strategy, focusing on workforce issues and connecting the current moment to the state's history of welcoming immigrants





Changes in the political landscape during the 2024 state elections may alter the level of support or opposition for advocacy items, affecting the likelihood of legislative success










Strengthen and expand relationships with organizations representing diverse interests to expand visibility and support for advocacy agenda

The following slides offer a detailed explanation for how OLI can execute each innovation solution in the near- and long-term

Proposed solutions

-  Provide catalytic grants
-  Develop web resources
-  Host informational webinars & workshops
-  Drive an advocacy agenda

-  **Partner with ND universities for OPT**
-  **Pilot cap-exempt H-1B partnerships**
-  **Pilot relocation and job placement efforts**
-  **Batch groups for employee attorney fees**
-  **Conduct paid advertising**
-  **Pilot housing partnerships**
-  **Pilot transportation solutions**

Details provided for each “innovation” recommendation



Description

- *Executive summary of the opportunity*
- *High-level analysis across seven criteria to support OLI’s prioritization of innovation activities**



Next steps

- *Immediate and long-term next steps to design and execute the proposed strategy*



Key partners

- *Illustrative local and national partners that OLI can work with to bring the solution to life*



Risks & mitigations

- *Risks that may prevent OLI from successfully executing the proposed solution*
- *Ways OLI can mitigate these risks*

*The seven criteria used to analyze and prioritize the “innovation” solutions are described in detail on slide 52.

OLI can prioritize the innovation opportunities using seven criteria to identify areas most likely to yield results

Criteria	Description	Metrics
1 Impact magnitude	How many jobs is this approach likely to fill if successful?	<ul style="list-style-type: none"> ● 100+ jobs filled ● 1 to 100 jobs filled ● Approach alone will not fill jobs
2 Time to results	How quickly could this approach start filling labor needs in North Dakota?	<ul style="list-style-type: none"> ● By fall 2024 ● By mid-2025 ● 2025+
3 Permanence	Is this approach likely to be a band-aid or a permanent solution ? Will it contribute to building healthy communities in the state or only addressing labor shortages?	<ul style="list-style-type: none"> ● Permanent residence/path to citizenship ● Temporary (1+ years) ● Seasonal (renews each season)
4 Resource intensity	How heavy of an investment (in time, money, and human resource) does this approach require? What is the “ opportunity cost ”?	<ul style="list-style-type: none"> ● <\$100k ● \$100k to \$200k ● >\$200k
5 Political import	How much support will this approach receive from key constituents and legislators? How sensitive will it be with key stakeholders statewide?	<ul style="list-style-type: none"> ● High support + low sensitivity ● Low support & risk OR high support & sensitivity ● Low support + high sensitivity
6 Feasibility	How likely is this solution to be successful? What level of risk is involved in dedicating resources to this approach?	<ul style="list-style-type: none"> ● OLI can do this alone/with other state offices ● Requires existing external partnerships ● Requires new external partnerships
7 Criticality	How important is the need being met through this solution?	<ul style="list-style-type: none"> ● Helps fill high-demand roles¹ in acute-need areas² ● Helps fill high-demand roles outside acute-need areas ● Helps fill lower-demand roles outside acute-need areas

¹See slides 16-20 for an overview of high-demand roles in healthcare, agriculture, and energy sectors.

²Acute-need areas include lower-population counties where labor shortages may contribute to essential service disruption.

Partnerships around OPT, H-1B visas, and domestic relocation efforts may hold highest promise

	Impact magnitude	Time	Permanence	Resource intensity	Political import	Feasibility	Criticality	Score*
Partner with ND universities to develop post-graduate pathways to OPT	●	●	●	●	●	●	●	18
Pilot partnerships for cap-exempt H-1B visas (e.g., with universities, hospitals, and law firms)	●	●	●	●	●	●	●	17
Pilot relocation and job placement efforts from within the U.S. (NYC/CHI)	●	●	●	●	●	●	●	16
Batch groups for employee attorney fees (particularly SMEs)	●	●	● ¹	●	●	●	●	15
Conduct paid advertising to recruit foreign-born workers	●	●	●	●	●	●	●	15
Pilot partnerships for transitional housing (e.g., with AirBnB and universities)	●	●	●	●	●	●	●	13
Pilot transportation solutions (shared drivers, rideshare vouchers)	●	●	●	●	●	●	●	13

*This score is an aggregate for each recommendation's ranking against the seven criteria, where green = 3, yellow = 2, and red = 1

¹Could be used for both seasonal and permanent visa types.

Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).

Partner with ND universities to develop OPT pathways | Description and next steps

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DESCRIPTION

OLI can partner with ND universities to develop OPT (Optional Practical Training) pathways, connecting international students with employers interested in hiring workers with OPT, particularly in STEM.*

OLI can share information with employers about recruiting international students and strategies to retain workers with OPT, such as helping employees apply for permanent residence or offering tuition assistance to extend OPT eligibility for workers interested in continued education. Additionally, creating pathways to postgraduate opportunities builds a value proposition to attract future international students.



NEXT STEPS

In the short-term (next 6 months):

1. **Identify champion employers** who have experience hiring workers with OPT or are interested in recruiting international students
2. **Host informational sessions for employers** covering an introduction to OPT and strategies to retain workers with OPT
3. **Connect interested employers with university career centers or international student services** to engage in campus recruiting

In the longer-term (6+ months):

1. **Create an OPT-specific checklist for employers** outlining pathways to keep employees after OPT eligibility expires
2. **Collaborate with employers and universities to host a job fair** for international students seeking OPT opportunities
3. **Broaden scope of university partnerships**, connecting interested employers with out-of-state universities

Aggregate score: 18

Scoring key: ● = 3 ● = 2 ● = 1

Criteria	Metric "ranking"
Impact magnitude	●
Time to results	●
Permanence	●
Resource intensity	●
Political import	●
Feasibility	●
Criticality	●

*Graduates of certified STEM programs can apply for a [24-month work authorization extension](#) through OPT.

Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).

Partner with ND universities to develop OPT pathways | Key partners and risks & mitigations



KEY PARTNERS

North Dakota universities



NDSU

Other North Dakota universities with international student populations

Out-of-state universities

Target out-of-state universities with large international student populations and programs relevant to ND employers to maximize recruiting pool and increase match likelihood



KEY RISKS & MITIGATION STRATEGIES

Employers are reluctant to hire workers on temporary visas



Offer guidance to employers on retaining workers after OPT expires, including strategies such as graduate tuition assistance and supporting pathways to legal residence

Low interest from employers in recruiting international students due to a lack of understanding or awareness about OPT



Use introductory OLI informational sessions and web resources to highlight OPT as an option for hiring foreign-born workers, increasing employer awareness of the pathway

Mismatch between international students' skills and labor needs may lead to poor recruiting outcomes



Leverage university career center infrastructure to screen potential applicants and ensure alignment between students' skills and employer needs

Pilot cap-exempt H-1B partnerships | Description and next steps



DESCRIPTION

OLI can increase access to cap-exempt H-1B visas by coordinating partnerships between eligible research organizations and employers.*

Specifically, this opportunity could be **piloted within the healthcare sector to address the need for RNs and NPs**, including partnerships between research institutes, medical clinics, university-affiliated hospitals, recruiters, and immigration lawyers.



NEXT STEPS

In the short-term (next 6 months):

1. **Organize a townhall** for potential institutional partners with an immigration lawyer, explaining the opportunity and needed step
2. **Spread awareness** through development and sharing of online and other sources
3. **Create partnerships with recruiters** specializing in hiring H-1B nurses

In the longer-term (6+ months):

1. **Organize regular roundtables** for employers and other partners to share experience with the program and make new connections
2. **Function as a hub**, connecting individual stakeholders with appropriate partners
3. **Explore more sectors** in which employers could be eligible for the H-1B cap exemption

Aggregate score: 17

Scoring key: ● = 3 ● = 2 ● = 1

Criteria	Metric "ranking"
Impact magnitude	●
Time to results	●
Permanence	●
Resource intensity	●
Political import	●
Feasibility	●
Criticality	●

*Cap-exempt research organizations include universities and related nonprofit entities, nonprofit research organizations, and government research organizations. Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).

Pilot cap-exempt H-1B partnerships | Key partners and risks & mitigations



Core

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KEY PARTNERS

Research institutions



Focus on healthcare programs (e.g., UND School of Medicine & Health Sciences, NDSU School of Nursing)

Employers

Healthcare systems that have existing partnerships with ND universities

Navigational supports

Jonathan Grode
Attorney specializing in cap-exempt H-1B processes

International nurse recruitment agencies



KEY RISKS & MITIGATION STRATEGIES

Lack of hospitals affiliated with universities that could be eligible to hire H-1B nurses



Identify and create a list of research institutes with whom hospitals could partner

Lack of interest among the research institutions to partner on such program



Develop materials and host workshops explaining benefits and providing incentives to participate on the program

Higher cost of hiring cap-exempt H-1B workers due to the additional immigration lawyer fees and processes that accompany filing H-1B cap-subject petition



Identify ways to allow for multiple employers to split the additional cost through attending joint sessions

Pilot relocation and job placement efforts | Description and next steps



DESCRIPTION

OLI can pilot relocation and job placement efforts for foreign-born workers who already reside in the U.S. and have work authorization.

Through partnerships with various groups assisting migrants in areas with high migrant populations, OLI can connect ND employers with work-authorized individuals, such as those with TPS, bypassing longer immigration processing timelines to address the labor shortage.



NEXT STEPS

In the short-term (next 6 months):

1. **Identify employers** that have experience hiring foreign-born workers and are committed to providing “day-one” supports to individuals and families relocating to ND*
2. **Negotiate relocation assistance** including potential financial support
3. **Connect career centers and other organizations in a select high-migrant area** with 1-2 initial employers for a recruiting pilot

In the longer-term (6+ months):

1. **Evaluate results of initial pilot**, identifying lessons learned and refining strategy
2. **Scale initial relocation efforts** based on pilot outcomes, e.g., through in-person job fairs or interview days for interested employers
3. **Assess opportunities for recruiting partnerships in other U.S. geographies**, potentially including Denver, Chicago, and Texas

Aggregate score: 16

Scoring key: ● = 3 ● = 2 ● = 1

Criteria	Metric “ranking”
Impact magnitude	●
Time to results	●
Permanence	●
Resource intensity	●
Political import	●
Feasibility	●
Criticality	●

*Supports could include a variety of critical needs around housing, transportation, and other social and legal services.

Sources: Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).

Pilot relocation and job placement efforts | Key partners and risks & mitigations



KEY PARTNERS

Illustrative city government partners



Other U.S. cities
with large migrant
populations

Illustrative implementing partners



Diaspora
community groups
and associations



KEY RISKS & MITIGATION STRATEGIES

Lack of access to housing and transportation for individuals and families relocating to ND deters other cities from participating



Screen employers interested in targeted recruiting efforts, establishing housing and transportation support as a requirement for participation

Ambiguity about the number of work-authorized migrants due to data collection policies in sanctuary cities could hinder successful matching



Create applicant screening system in collaboration with implementing partners to ensure employers only receive applications from work-authorized migrants

Negative media narratives due to misperception that migrants did not enter the U.S. through regular channels or that relocation is not voluntary



Develop comprehensive media strategy prior to first pilot recruitment effort, with focused messaging around legal immigration and skilled recruiting

Batch groups for employer attorney fees | Description and next steps



DESCRIPTION

OLI can promote a **batched approach to attorney fees and related legal costs** for small and medium-sized businesses that have limited access to standalone legal services.

In collaboration with businesses associations and chambers of commerce, OLI can facilitate the **grouping of employers within industries or regions**, enabling businesses to **collectively engage a dedicated immigration attorney**, with each member contributing a percentage of associated costs.



NEXT STEPS

In the short-term (next 6 months):

1. **Meet with key business associations, chambers of commerce, and legal professionals** to gauge interest in approach
2. **Identify legal professionals** interested in providing batched services
3. **Host a workshop with interested stakeholders** to facilitate brainstorming of guidelines and for implementing batched approach and a financial model to action batching

In the longer-term (6+ months):

1. **Monitor collaboration and engage as needed** in employer-led pilot
2. **Evaluate success of the pilot program**, and gather best practices for batching approach
3. **Create informational sessions and webinars** for other employer groups interested in a similar approach, outlining benefits, guidelines, and processes

Aggregate score: 15

Scoring key: ● = 3 ● = 2 ● = 1

Criteria	Metric "ranking"
Impact magnitude	●
Time to results	●
Permanence	●
Resource intensity	●
Political import	●
Feasibility	●
Criticality	●

Batch groups for employer attorney fees | Key partners and risks & mitigations



Core

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KEY PARTNERS

Illustrative implementers

Potential pilot groups would include industry associations with members that are primarily a) SMEs, and b) interested in using immigration pathways to hire foreign-born worker

Illustrative legal partners

IMMIGRANT
LAW CENTER
— of MINNESOTA —



Channels to connect with North Dakota-based immigration attorneys



KEY RISKS & MITIGATION STRATEGIES

Lack of interest from legal professionals in working with a group of employers due to concerns about income or workload



Partner with legal associations to give validity to cooperative approach and ensure that OLI is casting a wide net when identifying potential partner attorneys

Implementation challenges may arise from logistical complexities of coordinating multiple employers, legal professionals, and business associations



Pilot approach with small group of employers to show proof of concept, allowing OLI to take a more hands-off, informational role down the road

Uncertainty about sustainability of batched approach once OLI takes a back seat and employer groups continue to drive approach independently



Develop a clear and detailed hand-off plan, including educational materials and ongoing support mechanisms

Conduct paid advertising | Description and next steps



DESCRIPTION

OLI can **conduct paid advertising** to raise awareness of open ND jobs among immigrant groups, specifically potential secondary migrants, as well as the benefits of living in ND.

Targeted advertisements can be distributed through **immigrant-specific media channels**, with culturally-relevant, multilingual messaging highlighting the **benefits of living in ND**, **personal narratives of immigrants** flourishing in ND, and linking to the **translated version of Find the Good Life** for audiences to learn more.



NEXT STEPS

In the short-term (next 6 months):

1. **Ensure that Find the Good Life** has culturally-inclusive information for potential immigrants regarding open jobs in ND
2. **Identify key target groups within immigrant communities** and ideal channels to reach them
3. **Work with Department of Commerce marketing and media team** to develop budget, timeline, and content for targeted ads
4. **Launch initial advertising phase** through one primary channel (e.g., Facebook)

In the longer-term (6+ months):

1. **Assess performance and reach of advertising campaign** via key metrics, such as click-through rates, impressions, and engagement
2. **Develop retargeting strategies** to increase effectiveness of ad spend
3. **Adapt strategy** to incorporate emerging platforms and channels

Aggregate score: 15

Scoring key: ● = 3 ● = 2 ● = 1

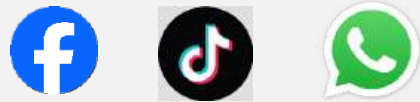
Criteria	Metric "ranking"
Impact magnitude	●
Time to results	●
Permanence	●
Resource intensity	●
Political import	●
Feasibility	●
Criticality	●

Conduct paid advertising | Key partners and risks & mitigations



KEY PARTNERS

Social media platforms



Target audience based on criteria such as location and language

Implementation partners within ND government



Develop culturally-inclusive content and videos for website



Collaborate to design advertising campaign and content



Collaborate to design advertising campaign and content



KEY RISKS & MITIGATION STRATEGIES

Low engagement from the target audiences



Analyze engagement metrics and adjust content or messaging accordingly, potentially through collaboration with immigrant leaders on Global Talent Taskforce

Misaligned messaging may not resonate with needs and aspirations of target immigrant groups



Conduct focus groups with immigrants in North Dakota to ensure that messaging is culturally-relevant

Inaccurate targeting of advertisements may lead to a lack of campaign success



Use Meta audience-targeting tools to define audience based on location, language, and expat status targeting options^{1,2}



Pilot housing partnerships | Description and next steps

Core

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Innovation

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DESCRIPTION

OLI can explore **housing solutions** to ensure foreign-born workers have short-term housing upon arrival.

Early pilots could include **developing a list of “trusted landlords”** willing to house newly-arrived immigrants, **partnering with universities** to use vacant apartment units, and **collaborating with Airbnb.org** for temporary housing solutions. Collaboration with employers, CBOs, and trusted housing partners will ensure **continuity of support** for program participants after leaving short-term housing.

Aggregate score: 13

Scoring key: ● = 3 ● = 2 ● = 1

Criteria	Metric “ranking”
Impact magnitude	●
Time to results	●
Permanence	●
Resource intensity	●
Political import	●
Feasibility	●
Criticality	●



NEXT STEPS

In the short-term (next 6 months):

1. **Work with local landlord associations** to develop a list of trusted landlords
2. **Initiate discussions with universities** to assess available housing resources and suitability foreign-born workers and their families
3. **Host workshop with interested universities** to outline legal considerations, financial arrangements, and exit process for a university pilot program

In the longer-term (6+ months):

1. **Maintain updated list of trusted landlords** in collaboration with landlord associations
2. **Support universities to launch pilot program** with a small group of immigrants
3. **Coordinate universities and CBOs to refine exit process** for immigrants transitioning from short-term housing to more permanent options

Pilot housing partnerships | Key partners and risks & mitigations



KEY PARTNERS

Illustrative university housing partners



Use university-owned apartment buildings as temporary housing

Illustrative private-sector partners



Help North Dakotans sign up to host asylees through Airbnb.org¹

Illustrative local government partner



Support ongoing efforts to use university dorms as temporary housing for newly-arrived workers



KEY RISKS & MITIGATION STRATEGIES

Lack of interest from landlords in self-identifying as a trusted landlord and potential aversion to renting to newly-arrived immigrants



Host an informational session for landlords that outlines best practices and cultural considerations for renting to immigrants; consider avenues to pair with grantmaking

Negative public perception around using university housing for non-student immigrants could hinder support for OLI and discourage university participation



Create clear messaging strategy that emphasizes use of otherwise vacant housing units and connects program to addressing workforce needs in local economies



Pilot transportation solutions | Description and next steps



DESCRIPTION

OLI can pilot innovative transportation solutions to address mobility challenges through strategic partnerships with rideshare platforms, local transportation services, or employers. OLI can connect foreign-born workers with accessible transportation options, such as **rideshare vouchers or employer-sponsored vanpools**. In a coordination role, OLI can initiate conversations with rideshare platforms and create space for employers to share best practices around transportation solutions.



NEXT STEPS

In the short-term (next 6 months):

1. **Identify employer champions** that have implemented successful transportation solutions
2. **Hold transportation roundtable with employers**, highlighting employer success stories and learnings and sharing models from benchmarking and interviews
3. **Initiate conversations with rideshare platforms** about offering free or discounted rides to recently-arrived immigrants without access to personal transportation

In the longer-term (6+ months):

1. **Create a channel or forum** for roundtable participants to stay connected and foster continued learning
2. **Collaborate with CBOs** to raise awareness about rideshare program, define criteria for program participation, and establish voucher distribution mechanism

Aggregate score: 13

Scoring key: ● = 3 ● = 2 ● = 1

Criteria	Metric "ranking"
Impact magnitude	●
Time to results	●
Permanence	●
Resource intensity	●
Political import	●
Feasibility	●
Criticality	●



Pilot transportation solutions | Description and next steps

Core

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KEY PARTNERS

Illustrative rideshare partners

Create voucher program in line with ESG initiatives (e.g., Uber's program to provide free rides to Ukrainian refugees)¹

Illustrative employer champions



Shared van program

Other companies that provide transportation for foreign-born employees

Successful models to share out



Vanpool program for commuters



Discounted transit fares for refugees³



KEY RISKS & MITIGATION STRATEGIES

Employer resistance to providing transportation, due to perceptions of unfairness to other employees or views that secondary supports are beyond their scope of responsibility



Hold roundtables with champion employers sharing success stories, costs, and ROI of providing transportation to newly-arrived workers

Limited uptake of potential rideshare program by foreign-born workers due to language barriers, lack of awareness, or cultural considerations



Collaborate with CBOs to design culturally-sensitive outreach campaigns, including multilingual informational materials and community ambassadors

Sources: 1) Uber, "Environmental, Social, and Governance Report," 2023; 2) PART, "Vanpool," 2024; 3) RTD Denver, "RTD Board of Directors approves new fare structure and equity analysis," 2023; Dalberg analysis; Stakeholder interviews and focus group discussions; Steering conversations with OLI; Benchmarking analysis (see annex 1 for details).

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OLI can ensure its limited resources are utilized effectively by standing up a Global Talent Taskforce to support priority activities

What is the Global Talent Taskforce (GTT)?



The Global Talent Taskforce (GTT) is a dedicated advisory group convened by OLI and comprised of community members, employers, legislators, and those who work with foreign-born workers to review existing programs and support OLI's efforts to better recruit, integrate, and include new arrivals into North Dakota's civic, economic, and social life across the state.

Representing a diverse range of perspectives, roles, and geographies, the GTT will collaborate closely with OLI to assess and enhance the office's efforts to match foreign-born talent with critical labor needs in the state, identify areas of improvement, and support the implementation of the office's innovative strategies.

What will the GTT solve for?

- **A lack of coordination exists among existing efforts across the state** to identify, recruit, and integrate foreign born workers – leading to inefficiencies, missed opportunities, and an inability to address the comprehensive needs of workers and their families
- **An advisory mechanism for OLI does not yet exist** to allow external expertise and community voices to be heard, which may hinder the office's ability to have truly catalytic impact across ND
- **OLI needs the community to help pilot and implement initiatives** given its small size and the breadth of potential strategies and opportunities available to the state



How will it help?

- **The GTT will support OLI to identify existing efforts and best practices** around recruiting and integrating foreign-born workers. It will ensure a comprehensive understanding of current programming and where OLI's efforts are most needed
- **The GTT will enhance communities' connection to, investment in, and influence over OLI's activities** to foster investment in the office's activities. It will ensure that a range of voices are heard, and viewpoints considered by OLI when developing plans and programs
- **The GTT will provide mechanisms such as working groups and/or sub-committees** to help problem-solve and build community advocates & partnerships. It will provide a structured approach to facilitate tangible outcomes with transparency and accountability.

The Global Talent Taskforce will incorporate community voices from across stakeholder groups to ensure an inclusive approach

Who should be part of the GTT?

OLI should consider including members across the following constituencies as part of the GTT:



Employers and/or industry associations from high-demand industries such as energy, agriculture, manufacturing, healthcare, and education, and who i) believe in the potential of immigrant talent and ii) are willing to test out new programming



City and state legislators who can help advocate for policies related to immigration and workforce development, and who would be critical allies for OLI moving forward into the 2025 legislative sessions to represent the community's needs



Community leaders of immigrant-serving organizations who are trusted to represent various ethnic communities, have a proven track record in supporting and serving immigrant communities, and have the bandwidth to participate in GTT meetings and activities

How will the GTT be governed?

OLI should implement a robust governance structure that provides clarity on roles and enhances accountability. Proposed elements include:

- **Meeting frequency:** Hold GTT meetings on a quarterly basis to discuss overarching strategy, progress, challenges, and next steps; hold working group meetings (if applicable) monthly to facilitate focused discussions, detailed planning, and updates
- **Role of OLI:** OLI should serve as the convener of GTT meetings and final decision-maker for topics discussed by the full group, with group members providing input on key priority areas such as grantmaking and advocacy, as well as electing working group leaders (if formed)
- **Communication channels:** Establish a standard communication channel (important announcements, updates, and documentation), as well as informal channels – potentially through a collaboration platform like Slack or Teams – to facilitate quick exchanges and information-sharing
- **Evaluation and adaptation:** In the longer-term, OLI should conduct periodic assessments to evaluate the effectiveness of GTT initiatives and working group activities, utilizing surveys and focus group discussions to make informed decisions about adapting strategies and approaches

OLI should consider ways to ensure the Global Talent Taskforce remains a useful ally that elevates community needs and views

Additional considerations for setting up the GTT



Consider capping the GTT at 15-25 people to facilitate active engagement, collaboration, and decision-making while reducing complexities associated with coordination



Strive for a diverse membership and representation¹ by including a balance of gender and racial backgrounds, members from different regions of the state, rural and urban perspectives, and a variety of roles such that there is a mix of influential decision-makers and hands-on implementers



Prioritize individuals who demonstrate a willingness to collaborate, share insights, and actively engage in the GTT's initiatives. Over time, GTT members may organically organize themselves into key focus areas and working groups that can implement specific initiatives around immigrant recruitment and retention they are passionate about

Next steps

- 1. Identify potential GTT members** from various constituencies based on their expertise, background, geographic location, influence, history working with immigrant populations, and commitment to immigrant recruitment and retention initiatives. A suggested composition of members could include: 3 employers, 3 industry association representatives, 3 CBO representatives, 2 community leaders each from eastern, northwest, and southwest regions of the state, 3 legislators, and 3 state government representatives
- 2. Draft and send out invitations to potential members**, expressing the purpose and intended activities of the GTT, as well as who else will likely be represented in the GTT, and what the first GTT meeting will cover
- 3. Hold an initial meeting with GTT members** to share in more depth the purpose, goals, and expected outcomes of the GTT; clarify roles and responsibilities of OLI and members; hear perspectives on OLI's core and innovation activities; and test the idea of establishing working groups for GTT members and additional volunteers to lead on areas of work they are most interested in

¹For an example of GTT membership in a benchmarked state, please see the Colorado Office of New American's [GTT membership list](#).

²Based on discussions in the first GTT meeting, OLI might consider forming sub-committees/working groups for GTT members and additional volunteers to focus on specific priority areas of immigrant recruitment and retention (e.g., OPT pathways, advocacy agenda)

Hand-off & next steps for Phase 2 (1/2)

Moving into Phase 2: Execution

- OLI will now finalize the strategy and disseminate it to key stakeholders, Dalberg Advisors will hand over day-to-day management of the project to LaMP for continued support in execution. LaMP's deep expertise in migration policy and advocacy makes them an ideal partner and collaborator to develop content, advocacy strategies, and to connect employers to experts in the field
- Dalberg Advisors will continue to provide light touch advisory support as needed to both OLI and LaMP given our expertise in strategic planning and change management

Key considerations for execution

- There are many potential demands on OLI's time and resource given the breadth of employer and community needs in North Dakota. Given this, it will be critical for OLI to prioritize its goals and clearly communicate these priorities to stakeholders
- This strategy utilized both quantitative and qualitative analyses to determine where OLI can focus its finite resource to maximum efficiency and impact. However, the landscape is constantly evolving, and OLI will need to reassess priorities periodically to account for new information, opportunities, and political preferences
- We encourage OLI to focus on solutions that can (i) reach wide groups of employers to demonstrate the breadth of potential impact the office can have for North Dakota, (ii) encourage partnerships and collaborations to leverage outside resources, and (iii) ensure that communication plans are in place to publicize the resources that OLI makes available. There is a lack of coordination among and between communities regarding programs and strategies for recruiting foreign-born labor. Significant opportunity exists simply in helping these stakeholder communicate better amongst one another and creating bridges between community resources and community needs

Hand-off & next steps for Phase 2 (2/2)

Next Steps for OLI

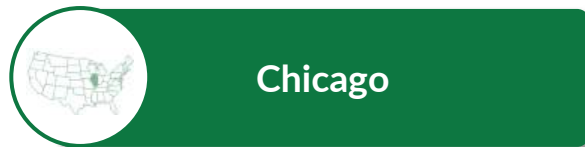
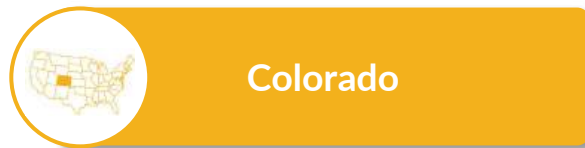
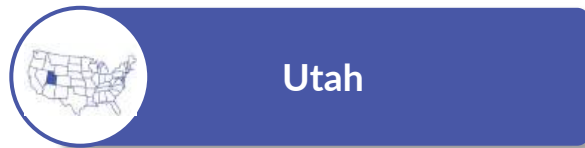
- 1. Finalize the strategy and report; disseminate the strategy to stakeholders by March 2024**
 - We recommend first sharing the strategy with colleagues in the state government, including the Governor's office, ND Job Service, and other divisions of Commerce
 - Following internal alignment, OLI can then share the strategy more widely, including with stakeholders consulted during Phase 1
- 2. Begin execution of core solutions**
 - Given the high expectations and the need to show results quickly, OLI can begin work on core solutions immediately, with particular focus on developing the website and launching webinar/workshop series to increase public-facing communications. These are low-hanging fruit that are clearly attributable to OLI. They can also be used to right-size and set expectations
 - There is need to quickly launch a grantmaking strategy to begin putting already allocated funds to use. There is risk that unused funds will not be reallocated in 2025, putting pressure to begin this work quickly, even through a phased approach
- 3. Follow-up with key opportunities already in process and with stakeholders consulted during the research of Phase 1**
 - Three opportunities surfaced from our consideration of innovation solutions that should be investigated further—though using as little resource as needed so as not to detract focus from the core solutions. This includes (i) sharing an initial 2-5 employers with the NYC SBS to test their model of recruiting, (ii) connecting the 2-4 largest health systems with lawyers to facilitate use of cap-exempt H1B visas for nurses, and (iii) a potential virtual job fair with EAD holders in Chicago. Beyond these initial opportunities, we recommend focusing on the core solutions and standing up the GTT
 - Many of the stakeholders we spoke to over the course of the last three months are keen to hear more. where possible, it would be wise to keep these folks engaged

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North Dakota can learn from other states and cities that have sought to increase immigration and workforce integration of New Americans

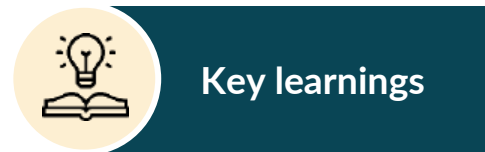
Case studies:¹



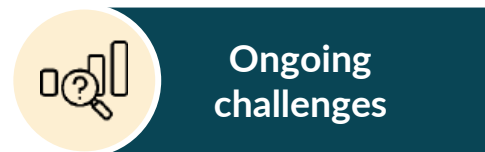
Details provided for each case study:²



- *High-level snapshot of immigrant integration and inclusion outcomes over the last several years*



- *Description of legal, programmatic, and cultural supports that helped these states and cities attract and retain immigrants*



- *Current challenges and gaps in immigrant integration and inclusion*
- *State and city-level responses to these gaps*

¹Locations were selected based on successful efforts at attracting immigrants, industry relevance, and similarities in politics & culture. One distinction to acknowledge is that OLI is tasked with recruiting new migrants in addition to focusing on integration and inclusion efforts for foreign-born Americans already living in the state. Most state offices focus on the latter.

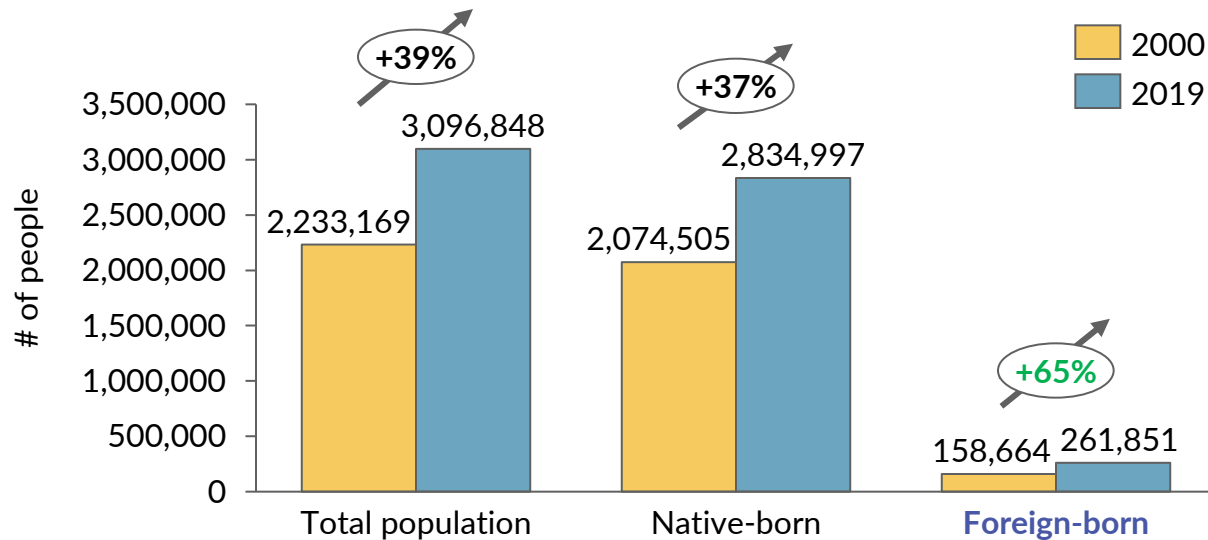
²Overall learnings and best practices around attracting, retaining, and supporting immigrants are aggregated at the end of this section.

Outcomes | Between 2000 and 2019, the number of immigrants in Utah increased by 63.7%, almost double the amount of U.S.-born growth

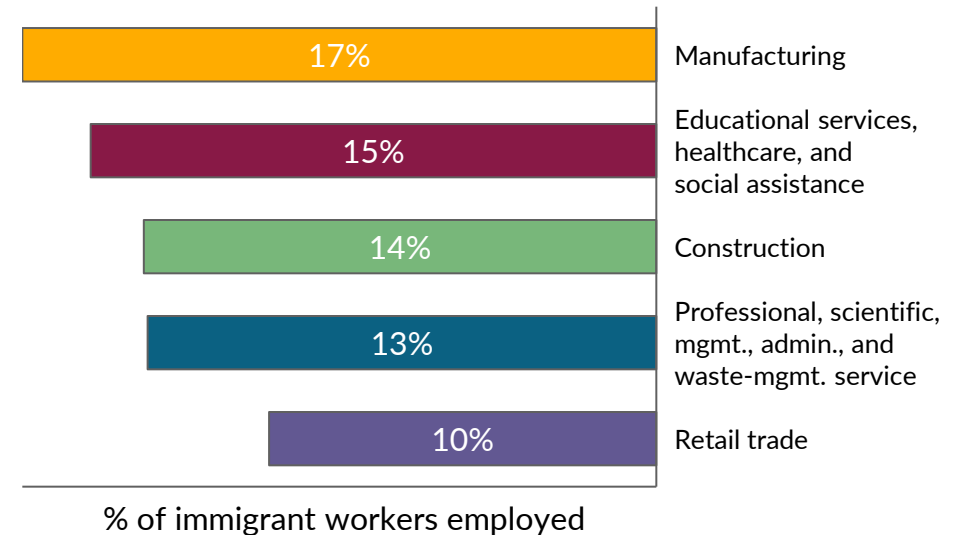
Between 2000 and 2019, the total population of Utah grew by 39%.

The foreign-born population, however, grew by almost double that – 65% – with immigrants comprising 8.4% of the state’s population in 2019.¹

Population Growth in Utah, 2000-2019^{2,3}

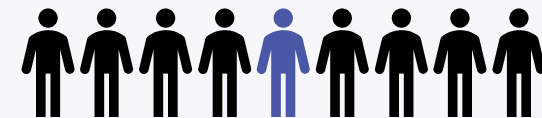


Top Industries for Immigrant Employment, 2021⁷



- 60,000+ refugees make up almost a quarter of immigrants in Utah⁴
- Undocumented immigrants make up ~34% of immigrants, but most immigrants are naturalized citizens or eligible for naturalization⁵
- The gender distribution within the foreign-born population is relatively balanced, with ~46.1% women, ~45.7% men, and ~8.2% children⁶

One in nine workers in the Utah labor force is an immigrant.



In 2021, 184,162 immigrant workers comprised 13% of the labor force.⁶

Sources: 1) American Immigration Council, “New Americans in Utah,” 2022; 2) U.S. Census Bureau, “American Community Survey: 2019 5-Year Estimates Data for Utah,” 2019; 3) U.S. Census Bureau, “Census 2000 Data for the State of Utah,” 2003; 4) Kem C. Gardner Policy Institute, “Fact Sheet: Refugees in Utah,” 2021; 5) Migration Policy Institute (MPI), “Profile of the Unauthorized Population: Utah,” 2019; 6) American Immigration Council, “Immigrants in Utah,” 2020; 7) MPI, “Utah Immigration Data Profile,” 2021; 8) External stakeholder interviews.



Legal learnings | Refugee-friendly policies and legal pathways to arrive safely in Salt Lake County paved the way for attracting immigrants

 Relevant to recommendations for OLI

Utah

Colorado

Chicago

Examples of legal supports in Utah

Key learnings for North Dakota

State policies & programs

- The Refugee Services Office awards \$5-30K USD capacity-building grants to small CBOs where refugees make up >50% of leadership staff
- Limited-term driver licenses are available for refugees, approved asylees, and covered humanitarian parolees for \$23 USD¹
- Salt Lake County's Office of New Americans (ONA) sponsors drivers' education programs and funds legal services for work authorization applications through a \$150K USD Open Society Foundation grant

- Issuing sub-grants to community-based organizations (CBOs) – as opposed to investing solely in direct services – can save staff time and provide critical funding to meet local needs
- Advocating for a limited-term driver license policy may significantly increase employment options and community accessibility in ND²
- Applying for grants can provide funding for critical services, where federal or state funding is not eligible (e.g., drivers' education programs)

Legal pathways & visas

- The Utah Department of Workforce Services (UDWS) helps welcome up to 1,200 refugees annually through its partnerships with two resettlement agencies – Catholic Community Services (CCS) and International Rescue Committee (IRC)^{3,4}
- The University of Utah's International Student Services encourages F-1 visa students to apply for Optional Practical Training (OPT), which provides 1-3 years of work authorization (non-STEM vs. STEM), during which time they can apply for H-1B visas, or qualify for E visas⁵

- Primary pathways for North Dakota to consider include refugees and parolees who can immediately work upon arrival (e.g., parolees under the federal Uniting for Ukraine program)
- North Dakota can advocate for OPT for international students to provide short-term relief for critical high-skilled labor shortages, with potential long-term career pathways

Legal services

- Utah's Center for Immigration & Integration partners with nonprofits to provide low- to no-cost legal services including visa and citizenship applications, asylum claims, and family reunification processes
- Salt Lake County – in partnership with Salt Lake Chamber and Welcoming America – launched United for Citizenship in 2018 to help naturalize more than 22,000 eligible residents⁶

- Providing low-cost access to a comprehensive suite of legal services can help immigrants address specific needs (e.g., women and families looking for assistance with family-based petitions)
- Offering legal advice in addition to representation can empower immigrants to proactively seek out education and work
- Providing state support around naturalization processes early on in immigrants' arrivals can support long-term retention and integration

Sources: 1) Utah Department of Public Safety, "Limited-Term ID Card," 2023; 2) Bureau of Transportation Statistics, "North Dakota: Transportation by the Numbers," 2018; 3) Utah Valley Refugees, "For Refugees," 2023; 4) Kem C. Gardner Policy Institute, "Refugees in Utah: Fact Sheet," 2023; 5) The University of Utah, "Post-Completion Optional Practical Training (OPT)," 2023; 6) KSL, "Salt Lake County rolls out a program to help more Utah residents to become U.S. citizens," 2018; 7) External stakeholder interviews.



Programmatic learnings | Short-term assistance coupled with longer-term workforce development programs help immigrants find stable jobs

Relevant to recommendations for OLI

Utah

Colorado

Chicago

Examples of programmatic supports in Utah

Key learnings for North Dakota

Workforce services

- Job fairs and networking events for immigrants are regularly hosted by Salt Lake Chamber of Commerce and its partners
- Larger employers like Intermountain Health offer paid training programs for entry-level roles that build into higher-wage careers¹
- The Utah Refugee and Training Center and its partners help refugees access higher-skilled jobs through 1:1 counseling, interview opportunities, and skills training in high-demand fields

- Encouraging employers to offer entry-level positions that build into higher-skilled, higher-wage roles is critical for recruitment and retention
- Creating spaces for employers, civic groups, and immigrants to interact and learn from each other can demystify hiring and application processes and generate collaborative advocacy opportunities

Healthcare, education, transit, and housing services

- UDWS and ONA partner with churches, nonprofits, and employers to provide education, work, legal, food, and housing resources upon arrival
- Utah's Refugee Cash Assistance program provides up to 12 months of financial support and individualized employment plans to newly-arriving refugees²
- Salt Lake's well-functioning transit system and discounted transit passes for immigrants cut transit costs by 75% and increase job access³

- Forming official partnerships with employers, nonprofits, and resettlement agencies can position OLI as a "one-stop shop" for immigrant services and help it serve as a conduit of information
- Short-term financial assistance and longer-term employment supports are critical for sustainable workforce integration
- Reliable transportation is critical for workforce access, particularly for those living outside of city boundaries

Family and youth services

- Parenting classes, afterschool programs, and 1:1 youth mentoring from schools and nonprofits helps immigrant families adapt to life in Utah⁴
- The nonprofit Women of the World empowers female refugees in Salt Lake to achieve economic success through customized transition plans, fashion fundraisers, entrepreneur licensing assistance, and more⁵
- Families receive up to 15 months of case management support from resettlement agencies, more than 2x the 6-month federal mandate⁶

- Prevention-focused programming (e.g., around corporal punishment norms) reduces the likelihood of future adjustment challenges
- Offering resources for women can address specific barriers they face (e.g., receiving business funding, balancing work with childcare)
- Longer-term case management can facilitate sustained integration by addressing ongoing concerns in addition to immediate needs

Sources: 1) Utah Business, "Impact Workforce Commitment," 2023; 2) UDWS, Refugee Employment Programming; 3) Salt Lake City Government, "HIVE Pass," 2023; 4) Asian Association of Utah, "Youth and Family Services," 2023; 5) Women of the World, "What We Do," 2023; 6) Utah Business, "Utah is one of the nation's most welcoming states for refugees," 2023; 7) External stakeholder interviews.



Cultural learnings | Access to language services, community events, and employer resources supported immigrants' integration and inclusion

 Relevant to recommendations for OLI

Utah

Colorado

Chicago

Examples of cultural supports in Utah

Key learnings for North Dakota

Language services

- Multiple centers offer free ESL programs for adults with a focus on civics, financial literacy, employment terminology, and life-skills instructions
- Some employers sponsor on-the-job English classes to reduce time and cost burdens for staff and encourage longer-term retention

- Tailoring language programs that fit immigrant-specific needs can improve English literacy and relevant civic and workforce skills
- Incentivizing employers to provide on-the-job English classes can help fill entry-level labor shortages while also improving staff communication skills and a more inclusive environment

Community support services

- Utah Refugee Center sponsors activities that combine skills training and community building, such as a women's sewing group; Bhutanese and Sudanese computer classes and public speaking courses; and courses in life skills and conflict resolution¹
- IRC's New Roots and SPICE Kitchen Incubator provide long-term opportunities for immigrants to get involved in local programs, including community gardening, micro-training farming, or food entrepreneurship training^{2,3}

- Integrating skills training into community events can enhance cultural integration and economic empowerment for greater self-sufficiency
- Offering longer-term community activities where immigrants "own" the work can lead to better integration and career opportunities in diverse industries, such as agriculture and food entrepreneurship

Resources for employers

- UDWS provides culturally appropriate training for its staff so they can better relate and support immigrant job seekers and employers
- The Division of Multicultural Affairs (MCA) offers trainings to government agencies, non-profits, and private employers on cultural competency to foster more inclusive workplaces⁴
- The Asian Association of Utah connects employers who work with immigrants with more hesitant employers to share "success stories," best practices, and ways to get involved in the hiring process

- Supporting government staff to better understand and serve Utah's diverse population, including immigrants, in employment-related services
- Demand-side trainings can enhance awareness and understanding of cultural differences, promoting inclusive workplaces
- Facilitating connections between employers can encourage more businesses to hire more New Americans, particularly with successful hiring examples to follow and learn from

Sources: 1) Utah Refugee Center, "Programming," 2023; 2) IRC, "New Roots in Salt Lake City," 2023; 3) Supporting the Pursuit of Innovative Culinary Entrepreneurs (S.P.I.C.E.) Kitchen Incubator, "About Us," 2023; 4) Utah Division of Multicultural Affairs, "About Us," 2023; 5) External stakeholder interviews.



Ongoing challenges | In recent years, Utah has increased efforts to address ongoing gaps in economic opportunity, education, and inclusion

Relevant to recommendations for OLI

Utah
Colorado
Chicago

Challenges	Recent responses and programs	Considerations for North Dakota
Increasing economic opportunity	<ul style="list-style-type: none"> In 2020, Utah passed S.B. 23, approving universal recognition for out-of-state workers' licenses¹ In 2023, Utah passed S.B. 35, allowing state departments to issue licenses to foreign professionals and workers from other states who hold similar licenses or have relevant education and experiences² 	<ul style="list-style-type: none"> Policies that make occupational licenses easier to obtain or validate can reduce time and cost barriers to higher-wage and –skill jobs³
Creating more welcoming and connected spaces in rural areas	<ul style="list-style-type: none"> In 2021, a state-wide Center for Immigration & Integration was created as a central resource hub for urban and rural immigrants and employers In 2022, the Center formed a New American Task Force with employers, immigrants, community groups, and government representatives to form integration recommendations across urban and rural areas⁴ In 2022, four Welcoming and Belonging Community Cohorts were launched in smaller Utah communities to create immigrant programs⁵ 	<ul style="list-style-type: none"> Creating immigration “task forces” that bring together different stakeholders can help ND better address local needs across the state Creating welcoming and belonging strategies in communities where similar programs do not already exist can maximize impact per dollar⁵
Recruiting and retaining international students	<ul style="list-style-type: none"> Several Utah universities actively recruit international students and professionals to their programs through the Study Utah Coalition EDCUtah works with universities to connect students and employers –e.g., through workshops, job fairs, and employer trainings on the hiring process⁴ 	<ul style="list-style-type: none"> Partnering with universities to create programs that support international students' post-graduation career search can create a sustainable high-skilled talent pipeline in ND
Increasing resources for families through education investments	<ul style="list-style-type: none"> In 2023, Utah passed H.B.102, extending in-state tuition to refugees, asylees, parolees, SIV/TPS holders, and asylum seekers upon arrival In 2023, Utah also passed H.B. 154, providing schools with an additional \$5-8 million per year to support ESL students and their families⁶ 	<ul style="list-style-type: none"> Educating lawmakers on the importance of education-related needs can increase economic opportunities for professionals and enhance ESL support for students and families

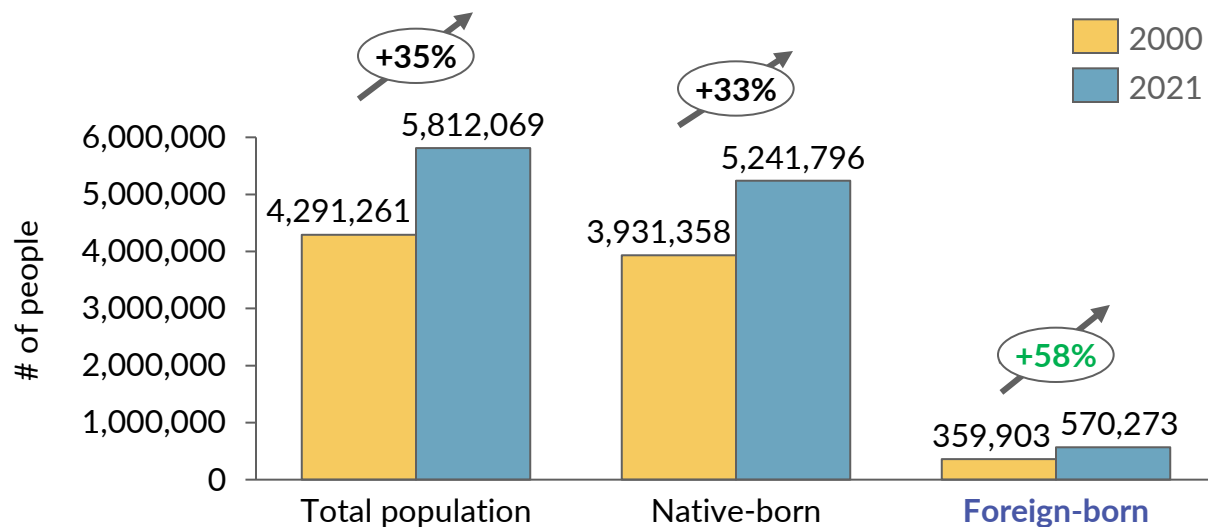
Sources: 1) Utah State Legislature, “S.B. 23 Division of Occupational and Professional Licensing Amendments,” 2020; 2) Deseret News, “New law allows immigrant professionals to become licensed in Utah,” 2023; 3) Institute for Justice, “Occupational Licensing in Utah,” 2023; 4) Governor’s Office of Economic Opportunity, “New American Task Force Progress Report & Recommendations,” 2023; 5) EDCUtah, “Utah’s Welcoming and Belonging Community Cohort,” 2022; 6) IRC, “Governor Cox Signs Historic Newcomer Inclusion Legislation,” 2023; 7) External stakeholder interviews.

Outcomes | From 2000 to 2021, the number of immigrants in Colorado increased by 58%, with most residing in the Denver/Aurora metro area

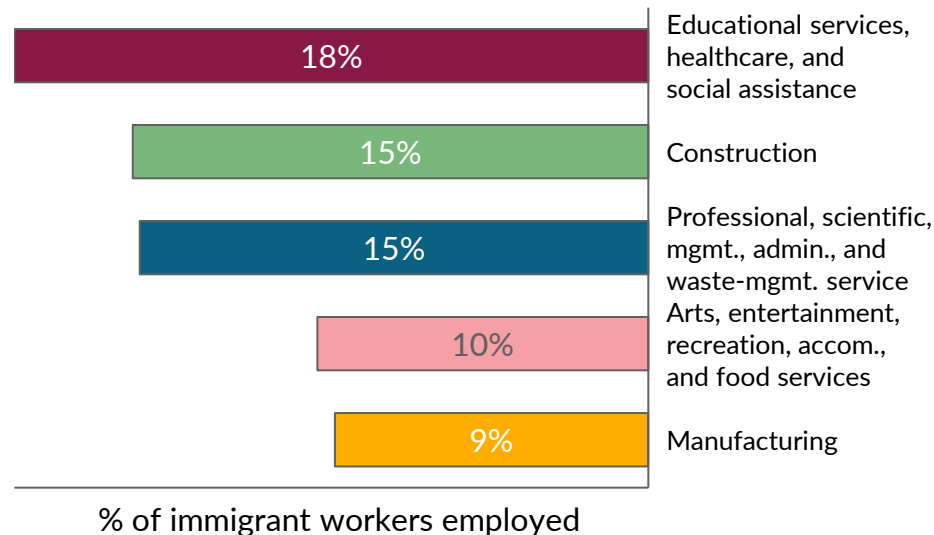
Between 2000 and 2021, the total population of Colorado grew by 35%.

The foreign-born population, however, grew by more than 1.5x that – 58% – with immigrants comprising 9.8% of the state’s population in 2021.¹

Population Growth in Colorado, 2000-2021^{1,2}



Top Industries for Immigrant Employment, 2021¹



- 64,000+ refugees make up 11% of the immigrant population in Colorado^{3,4}
- ~62% of immigrants reside in the Denver/Aurora metro area, including nearly 80% of refugees and more than 65% of immigrant workers in Colorado^{5,6}
- One in six business owners (16%) in the Denver metro area is an immigrant³
- Undocumented immigrants make up ~28% of all immigrants in Colorado⁷

One in eight workers in the Colorado labor force is an immigrant.



In 2021, 360,644 immigrant workers comprised 14% of the labor force.¹

Sources: 1) MPI, "Colorado State Profile, 1990-2021, 2023"; 2) U.S. Census Bureau, "American Community Survey: 2021 5-Year Estimates Data for Colorado;" 3) American Immigration Council, "Immigrants in Colorado," 2020; 4) 2021; Westword, "Coming to America: Seeking Safety, These Refugees Found a Home in Aurora," 2023; 5) Vera Institute, "Profile of Foreign-Born Population in Denver," 2023. 6) Institute for Immigration Research, "Immigrants in Colorado and Select Metropolitan Areas," 2017; 7) MPI, "Profile of the Unauthorized Population: Colorado," 2019.



Legal learnings | Lowering the cost of legal services and promoting a range of job openings has helped the state fill critical workforce gaps

 Relevant to recommendations for OLI

Examples of legal supports in Colorado

Key learnings for North Dakota

State policies & programs

- Refugees, asylees, and those with Temporary Protected Status (TPS) can obtain driver licenses for \$33 with a valid Immigrant Visa or I-94¹
- The Denver Office of Immigrant & Refugee Affairs (DOIRA) awards grants of up to \$2,000 USD to community organizations who provide interpretation and legal services, host job fairs, and more²
- Aurora's Natural Helpers program trains immigrant and refugee volunteers from 25+ countries to provide information to new immigrants and refugees on city services and private resources³

- **Increasing immigrant access to driver licenses can significantly increase employment options and community accessibility in ND**
- **Implementing a grant program similar to DOIRA's can increase legal supports** without requiring OLI to invest heavily in direct services
- **Establishing immigrant-led volunteer programs akin to Aurora's Natural Helpers** can build communities from the ground up by connecting experienced immigrants and refugees with new arrivals

Legal pathways & visas

- H-2A and H-2B temporary visas are highly requested by employers in Colorado, primarily across agriculture, landscaping, and construction⁴
- Colorado State University publicizes a list of OPT/CPT-hiring companies to promote job opportunities for international students⁵
- **Four major agencies resettle 2,000+ refugees annually**, providing both short-term case management and job search support for new arrivals as well as longer-term career development support for up to 5 years⁷

- **Working with employers to assess the demand across various temporary visas** can help ND agencies effectively identify and distribute resources for recruitment and workforce placement
- **Publicizing a list of OPT/CPT-hiring companies** may help ND attract more international students to study and work in the state
- **Partnering with resettlement agencies who can offer short- and longer-term legal and workforce assistance** can attract more refugees to ND

Legal services

- 14 cities in Colorado have DOJ-accredited counselors that provide legal advice to immigrants at much lower fees than attorneys ask for⁶
- Organizations such as the Colorado Immigrant Legal Services (CILS) offer "licensing workshops" that provide free information on licensing requirements, exams, fees, and the application process¹
- **The Colorado Division of Professions and Occupations offers a toll-free hotline** that provides direct assistance with licensing requirements¹

- **Encouraging CBOs to complete the DOJ's Recognition & Accreditation programs across ND counties** can increase access to low-cost legal services in urban and rural areas
- **Providing easy access to licensing information – e.g., through a toll-free hotline or sponsored workshops** - can demystify the process of navigating licensing requirements, exams, and fees and encourage more immigrants and employers to consider higher-skilled roles

Sources: 1) USCIS Guide, "Professional and Occupational Licenses in Colorado," 2023; 2) DOIRA, "Immigrant Integration Sponsorships Summaries," 2020; 3) City of Aurora, "Natural Helpers Program," 2023; 4) American Immigration Council, "Colorado's H-2A and H-2B Workers in FY2021," 2023; 5) Colorado State University, "OPT/CPT Hiring Companies (CSU Career Center)," 2023; 6) Department of Justice, "Recognized Organizations and Accredited Representatives Roster by State and City," 2023; 7) External stakeholder interviews.



Programmatic learnings | Expanding access to technical training programs and community resources supports long-term integration

Relevant to recommendations for OLI

Examples of programmatic supports in Colorado

Key learnings for North Dakota

Workforce services

- Workforce centers and nonprofits across Colorado offer free career counseling, training, and recruitment services in multiple languages
- Refugees, asylees, parolees, and SIV holders can enroll in the CAREERs program at Emily Griffith Technical College to receive 1-5 years of free technical training across the state, 1:1 career coaching, and more¹
- TECH Nation and Regis University provide free, online technology training to refugees, asylees, and SIV holders seeking IT jobs²
- Colorado Welcome Back helps internationally trained healthcare workers re-establish skilled careers in Colorado by connecting them with short-term opportunities and long-term careers once re-licensed³

Healthcare, education, transit, and housing services

- Trained “community navigators” assist refugees in navigating life post-resettlement, such as enrolling children in school, applying for benefits, providing bus passes, navigating housing and healthcare, and more^{4,5}
- Some CBOs offer mobile and satellite offerings for those ineffectively serviced by public transportation, e.g., through vans offering clothing, shoes, food; dental clinics that provide at-home screenings; etc.⁶

Family and youth services

- The Women, Infants, and Children Program (WIC) offers free food, breastfeeding support, nutrition education, and referrals to healthcare to immigrant and refugee families, with resources in multiple languages⁷
- The Health Powers Life campaign in Aurora uses existing health infrastructure, community partnerships, and a mobile health unit to educate immigrants on the benefits of preventative health care

- Offering free workforce resources in multiple languages is critical for developing a more inclusive and attractive workforce
- Partnering with universities who can offer free or low-cost technical training for in-demand careers can help employers fill critical labor gaps while also providing immigrants and refugees with higher-skill, higher-wage job opportunities
- Sponsoring or supporting the creation of initiatives like Colorado Welcome Back can assist internationally trained workers in healthcare and other specialized roles re-establish skilled careers in North Dakota

- Identifying and training refugee volunteers to serve as community leads, or “navigators,” can help ND communities provide more individualized and culturally-sensitive support for new arrivals
- Partnering with CBOs to offer decentralized community hubs and public spaces can increase immigrants’ access to services, especially those who are living in more rural areas with ineffective public transit

- Adopting programs aimed at family and women’s nutrition needs can support the integration and inclusion of refugee and immigrant families
- Sponsoring health campaigns that are led by existing CBOs can help ND promote and deliver preventative healthcare services, as well as educate immigrant families on available resources at large

Sources: 1) Emily Griffith Technical College, “Careers for Refugees and Immigrants,” 2023; 2) TECH Nation, “Training,” 2023; 3) Spring Institute, “Colorado Welcome Back,” 2023; 4) “City of Aurora, “Building Aurora’s Future Together,” 2018; 5) IRCNoCo, “Community Navigation,” 2023; 6) Project Worthmore, “Community Navigators,” 2023; 7) Brookings Institute, “How Aurora, Colorado is using mobile ‘public spaces,’” 2022; 8) WIC Colorado, “About,” 2023; 9) Health Powers Life, “About,” 2023; 9) External stakeholder interviews.



Cultural learnings | Educating employers and communities on immigrant needs and opportunities has been helpful for encouraging integration

Relevant to recommendations for OLI

Examples of cultural supports in Colorado

Key learnings for North Dakota

Language services

- Colorado Refugee Services Program funds up to 5 years of free career-focused ESL courses, with walk-in registration and weekly classes¹
- The Office of New Americans purchases ESL licenses from EnGen to offer on-demand, career-specific English classes to immigrants, from commercial driver license exam prep to specialized healthcare tracts²
- Some CBOs and colleges offer free in-person *and* virtual ESL classes to accommodate for fixed schedules and limited transit options³

- Funding longer-term ESL courses at flexible hours can help immigrants build community and maintain work stability outside of classes
- Purchasing career-specific ESL licenses from platforms like EnGen can provide tailored training that fits immigrants' needs and schedules
- Offering free virtual classes and in-person classes at multiple university locations across the state can make ESL more accessible by accommodating for diverse schedules and limited transit options

Community support services

- From 2003 to 2012, Colorado Trust awarded \$10M USD amongst 19 communities to implement inclusion plans for healthcare, language access, and mentorship between foreign and native-born families⁴
- Aurora and Denver offices regularly update resource guides in multiple languages to connect immigrants with CBOs, employers, schools, etc.⁵
- Project Worthmore hosts community events, operates a culturally-sensitive food share program, and runs a community farm to increase immigrants' access to healthy, familiar foods and build communities³

- Applying for grants from larger foundations can help fund formal community inclusion plans, where funding can address local healthcare, language, education, and employment needs
- Developing on-demand resource guides in multiple languages is a low-cost way for OLI to connect immigrants with essential direct services
- Partnering with CBOs to offer one-off events and longer-term cultural programs can enhance immigrants' access to familiar foods and culture, help to build supportive and attractive communities

Resources for employers/educators

- The Colorado Department of Labor and Employment developed the New American Toolkit for its workforce center staff, which offers best practices, ideas for partnerships, and resources for New Americans⁶
- The Immigrant Integration Educator Resource Guide provides specific recommendations for teachers around classroom instruction, student assessment, adult ESL classes, and family literacy⁷

- Developing a toolkit for workforce center staff can demystify the process of working with immigrants and prepare government employees to provide culturally-sensitive support
- Adopting and hosting workshops on an educator's guide for immigrant integration can promote effective classroom integration for youth and adult immigrants and strengthen culturally sensitive instruction

Sources: 1) Emily Griffith Technical College, "Career Readiness ESL," 2023; 2) EnGen, "Language upskilling platform," 2023; 3) Project Worthmore, "Programs," 2023; 4) The Colorado Trust, "Immigrant Integration Initiative," 2023; 5) DOIRA, "Resource Guide for Immigrants and Refugees," 2023; 6) CDLE, "New American Toolkit," 2021; 7) Colorado Department of Education (CDE), "Immigrant Integration Educator Resource Guide," 2023; 7) External stakeholder interviews.



Ongoing challenges | Colorado has launched cross-agency programs and immigrant-led taskforces to address ongoing legal and structural gaps

Relevant to recommendations for OLI

Utah
Colorado
Chicago

Challenges

Recent responses and programs

Considerations for North Dakota

<p>Increasing economic opportunity</p>	<ul style="list-style-type: none"> In 2021, Colorado passed the Agricultural Workers' Rights Bill, mandating rest and meal breaks for field workers, allowing for unionization and collective bargaining, and requiring overtime pay¹ In 2022, Catholic Charities began converting a two-story building into 24 family housing units, where future immigrant tenants will receive low rent and wraparound supports from its Family Connections program² 	<ul style="list-style-type: none"> Advocating for policies that protect temporary workers' rights can increase retention rates and provide higher wages for sustainable living Advocating for more favorable housing policies can pave the way for more affordable housing projects for immigrants and refugees
<p>Expanding access to state programs and services</p>	<ul style="list-style-type: none"> In 2021, the Office of New Americans was created within CDLE to coordinate cross-agency efforts for immigrant integration programs, with a goal to strategically expand supports across urban and rural areas In 2021, Colorado launched the New Americans Community Advisory Committee – composed of refugee and immigrant leaders – to review and improve state-led initiatives and bridge government and immigrant voices⁵ Following a systemwide equity analysis, the Regional Transportation District (RTD) of Denver approved a new fare structure in 2023 that offers discount fares for eligible adults – including immigrants and refugees⁶ 	<ul style="list-style-type: none"> Forming cross-agency partnerships can help OLI draw upon resources and political clout from across state and local government Identifying and including the voices of refugee and immigrant “champions” in state initiatives is critical for addressing local community needs Expanding access to public transit is essential to making immigrant communities more livable and jobs more accessible
<p>Expanding legal pathways into the state</p>	<ul style="list-style-type: none"> In 2022, Colorado’s Office of New Americans launched the Global Talent Task Force (GTTF) – including gov’t officials, international professionals, employers, CBOs, and universities – to review pathways for global professionals and skilled workers to obtain in-state credentials³ In 2021, Colorado passed House Bill 21-1060 to make it easier for immigrants who are victims of crimes to receive a U visa by requiring law enforcement to inform eligible victims about their right to apply for a U visa, setting reasonable deadlines for approval, and protecting privacy⁴ 	<ul style="list-style-type: none"> Advocating for more inclusive licensing and credentialing pathways can help ND fill critical labor gaps in technical fields while attracting higher-skilled immigrants to the state Expanding access and recruiting immigrants through “less traditional” pathways like the U- and T-visas can help OLI to attract and retain foreign workers in more creative ways

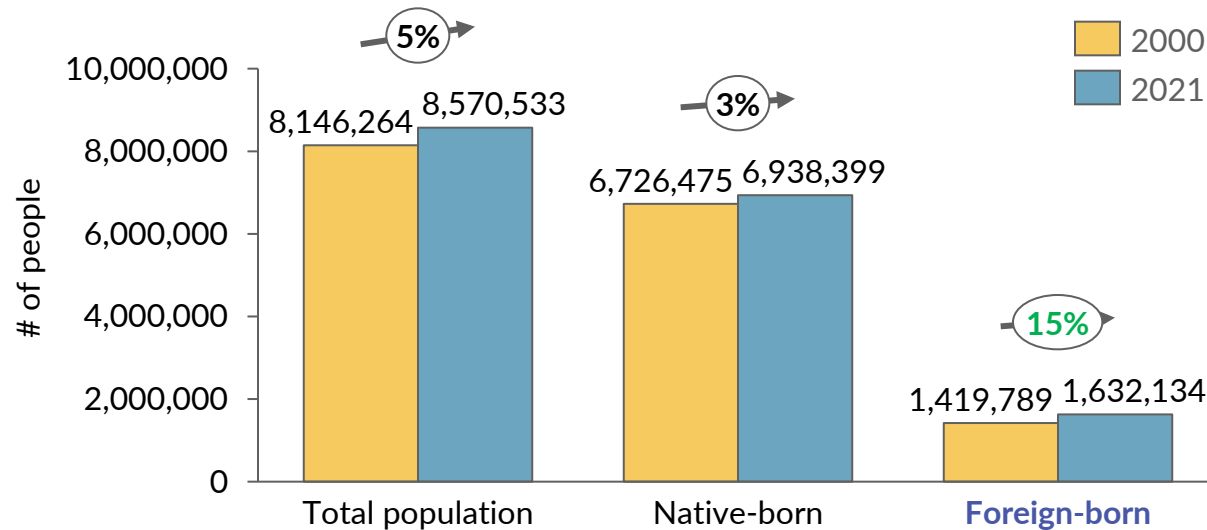
Sources: 1) Colorado Department of Labor and Employment (CDLE), “[Agricultural Labor Rights and Responsibilities](#),” 2023; 2) Catholic Charities of Central Colorado, “[Hunt Family Housing](#),” 2023; 3) CDLE, “[About the Global Talent Task Force](#),” 2023; 4) Colorado Newline, “[2021 brought progress immigration policies to Colorado](#),” 2021; 5) CDLE, “[New Americans Community Advisory Committee](#),” 2023; 6) RTD Denver, “[RTD Board of Directors approves new fare structure and equity analysis](#),” 2023; 7) External stakeholder interviews.

Outcomes | Between 2000 and 2021, 95% of immigrants to Illinois settled in Chicago, growing the city's immigrant population by 15%

Between 2000 and 2021, the total population of Chicago* grew by 5%.

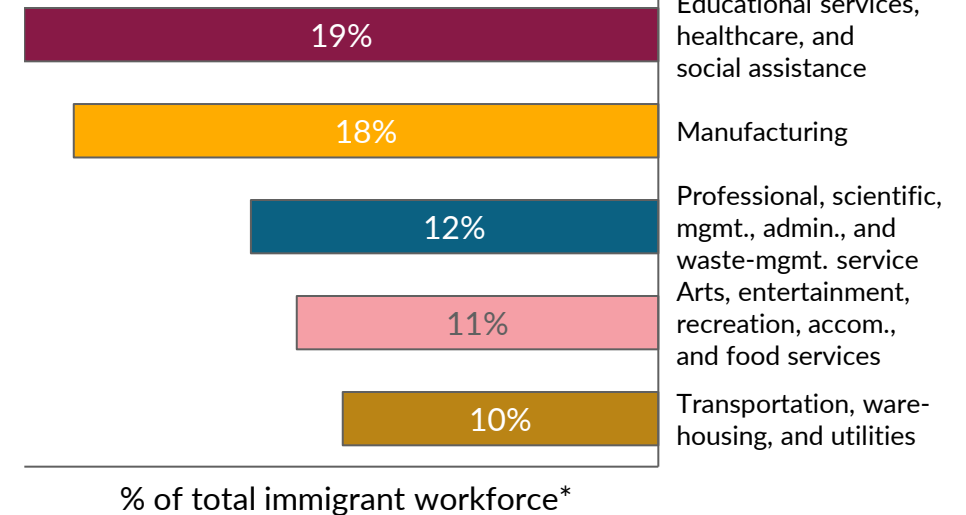
The foreign-born population, however, grew by triple that – 15% – with immigrants comprising 19% of the state's population in 2021.¹

Population Growth in the city of Chicago, 2000-2021^{1,2}



Top Industries for Immigrant Employment, 2021⁵

Estimated based on state figures



- ~95% of all immigrants in Illinois reside in the Chicago area, with more than 1.3M immigrants living in the Chicago metro area since 2009 or earlier³
- ~7.5% of immigrants in Chicago are entrepreneurs, with immigrants being ~50% more likely to start businesses compared to their U.S.-born counterparts⁶
- Undocumented immigrants make up ~11% of all immigrants in Chicago¹.

One in five workers in the Chicago labor force is an immigrant.



*In 2021, 1.1M immigrant workers comprised 22% of the labor force.³

*"Chicago" refers to the seven-county Chicago Metropolitan Agency for Planning (CMAP) region—i.e. Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will Counties. Sources: 1) U.S. Census Bureau, "American Community Survey: 2021 5-Year Estimates Data," 2021; 2) CMAP, "Immigrant Integration Toolkit: Demographics," 2014; 3) Vera Intitute, "Profile of Foreign-Born Population in Chicago," 2023; 4) American Immigration Council, "Immigrants in Illinois," 2020; 5) MPI, "Illinois Immigration Data Profile," 2021; 6) New American Economy, "Chicago Metro Area Immigrants," 2023.



Legal learnings | Cross-agency partnerships to protect immigrant rights and provide legal advice have attracted immigrants to Chicago

 Relevant to recommendations for OLI

Examples of legal supports in Chicago

Key learnings for North Dakota

City policies & programs

- In 2012, Chicago passed an official **Welcoming City Ordinance** to reinforce its commitment to inclusivity, codify local policies and resources for immigrants and refugees, and protect immigrants' rights¹
- In 2011, the city launched a **New American Plan in partnership with 50 leaders across business, academic, civic, and philanthropic communities** targeting economic growth, youth support, and community inclusion²
- The **Office of New Americans (ONA) distributes grants of ~\$100K USD to CBOs that serve a wide range of ethnic groups and communities**³

- **Issuing a welcoming ordinance can help ND attract immigrants** looking to settle in places will supportive immigrant policies and programs
- **Collaborating with immigrant inclusion "champions" across civil society** can help ND garner bipartisan support and localized recommendations for attracting and retaining immigrants
- **Implementing a grant program similar to Chicago ONA's can increase immigrant support and geographic reach** without requiring OLI to invest heavily in direct services

Legal pathways & visas

- **Six of nine refugee resettlement sites are in Chicago**, providing short-term cash assistance, health screenings, and employment and social service programs for families, youth, and seniors⁴
- **Several Chicagoland communities have connected residents to U-Visa processing**, based on local law enforcement agencies' understanding of U-visas and efficient processing of Form I-918B⁵
- **Upwardly Global connects skilled foreign-born immigrants with employers in healthcare, IT, and finance to help re-build their careers through job coaching, skill-building, and networking events**⁶

- **Establishing or partnering with resettlement agencies across the state** can help ND attract and retain more refugees in urban and rural areas
- **Educating agencies and residents on visa pathways like the U-visa** can help streamline legal processing and open up alternative legal pathways
- **Partnering with national organizations like Upwardly Global may help ND employers actively recruit high-skilled workers** to fill critical gaps in industries like healthcare and education

Legal services

- **Chicago's Legal Protection Fund allows all migrants in Chicago to undergo a free legal screening** from an immigration attorney⁷
- **Chicago offers free legal consultations and representations** through its partner Heartland Alliance's National Immigrant Justice Center (NIJC)⁷
- **Chicago provides "know your rights" trainings and materials** through its partnership with the Resurrection Project and other nonprofits⁷

- **Funding and/or partnering with national organizations like NIJC and local CBOs** can help ND agencies provide free and low-cost legal services without requiring OLI to invest heavily in direct services

Sources: 1) City of Chicago, "Mayor Emanuel Introduces Welcoming City Ordinance," 2012; 2) City of Chicago, "The Chicago New Americans Plan," 2014; 3) External stakeholder interviews; 4) Illinois Department of Human Services, "Refugee Program," 2023; 5) CMAP, "Immigrant Integration Toolkit," 2014; 6) Upwardly Global, "Upwardly Global Celebrates 10 Years in Chicago," 2019; 7) City of Chicago, "Resources for Chicago Immigrants and Refugees," 2012.



Programmatic learnings | Affordable housing, accessible city resources, and diverse workforce programs aid immigrant integration efforts

Relevant to recommendations for OLI

Utah

Colorado

Chicago

Examples of programmatic supports in Chicago

Key learnings for North Dakota

Workforce services

- Upwardly Global partners with employers to offer more specialized training and support services to skilled immigrants and refugees¹
- The ONA hosts resume workshops and networking events in partnership with other state agencies, regional employers, and colleges¹
- The ONA started the New Americans Small Business Series to foster small business growth in immigrant communities, hosting temporary one-stop shops that providing technical and financial advice²

Healthcare, education, transit, and housing services

- The nonprofit Community Partners for Affordable Housing (CPAH) acquires, redevelops, and sells properties to low-income households at 20 to 65% below the market value through a community trust³
- Chicago offers a CityKey card to all residents that serves as official government ID and can also be used for various city services, including at libraries, for public transit, and for local business discounts⁴
- CBOs such as Mano a Mano publish area-based health service directories and host health literacy seminars for immigrant residents¹

Family and youth services

- Abriendo Puertas (“Opening Doors”) is a parent leadership program “for-Latinos-by-Latinos” that is taught by 25+ CBOs in Chicago about early education programs, cultural values, and Latino-specific resources⁵
- The Niles Township Schools’ ELL Parent Center offers tailored workshops for families navigating the U.S. school system, as well as paid educational/workforce training programs for parents who volunteer at their children’s schools and complete substitute licensing programs for jobs in schools⁶

- Partnering with national organizations like Upwardly Global may help ND employers actively recruit high-skilled workers to fill critical gaps in industries like healthcare and education
- Temporary one-stop shops providing technical and financial advice to entrepreneurs in immigrant communities can support small business growth and increase access without the need for permanent hubs

- Advocating for policies or programs that ensure access to affordable housing is critical for supporting immigrant households’ livelihoods
- Combining various services in a single ID card or city program can enhance accessibility and foster greater community engagement
- Partnering with CBOs to publish area-based service directors can improve immigrant awareness and access to services such as preventative healthcare, affordable housing, and free education

- Working with established immigrant communities to develop tailored family programming can provide culturally relevant resources to help newcomers adjust to new cultural, social, and education norms
- Partnering with school systems to offer youth ESL courses, after-school programs, and volunteering opportunities for parents can encourage parents to contribute to community building and build trust between immigrant and native families

Sources: 1) CMAP, “Immigrant Integration Toolkit,” 2014; 2) Chicago ONA, “Accomplishments to Date,” 2015; 3) CPAH, “About Us: Our Impact,” 2023; 4) City of Chicago, “Welcoming City Supportive Resources,” 2023; 5) Abriendo Puertas, “About Us and Mission,” 2023; 6) ELL Parent Center, “Classes and Programs,” 2023; 7) External stakeholder interviews.



Cultural learnings | Pop-up city services and strategic expansion of multilingual resources have helped Chicago build inclusive communities

 Relevant to recommendations for OLI

Examples of cultural supports in Chicago

Key learnings for North Dakota

Language services

- In 2015, Chicago passed a Language Access Ordinance that ensures immigrants have meaningful access to City services, resources, and programs in the top five languages spoken in Chicago¹
- The ONA partners with the City Colleges of Chicago and CBOs to offer free ESL programs in 40+ locations for adults looking to earn a GED, improve their English language skills or become college ready¹
- Municipal offices across Chicago offer a bilingual pay differential to attract applicants who can provide interpretation and translation assistance in addition to performing their normal responsibilities²

- **Advocating for a language access ordinance could ensure meaningful access to state services, resources, and programs** for the largest immigrant populations in North Dakota
- **Sponsoring and/or partnering with universities and CBOs who offer language services can extend critical ESL access** across the state
- **Advocating for a policy that introduces a bilingual pay differential at the municipal or state level can attract applicants who provide critical interpretation services and build trust with immigrant groups**

Community support services

- With funding from Citigroup, the ONA launched “Citizenship Corners” at all public libraries to host citizenship workshops and ceremonies³
- Community Bus Tours in a Chicago suburb allow immigrants to learn more about their city services, including where to pay water bills, purchase pet licenses, receive flu shots, etc.²
- CBOs serving distinct ethnic populations receive grants from both ONA and statewide Welcoming Centers to provide direct services to local communities and host cultural events⁴

- **Partnering with large employers interested in corporate social responsibility (CSR) can provide funding for large-scale initiatives** such as establishing naturalization and education centers across city libraries
- **Offering free or low-cost transit opportunities for newcomers to explore their neighborhoods** can attract immigrants to different areas of the state and build awareness of local resources
- **Grantmaking to CBOs is an effective way to offer tailored cultural services** to different immigrant groups

Resources for employers/educators

- Chicago counties provide cultural sensitivity trainings to service providers and employers focused on cultural and linguistic inclusion¹
- The ONA holds workshops with various municipal agencies to educate them on legal services they are required to provide, as well as best practices for supporting immigrant communities⁴

- **Offering cultural sensitivity and legal service trainings to government staff and employers** can increase their understanding of immigrant needs and willingness to advocate for and/or sponsor foreign workers

Sources: 1) Chicago ONA, “[Accomplishments to Date](#),” 2015; 2) CMAP, “[Immigrant Integration Toolkit](#),” 2014; 3) Chicago Public Libraries, “[Becoming a Citizen](#),” 2023; 4) External stakeholder interviews.



Ongoing challenges | Since 2022, Chicago has struggled to support an influx of Central and South American asylum seekers

Relevant to recommendations for OLI

Challenges

Recent responses and programs

Considerations for North Dakota

Welcoming South and Central American asylum seekers

- In 2022, the ONA led cross-agency efforts to position Chicago as a receiving city for asylum seekers, and since then, 20,000+ migrants – primarily from Venezuela – have since been bused from Texas or flown in¹
- Chicago is converting unused property and investing more than \$30M USD to build temporary migrant housing – called “winterized base camps” – as airports, police stations, and existing shelters reach maximum capacity²
- 30+ CBOs are offering legal services, children and youth services, resettlement, and wraparound case management at city-run temporary shelters to support migrants’ integration process into the city

- Advocating for a “welcoming city” stance may help ND policymakers raise refugee and asylee caps and allow more migrants to settle in ND
- Ensuring availability of affordable housing in multiple communities will be critical for helping resettle refugees, parolees, asylees, and other lower-income immigrant groups

Addressing long waits for work visas

- Chicago opened a federally-sponsored pilot clinic allowing migrants who arrived before August 2023 to apply for expedited work permits, where wait times are reduced from a year to a few months
- CBOs and municipal staff are conducting outreach for nearly arrived Venezuelan migrants to apply for TPS and job opportunities jointly, given Biden’s recent decision to grant TPS to newly arrived Venezuelan migrants³

- Advocating for expedited work permits on the heels of a successful federal pilot could help ND parolees and asylees secure jobs faster
- Advocating for TPS status to be granted to additional migrant groups could help ND attract and retain more workers

Resettling migrants outside of Chicago

- Nonprofits like Catholic Charities and New Life Center are starting to sponsor outmigration efforts – including paying for migrants’ flights to other states and cities where there are sponsors and family members
- Business owners – primarily in rural areas – have reached out to the city to host migrants, provide housing, and help arrange legal services in exchange for stable employment to fill critical labor shortages

- OLI could partner with the city of Chicago, ND employers, and ND CBOs to provide a pathway for migrants to resettle in North Dakota, given attractive qualities like lower cost of living, employee sponsorship, and more

Sources: 1) City of Chicago, “New Arrivals Timeline,” 2023; 2) Chicago Sun Times, “Chicago signs \$29.3 million contract to build ‘winterized base camps’ for migrants,” 2023; 3) CBS News, “After U.S. offers migrants work permits, Chicago activists call for more action,” 2023.

Overall learnings | Across all three case studies, best practices and learnings emerge around our proposed areas for OLI programming


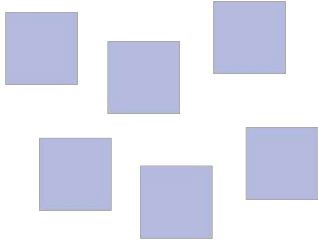
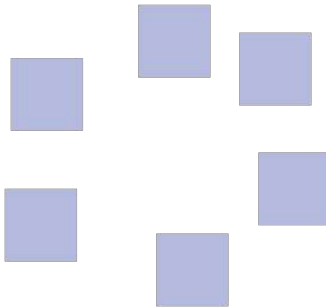
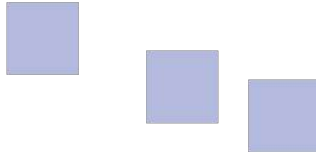
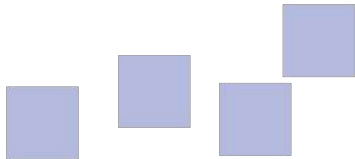
	LEGAL	PROGRAMMATIC	CULTURAL
"Quick wins" (by Oct 2024)	<ul style="list-style-type: none"> • Provide grants to CBOs that offer legal services covering work authorization, relocation, etc. (Utah, Colorado, Chicago) • Work with universities to publicize a list of OPT-hiring companies and help international students apply for in-state jobs (Utah, Colorado) 	<ul style="list-style-type: none"> • Publish checklists and toolkits for employers and immigrants looking for resources on work authorization, hiring and training, etc. (Utah, Colorado, Chicago) 	<ul style="list-style-type: none"> • Offer employment, legal, and navigation resources in multiple languages for accessibility (Utah, Colorado, Chicago)
Medium-term (by mid-2025)	<ul style="list-style-type: none"> • Partner with organizations like Upwardly Global to connect skilled workers with employers in high-demand industries (Colorado, Chicago) 	<ul style="list-style-type: none"> • Provide grants to CBOs and refugee resettlement agencies that provide career support, housing, and community navigator training (Utah, Colorado, Chicago) 	<ul style="list-style-type: none"> • Create cultural sensitivity toolkits and/or trainings for state agencies, educators, and employers (Utah, Colorado, Chicago)
Long-term (2025+)	<ul style="list-style-type: none"> • Advocate for state-level driver licenses and flexible licensing practices for eligible immigrants (Utah, Colorado, Chicago) 	<ul style="list-style-type: none"> • Host job fairs and networking events for immigrants in partnership with chambers of commerce (Utah, Colorado, Chicago) • Advocate for affordable housing and/or partner with landlords, churches, and CBOs to refurbish unused buildings (Colorado, Chicago) 	<ul style="list-style-type: none"> • Partner with school systems, CBOs, or career-specific ESL platforms like EnGen to expand free ESL programs for children and adults (Utah, Colorado, Chicago)

Note: This list is non-exhaustive and is meant to serve as a high-level reference point for similar core and innovation strategies for OLI.

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1. Introduction
2. North Dakota labor needs analysis
3. Bottlenecks and barriers analysis
4. Opportunities & recommendations
5. **Annexes**
 1. Benchmarks
 2. **Long list of solutions**
 3. Full list of interviews conducted

OLI, Dalberg, and LaMP brainstormed a long-list of possible solutions for OLI during a mid-project workshop in December 2023

1 Grantmaking	2 Awareness-building and marketing	3 Partnership-building and coordination	4 Advocacy for policy reform	5 Other
				

The full list of solutions can be viewed on the following slides

Source: December 2023 workshop outputs between Dalberg, LaMP, and OLI.

Long list of solutions | Grantmaking

Proposed solution

Provide contracts/grants to CBOs for word-of-mouth immigrant recruitment

Grants for career navigators at nonprofits

Develop a grant program for employers with a mandatory requirement to appoint cultural or integration ambassadors

Offer a fixed fee to cover relocation expenses for domestic or internationally based New Americans, matching employer legal fees.

Resource allocation to other state agencies to train community/career navigators

Long list of solutions | Awareness-building and marketing (1/2)

Proposed solution

Host a booth at business association conventions (e.g. NDAA convention in January)

Sponsor state delegation at national career fairs

Support recruitment activities, marketing, or job fairs in communities with unemployed/underemployed New Americans

Targeted recruiting trips with employers to colleges and universities and to large metros to recruit foreign-born immigrants

Develop OLI website with comprehensive resources for employers and immigrants

Develop resources for employers, communities, individuals to help them navigate systems, ND processes, etc.

AI/bot support for answering questions from employers

Develop a checklist for employers looking to hire foreign-born workers

OLI toolkits for hiring and integrating foreign-born workers

Career pathways guides

Hotline for immigrants and employers to reach out with questions and feedback

Soft skills and culture-focused educational programs for immigrants

Help multinationals use **L visas**

Pay for advertising in immigrant specific channels and publications

Long list of solutions | Awareness-building and marketing (2/2)

Proposed solution

Host educational workshops for employers in legal pathways and resources to recruit and retain foreign-born workers

“Visa 101” webinars for employers/Legal Zoom webinar for immigration

Quarterly lunch and learn webinars for employers

Educate employers and HR departments about basic requirements for DOL approval of jobs

Symposium for highlighting champions (i.e. ComDel)

Cultural sensitivity trainings for employers/HR (i.e. through NPNA)

Educational programs for HR people to understand hiring from abroad

“Cost of living” campaign (see West Virginia)

Partner with Main Street Initiative and Find the Good Life for awareness building efforts

Pursue welcoming city status for Fargo

Long list of solutions | Partnership-building and coordination (1/2)

Proposed solution

Partner with ND universities to support graduate students build **O-visa applications**

Partner with ND universities to develop pathways to **OPT**

Build a registry of resource organizations willing to partner with employers to **hire H-1B cap-exempt**

Partner with UMary / University Workforce Development Division to assist in **language teaching and cultural competency**

Batch groups for childcare facilities

Partner with existing tech tools (e.g., Lawfully, Boundless)

Batch groups for employee attorney fees

Partner with **UND law students** to provide pro-bono work for law firms or employers

Formalize partnership with UND for legal clinics and services

Work with NY and NPNA to host a job fair in NYC to connect migrants with ND employers for interviews, job offers, and relocation

Work with MIN and WFH in Chicago to turbocharge their pilot program connecting migrants in Chicago with ND employers

Help ND employers strategically recruit immigrants in Texas

Host employer roundtables through local chambers of commerce to share actual experiences & success stories from employers

Support batch recruitment efforts for SMEs

Long list of solutions | Partnership-building and coordination (2/2)

Proposed solution

Share checklist and resource guide for employers to prepare for New American employees

Encourage employers to optimize job postings to include the ability to sponsor employees

Leverage FTGL Pipeline for international/global talent attraction

Partner with Job Services ND to translate job postings to other languages

Launch a “welcome corps” where volunteers are organized to support immigrants to get to/from needed appointments, etc.

Expand access to EnGen for contextual English

Partner with AirBnB as a CSR effort to provide short-term housing and long-term advocacy for affordable housing

Partner with public schools to provide housing to teachers

Partner with universities to provide unused dormitory space as housing

Batch groups for employee housing/apartments

Long list of solutions | Advocacy for policy reform

Proposed solution

Develop an agenda for **ND state reforms**

Expand pathways to licensure for immigrants/refugees

Translate Medicaid, SNAP, CHIP into multiple languages (*note: this is already in progress*)

Advocate for alternatives to residencies for international doctors

Tax incentives for apprenticeship sites

In-state tuition for refugees without residency requirement

Develop a **federal lobbying agenda**

Federal-level advocacy for **state-based work visas**

Advocate to replace degrees with skills as expectations in hiring

Long list of solutions | Other

Proposed solution

Create avenue to donate cars for tax credit to build a repository of used cars that can be leased to immigrants

Solutions for transportation (shared drivers, Uber/Lyft vouchers, car donations)

Partner with rideshare services to subsidize transportation for immigrants (e.g. through a coupon code)

Create a “Welcoming State” index/program/certification

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Interview List (1/8)

Organization	Type	Name	Role
AFL-CIO North Dakota	Civil society	Landis Larson	President/Secretary-Treasurer
Bismarck Global Neighbors	Civil society	Leah Hargrove	Executive Director
Bismarck Global Neighbors	Civil society	Jasmine-Tosseth Smith	Board Member
CATCH - Communities Acting for Change and Hope	Civil society	Dave Jenkins	Employee/Pastor
Grand Forks Region Economic Development Corporation	Civil society	Keith Lund	President/CEO
Grand Forks Region Economic Development Corporation	Civil society	Becca Cruger	Director of Workforce Development
Greater North Dakota Chamber	Civil society	Andrea Pfennig	Director of Government Affairs
Immigrant Development Center	Civil society	Fowzia Adde	Executive Director
Immigrant Law Center of Minnesota	Civil society	Jenny Stohl Powell	Legal Director
Immigrant Law Center of Minnesota	Civil society	Turdukan Tostokova	Accredited Representative, Fargo
Immigrant Law Center of Minnesota	Civil society	Megan Carranza	Contract Attorney, Bismarck
Immigrant Law Center of Minnesota	Civil society	Veena Iyer	Executive Director
Minot Area Chamber EDC	Civil society	Kevin Black	Chair
Minot Area Chamber EDC	Civil society	Cassidy Hjelmstad	Chair-Elect
ND Apartment Association	Civil society	Denise Hanzlik	Executive Director
ND Hospital Association	Civil society	Melissa Hauer	General Counsel/VP Advocacy
ND Hospital Association	Civil society	Tim Blasl	President
ND Hospital Association	Civil society	Marnie Walth	Sanford - Head of Legislative Affairs

Interview List (2/8)

Organization	Type	Name	Role
ND Society for Human Resources Management	Civil society	Erica Schmidt	Government Affairs Director
ND Society for Human Resources Management	Civil society	Scott Wirth	Workforce Readiness Director
ND Agriculture Association	Civil society	Stu Letcher	Executive Director
ND Long Term Care Association	Civil society	Nikki Wegner	President
ND Petroleum Council	Civil society	Ron Ness	President
ND Petroleum Council	Civil society	Becky Ness	Office Assistant
ND Petroleum Council	Civil society	Reva Kautz	Communications Director
ND Stockmen's Association	Civil society	Erika Kenner	Board Member
Notre Dame Migrant Impact Network	Civil society	Mark Bourgeois	Visiting Associate Professor of the Practice, IDEA Center
Notre Dame Migrant Impact Network	Civil society	Carlos Espinoza Banegas	Entrepreneur in Residence at the IDEA Center
Rwandan Association	Civil society	Morris Murenzi	Director
Rwandan Association	Civil society	Aimable Magaju	Director
South Sudanese Foundation of Fargo	Civil society	Matour Alier	Executive Director
Strengthen ND	Civil society	Beth Odahlen	Director of Community Engagement and Solutions
Strengthen ND	Civil society	Megan Langley	Executive Director
Workforce Hope	Civil society	James Kaiser	Chief Impact Officer
Workforce Hope	Civil society	Dan Hodgson	Executive Director

Interview List (3/8)

Organization	Type	Name	Role
Greater Fargo Moorhead Economic Development Corp.	Civil society	Tifanie Gelinske	Sr. Vice President of Workforce Development
Greater Fargo Moorhead Economic Development Corp.	Civil society	Joe Raso	President/CEO
United Brotherhood of Carpenters and Joiners of America	Civil society	Kasper Ziegler	Lead Instructor
Global Refuge	Civil society	Dan Hannaher	North Dakota Field Director
Jasmin Child Care and Preschool	Civil society	Mohamad Hussein	VP of Development
Jasmin Child Care and Preschool	Civil society	Rhoda Elmi	Founder/Executive Director
Welcoming America	Civil society	Meg Shoemaker Little	Chief Program Officer
National Partnership for New Americans	Civil society	Sarah Mesick	Director of Programs
National Immigration Forum	Civil society	Jeanne Atkinson	Vice President & Chief Program Officer
IRC - Salt Lake City	Civil society	Anna Springer	Immigration Program Manager, IRC
Asian Association of Utah	Civil society	Peter Frost	Director of the Refugee & Immigrant Center
NDSU	Civil society	Marshall Nunberg	International Student Advisor
NDSU	Civil society	Miguel Santiago	International Student Advisor/Programming Coordinator
NDSU	Civil society	Eric Leise	Director of International Student and Study Abroad Services
NDSU	Civil society	Tabitha Thomas	Director of Faculty Immigration
North Dakota University System	Civil society	Mark Gorenflo	Chief of Staff/Director for Innovation and Economic Development

Interview List (4/8)

Organization	Type	Name	Role
Minnesota Talent Task Force	Civil society	Brian Hagen	Member
Global Friends Coalition	Civil society	Cynthia Schabb	Executive Director
Global Friends Coalition	Civil society	Adam Fortwengler	Program Coordinator
Grand Forks Public Schools	Civil society	Terry Brenner	Superintendent
Grand Forks Public Schools	Civil society	Matt Bakke	Assistant Superintendent
Grand Forks Public Schools	Civil society	Kelsey Peterson	English Language Coordinator
New American Immigration Center	Civil society	Abdi Duale	Executive Director
Fargo Moorhead West Fargo Chamber of Commerce	Civil society	Shannon Full	President/CEO
Fargo Moorhead West Fargo Chamber of Commerce	Civil society	Donna Heck	Concierge Strategist
ND Housing Finance Agency	Government	Dave Flohr	Executive Director
ND Housing Finance Agency	Government	Jennifer Henderson	Planning and Housing Development Division Director
ND Housing Finance Agency	Government	Brandon Detlaff	Homeownership Director
New Foreign Immigrant Advisory Committee	Government	Alicia Belay	Community Engagement Assistant Director
New Foreign Immigrant Advisory Committee	Government	Agnieszka Mason	Committee Member
New Foreign Immigrant Advisory Committee	Government	Nada Soliman	Committee Member
City of Williston	Government	Howard Klug	Mayor
ND House of Representatives	Government	Emily O'Brien	Representative

Interview List (5/8)

Organization	Type	Name	Role
Office of Kevin Cramer	Government	Jody Link	Director of Constituent Services
ND Department of Commerce	Government	Katie Ralston-Howe	Director of Workforce Development
ND Department of Commerce	Government	Josh Tiegen	Commerce Commissioner
ND Department of Commerce	Government	Shawn Kessel	Deputy Commerce Director
ND Department of Health and Human Services	Government	Holly Triska-Dally	State Refugee Coordinator
Salt Lake County Office for New Americans	Government	Joseph Genda	New American & Refugee Liaison
Utah Center for Immigration & Integration	Government	Natalie el-Diery	Director of Immigration & New American Integration
Chicago Office of New Americans	Government	Laura Padilla	Former Community Engagement Manager
Job Service of North Dakota	Government	Patrick Bertagnolli	Executive Director
Job Service of North Dakota	Government	Phil Davis	Workforce Services Director
Job Service of North Dakota	Government	Ruth Lacher	Manager of Workforce Programs
Job Service of North Dakota	Government	Dustin Hillebrand	Workforce Center Manager
Job Service of North Dakota	Government	Alyssa Poole	Career Navigator, New American Employment Program
Job Service of North Dakota	Government	Sabina Abaza	Employment Advisor
Job Service of North Dakota	Government	Bridget Hill	Employment Advisor
Job Service of North Dakota	Government	Carey Fry	Workforce Center Manager
ND Vocational Rehabilitation	Government	Damien Schlinger	Director

Interview List (6/8)

Organization	Type	Name	Role
ND Department of Public Instruction	Government	Jim Upgren	Special Ed Director
ND Department of Public Instruction	Government	Stanley Schauer	Director of Assessment
ND Department of Career and Technical Education	Government	Wayde Sick	Director and Executive Officer
City of Fargo	Government	Dr. Terry Hogan	Director of Diversity, Equity & Inclusion
Sanford Health	Employer	DJ Campbell	Executive Director Human Resources, Bismarck
Sanford Health	Employer	Tiffany Lawrence	President and CEO, Fargo
Sanford Health	Employer	Teresa Larson	VP of Nursing and Clinical, Fargo
Sanford Health	Employer	Dr. Doug Griffin	VP of Clinic, Fargo
Sanford Health	Employer	Jason Nelson	Senior Director of Facilities , Fargo
Cardinal Glass	Employer	Mike Arnston	Plant Manager
Cloverdale Foods Company	Employer	Rechaye Mannie	Human Resources
Cloverdale Foods Company	Employer	Angelica Rivera-Torres	Recruiting Coordinator
ComDel Innovation	Employer	Jim Albrecht	President
Essentia Health	Employer	Rashid Hussein	Community Health Specialist
Essentia Health	Employer	Matthew Naugle	Workforce Development Specialist
Minn-Dak Farmers	Employer	Sheila Klose	VP of Human Resources and Safety
Minn-Dak Farmers	Employer	Denise Witte	Human Resources Specialist
Heart of America Medical Center	Employer	Sara Radomski	Director of Human Resources

Interview List (7/8)

Organization	Type	Name	Role
Space Age Synthetics	Employer	John Hertsgaard	President/CEO
Knife River Care Center	Employer	Blake Kragnes	Administrator
Baptist Health & Rehab	Employer	Deanna Berg	Executive Director
Cultivate Solutions	Employer	Dustin Jensen	CEO
Trinity Homes	Employer	Wade Peterson	Administrator
Mountrail County Health Center	Employer	Belinda Moen	Director of Nursing
Heart of America Medical Center	Employer	Sara Radomski	Director of Human Resources
Souris Valley Care Center	Employer	Kaylene Kitelinger	Administrator
Benedictine Living Community	Employer	Scott Foss	Executive Director
St. Lukes Homes	Employer	Amy Kreidt	Administrator
Microsoft	Employer	Taya Spelhaug	TechSpark Manager
Swanson Health Products	Employer	Jim Hamel	CEO
Swanson Health Products	Employer	Anne Zimiga	VP Human Resources
Brandt Holdings Co	Employer	Brad Williams	Real Estate Division
Anchor Ingredients	Employer	Angie Nogosek	Director of Human Resources
Altru Health	Employer	Jennifer Semling	Manager, Talent Acquisition
Altru Health	Employer	Marlene Miller	Director of People Resources
Altru Health	Employer	Nicole Nelson	Senior Executive Assistant

Interview List (8/8)

Organization	Type	Name	Role
Opp Construction	Employer	Sally Miskavige	Vice President
LM Wind Power	Employer	Trish Weber	Plant Director
Retrax	Employer	Logan Kier	HR Manager
Thread	Employer	Sarah Sletten	VP of People and Culture