



City of Seattle
Seattle City Council

MEMORANDUM

Date: October 18, 2012

To: Monica Martinez Simmons, City Clerk

HARD COPY: City Hall, Third Floor, Main Reception

ELECTRONIC COPY: clerkfiling@seattle.gov

From: Susana Serna, Council Central Staff
 (Staff Analyst: Michael Fong)

Re: Request to Create Clerk File – Response to 2012 Council Statement of Legislative Intent

Title of Clerk File: Human Services Department (HSD) Department’s Response to 2012 Statement of Legislative Intent (SLI) No. 50-1-A-2: Monitoring and assessing HSD refugee and immigrant job readiness training, family support, community organizing and leadership development programs in 2012.

Please cross-reference: Resolution No. 31361 (2012 SLI Adoption Resolution)
 Ordinance No. 123758 (2012 Budget Adoption Ordinance)
 Clerk File No. 311810 (City Council Changes to the 2012 Proposed Budget and the 2012-2017 Proposed Capital Improvement Program)

Please create a Clerk File for the HSD response, and related documents to 2012 Council SLI No. 50-1-A-2.

I am attaching hard and electronic copies of all materials related to this SLI.

Clerk File Table of Contents:

Item	Title	File Name
1.	SLI 50-1-A-2 HSD Response IR job training 092012.docx	SLI 50-1-A-2 Response Memo.docx
2.	2012 Statement of Legislative Intent 50-1-A-2	SLI 50-1-A-2.docx



**City of Seattle
Human Services Department**

MEMORANDUM

DATE: September 26, 2012

TO: Councilmember Nick Licata, Chair
Seattle City Council Housing, Human Services, Health & Culture Committee
Sally Bagshaw, Vice-Chair
Bruce Harrell, Councilmember
Tom Rasmussen, Councilmember

FROM: Dannette R. Smith, Director
Human Services Department

RE: Response to SLI 50-1-A-2: HSD Job Readiness Training Program for Immigrant / Refugee Youth and Families.

This memo responds to a portion of Statement of Legislative Intent (SLI) SLI 50-1-A-2, adopted by the City Council as part of the 2012 budget process. The SLI requests that the Human Services Department (HSD) monitor and assess the impacts (if any) associated with repurposing funding for Immigrant/Refugee Family Support to a new Immigrant/Refugee Youth Job Readiness Training program. The original due date for this SLI response was August 1, 2012. Given the timing of the program funding process and program startup, HSD Director Dannette Smith requested and received an extension in June 2012 from Committee Chair Licata. CM Licata and Director Smith agreed that the new deadline would be changed to September 26, 2012, and the initial response would be a program update responding in part to item “d” in the SLI, as the new program has been underway only a couple of months.

HSD will provide a more detailed response to the other requested items in the SLI in the coming months, including the updated inventory of immigrant and refugee support programming (item “a”); updated information related to Families & Education Levy programs that provide support to immigrants and refugees (item “b”); an assessment based on feedback from agencies and providers on community family support (item “c”); additional data and performance results of the first several months of program operation (item “d”). The Policy Advocacy and Technical Assistance RFI (referenced in item “e”) has not been released.

Background

In the 2011-2012 budget process, Mayor McGinn added \$150,000 of General Fund support to the HSD budget for a new program serving immigrant and refugee youth. These funds were combined with \$315,361 of existing General Funds from the Immigrant and Refugee Family Support program. This total investment of \$465,361 was repurposed to provide job readiness and self-sufficiency training to English Language Learner (ELL) youth and their families.

The program model and associated Request for Investment (RFI) process were developed in response to community input voiced during Youth and Families Initiative public engagement efforts and HSD’s community engagement focus groups.

RFI Process and Funding Awards

The new funding was evaluated during the 2012 budget process, delaying the planned RFI release date for this new program. To avoid the holiday season and ensure the success of a new RFI process to be piloted with this investment, the RFI was released on January 4, 2012.

An important action step of HSD's Strategic Plan is developing and implementing technical assistance strategies and funding opportunities to support developing, grassroots organizations. Therefore, this RFI piloted separate applications for smaller "developing" agencies that are based in the community and experienced, established agencies that serve immigrants and refugees. Applying for government funds can be complex and time consuming so HSD provided additional technical assistance through workshops and hands-on training to help developing agencies apply. A series of three technical assistance workshops focused on each section of the RFI application were provided to developing agencies in January 2012.

HSD received 17 proposals from agencies responding to the RFI of which 16 were eligible for review and rating by the review committee. The review committee included four HSD staff members and three community members. Applications were ranked based on two sets of scores, one for meeting RFI criteria (see below) and one for an agency interview. Some of the criteria used for rating the proposals included:

- Past experience with youth and adult classes
- Outreach and service to target population
- Bicultural youth case management
- Parent education
- Family referral services
- Staff qualifications

Funding Award Recipients

The following five agencies were funded at \$93,000 each to provide the full range of program services within the 2012-2013 timeline specified in the RFI:

Experienced Agency	Target Population (by Language Groups)	Funded Amount
Asian Counseling & Referral Service	Cambodian, Chinese, Filipino, Vietnamese, Bhutanese	\$93,000
El Centro de la Raza	Spanish	\$93,000
Refugee Women's Alliance	Amharic, Oromiffa, Somali, Tigrinya	\$93,000
Developing Agency	Target Population (by Language Groups)	Funded Amount
Horn of Africa	Amharic, Oromiffa, Somali, Tigrinya	\$93,000
Vietnamese Friendship Association	Vietnamese	\$93,000

In addition, one agency was funded at \$62,000, to provide a modified range of services as a pilot program to meet the special needs of immigrant/ refugee ELL students with disabilities and their families. Through this pilot program, we also hope to increase supports and resources related to job readiness training for this vulnerable and underserved population.

Developing Agency	Target Population (by Language Groups)	Funded Amount
Open Doors for Multicultural Families	Chinese, Somali, Spanish, Vietnamese	\$62,000

On April 18, 2012, HSD Director Dannette R. Smith and HSD Youth & Family Empowerment Division Director Grace McClelland notified agencies that were selected for funding and agencies that were not selected for funding. For agencies that were not selected for funding, HSD offered to review their applications and provide information on how they were scored and ranked, and information on what the agencies could do to improve their applications for future funding opportunities.

Program Implementation and Timeline

HSD contracts with the funded agencies began May 16, 2012. The program implementation timeline is below:

	May 16, 2012	Contract start date
2012	June 2012 – April 2013	Capacity building activities and technical assistance with developing agencies. Experienced agencies participate in capacity building activities as needed.
	June 2012	Job Readiness Curriculum Developed and Training Provided
	July-August 2012	Case Management Training (Completed)
	July 2012-April 2013	Invoicing and Reporting, Milestone and Outcome Tracking, and Data Collection (Ongoing)
	Sept-Oct 2012	Parent Education Curriculum Development and Curriculum Delivery
	Sept-Nov 2012	Career Planning Training and Delivery
	Oct-Dec 2012	Family Self-Sufficiency and Post-Secondary Options Training Curriculum Development and Curriculum Delivery
	May – June	Youth and family outreach and enrollment
	July – August	Youth job readiness training and summer group project
	July 2012 - April 2013	Family support services Ongoing youth case management services - school engagement support, job readiness, career and post-secondary options planning
October – December	Parent education classes Ongoing youth case management services - school engagement support, job readiness, career and post-secondary options planning	
2013	January – April	Family self-sufficiency and post-secondary education classes
	Mid-March – April	Spring work training

Program Start-Up Challenges

Agencies completed staff hiring, youth outreach, program enrollment and other program start-up activities including capacity building activities provided by HSD, within a very short timeframe of six weeks from mid-May to the end of June so that youth activities could start in July. Agencies encountered youth enrollment challenges due to limited time for youth outreach at schools from contract start date of mid-May to mid-June when the school year ends and

agencies were competing with other summer programs available to youth. Despite the start-up challenges, the following table and pages show program milestones achieved to date.

Program Implementation Milestones and Outcome for the period of July – August 2012

The following table summarizes the number of participants in the 2012 Immigrant/Refugee Youth Job Readiness Training program, as well as the number of program staff that participated in the capacity building and technical assistance activities. Data on the number of youth that demonstrated good work skills in the group project is still pending.

Experienced Agency	ELL Youth & Families Enrolled	Youth Complete 12 hr Job Readiness Training	Youth in Summer Group/Community Project	# Youth improved / demonstrate good work skills in 100hr summer group project	# Program staff who completed Capacity Building / Technical Assistance Activities		
					Job Readiness Training Curriculum	Case Management	Data Collection and Reporting
Asian Counseling & Referral Service <i>(Language groups: Cambodian, Chinese, Filipino, Vietnamese, Bhutanese)</i>	25	25	25 in session	Available in October	3	2	1
El Centro de la Raza <i>(Language group: Spanish)</i>	18	16	16 completed	15	2	2	1
Refugee Women’s Alliance <i>(Language groups: Amharic, Oromiffa, Somali, Tigrinya)</i>	28	28	28 completed	25	2	4	1
Developing Agency	Youth Enrolled	Youth Complete 12-hr Job Readiness Training	Summer Group/Community Project	# Youth improved / demonstrate good work skills in 100hr summer group project	Program staff completion in Capacity Building / Technical Assistance Activities		
					Job Readiness Training Curriculum	Case Management	Data Collection and Reporting
Horn of Africa <i>(Language groups: Amharic, Oromiffa, Somali, Tigrinya)</i>	20	20	18 completed	15	3	2	1
Vietnamese Friendship Association <i>(Language groups: Vietnamese)</i>	20	20	20 completed	20	1	1	1
Open Doors for Multicultural Families <i>(Language groups: Chinese, Filipino, Vietnamese, Somali)</i>	20	20	20 completed	Available in October	4	4	2
Total	131	129	127	75 to date Data from 2 agencies still pending	15	16	7

As shown in the table above, 129 youth are now enrolled and participating in the Job Readiness Training Program for Immigrant / Refugee Youth and Families. These youth and their families will be engaged in a family-based

approach to job readiness training. They will receive youth and family education and support services that are critical in helping both youth and their parents gain the same knowledge of the American and Seattle public school system, job readiness, career pathways and exploration, postsecondary education and training, financial aid and financial self-sufficiency. By including services for parents, parents can then begin to develop the skills and information to support, encourage and advocate on behalf of their youth as well as progress toward self-sufficiency.

129 youth have completed 12 hours of Job Readiness Training and youth within each agency have either completed or are completing a community project as a group. Through this process a cohort is formed to create a support system for youth and families enrolled in the program. The group project gives youth the opportunity to apply and strengthen the skills learned in the job readiness training as well as gain knowledge of the community need/interest. The following chart shows the focus of the group projects being implemented with youth at each agency site:

Agency	Community Project Description
Asian Counseling & Referral Service	A video on cultural heritage and self-identity and created by youth. The project aims to develop stronger communication and connection with the family, school and communities by interviewing family/school friends/community members about their culture, immigration and refugee experience.
El Centro de la Raza	Digital Storytelling Project: Youth will learn digital storytelling skills needed to carry out interviewing, audio narration and editing. The project creates an opportunity for youth to engage in capturing important stories and oral histories of the community from a youth-led community perspective. Through this project youth will document and share with other young people and the broader community the voices of people affected by educational, societal and other disparities and their struggle for social justice, civil rights, dignity and equality. Youth will explore the history of El Centro and the experiences and contributions made to the organization by its founders and the many involved voices of today’s growing Latino community.
Refugee Women’s Alliance	“From Roots to Wings”: a group project that involves developing an anthology of short stories as told by elders from the target language groups served. These stories are available via print, online and audio CDs. Through interviewing elders about their lives, youth learn about stories from their home country as well as cultures other than their own while developing collective memories for the community. Youth document the rich and nurturing lives elders lived which allow youth to establish strong cultural identity and connection to the elders <i>the roots of each culture</i> so they can <i>take wing</i> and reach their potential in their adoptive country. ELL youth also develop communication skills including reading, writing and oral literacy skills as they retell these stories in English. Youth practice their oral and written bilingual skills through interviewing elders in their own languages and through developing the anthology in both native and English languages. Youth will give readings from the anthology at a community event intended to celebrate and honor the history and culture of elders in the community and provide a source of rich historical and cultural information.
Horn of Africa	A food drive to donate non-perishable food to low-income residents of Yesler Terrace is being implemented in partnership with Metrocenter YMCA’s technology department (YTECH). The project implementation is based on youth voice and involves developing and utilizing technology skills as well as skills for selecting the neighborhood of choice, its community issue and

	running a cause campaign to address the community issue. The youth will meet with Councilmember Nick Licata on September 4 th to gain knowledge of the ongoing redevelopment in Yesler Terrace and also the importance of community service. After the meeting, the youth will also have the option of viewing the Full Council as it votes on the Yesler Terrace legislation. The process for engaging youth in developing the skills needed to complete this project is based on sound research from YTECH partner Dr. Lance Bennett and his team at the U.W. Center for Communication and Civic Engagement.
Vietnamese Friendship Association	Oral History Project involves youth visiting and interviewing Vietnamese elders at local senior centers and compiling a collection of oral history stories to be shared with the broader community. The oral histories will be displayed at Wing Luke Asian Museum this fall. The purpose of the project is to bridge the generational and cultural gap between youth and elders. Youth will develop technological skills through the use of recording equipment, editing, and audio compilation.
Open Doors for Multicultural Families	Disability Awareness Video Project and youth's individual portfolio/resume building. The video features youth who are ready to work, demonstrating their understanding of etiquette in the work environment and appropriate communication and behaviors with co-workers, supervisors, and customers. Youth learn technology and other skills to produce a 3-5 minute video presentation to bring disability awareness to their own ethnic community. Youth produce their own portfolio/resume showing their career goals, interests, work experiences and work skills.

Capacity Building and Technical Assistance Activities

Program capacity building needs for refugee and immigrant community-based organizations in the following areas were raised at HSD community focus groups during the RFI development process:

- Capacity building prior to program implementation to ensure greater success of community agencies;
- Creating a network of agencies that encourages resource sharing and support;
- Capacity building to meet City of Seattle reporting requirements; and
- Professional development for staff necessary for program implementation.

While capacity building activities were primarily designed for developing agencies, experienced agencies may participate in the activities as needed. HSD provided the following capacity building and technical assistance activities based on program staff feedback and assessment of program needs:

1. Job Readiness Training (JRT) Curriculum for Immigrant/Refugee youth

- HSD contracted a consultant to develop this JRT curriculum designed for training immigrant/refugee ELL youth.
- A JRT curriculum for immigrant/refugee ELL students with disabilities was developed by adapting the curriculum, with the assistance from Open Doors for Multicultural Families (one of the funded agencies), who used the curriculum with youth enrolled in the program this summer.
- All six funded agencies and HSD now have a JRT curriculum designed for their target population. Prior to this curriculum, agencies either did not have a curriculum or would have adapted a curriculum that is geared for adults or trade specific training.
- 15 staff coming from all six agencies received training and follow-up on-site coaching on the use of the curriculum.
- An upcoming workshop will focus on building facilitator skills and preparing presentations.

2. Case Management Training

- 16 staff from all six agencies received two case management trainings provided by HSD and YMCA staff.

- Trainings covered the essentials of case management: a) requirements for case file organization, forms and documentation, b) recommended best practices standards/guidelines for case management, c) strengths-based assessments, d) developing individual service plans and SMART goals and 5) SOAP techniques in case notes writing.
 - HSD developed and adapted forms for intake and case files required for the program.
3. **Youth JRT Consortium** (formed with the six funded agencies and staffed by HSD)
- Facilitate sharing of resources and strategies for program management, case management, youth and family recruitment, engagement and retention, cross-cultural learning opportunities for youth, program staff development, etc.
4. **Data Collection and Reporting**
- HSD staff provided technical assistance on tracking milestones/outcomes, evaluation, monthly invoicing and reporting and developed tools used to accomplish the related tasks for data collection and reporting.
 - All designated program staff have been trained.

Next Steps

Upcoming Curriculum Development and Training for agencies

- Consultants have been selected for the development of curriculum and training of program staff for the 3 service components listed below that agencies will implement with youth and families from October 2012 through April 2013:
 1. Parent Education
 2. Career Planning with youth
 3. Family Self-Sufficiency and Post-Secondary Options Training (joint training of youth and their families)

Program Staff Development

- Program staff will participate in staff development activities related to supporting youth development and parenting or program evaluation and management, such as: 2012 Bridge Conference, YPQA Basics on youth program evaluation, Parent/Family Preparation Training by Office of Education Ombudsman, etc.

Capacity Building for Developing Agencies

- Developing Agency Director and Staff are offered agency capacity building training opportunities, such as: *“Strategies and Tools for Becoming a Sustainable Organization and Increasing Your Community Impact”* presented by Non-Profit Assistance Center

More information on milestones and outcomes related to program goals listed below will be available at a later date after program implementation has progressed further.

- Contribute to fewer student absences from school
- Facilitate better communication between parents and schools
- Improve youth job readiness skills and identification of career interests.
- Improve youth and family self-sufficiency skills and exploration of post secondary options.

If you have any additional questions please feel free to contact HSD Director Dannette R. Smith at (206) 684-0263 or HSD Youth & Family Empowerment Division Director Grace McClelland at (206) 386-1009.

cc: Catherine Lester, Deputy Director, Human Services Department
Sara Levin, Fiscal and Contracts Director, Human Services Department

2012 Seattle City Council Statement of Legislative Intent

Approved

Tab	Action	Option	Version
50	1	A	2

Budget Action Title: Monitoring and assessing HSD refugee and immigrant job readiness training, family support, community organizing and leadership development programs in 2012.

Councilmembers: Godden; Licata; O'Brien

Staff Analyst: Michael Fong

Budget Committee Vote:

Date	Result	SB	BH	SC	TR	JG	NL	RC	TB	MO
11/10/2011	Pass 8- 1-Absent	Y	Y	Y	Y	Y	Y	-	Y	Y

Statement of Legislative Intent:

This Statement of Legislative Intent (SLI) requests the Human Services Department (HSD) to monitor and assess the impacts (if any) associated with repurposing existing funding for Immigrant and Refugee Family Support to the newly proposed Immigrant and Refugee Youth Job Readiness Training program. Recognizing that nearly 400 parents currently receive family support assistance on an annual basis, Council is interested in ensuring that to the extent possible, any loss of service delivery is mitigated through other HSD programs and potentially, if approved by voters, the Families and Education Levy (F&E Levy). In addition, HSD plans to release a Policy Advocacy and Technical Assistance Request for Investment (RFI) in 2012 that includes funding for leadership development and coalition building for people of color and refugee and immigrant communities.

HSD is requested to provide the Council with a report that includes the following:

- a) Updated inventory of HSD funded immigrant and refugee family support programming that includes any City or external funding changes for these programs. This information should include a comparison of 2011 and 2012 program funding sources (City and other). This is intended to identify whether City leverage of external funding for these programs has changed and what impacts that might have on service delivery.
- b) Updated information related to any F&E Levy programs that provide family support services for immigrants and refugees. This information will not be available prior to adoption of the 2012 Budget. Council will want a summary of funding and outcomes associated with the F&E Levy programs that meet the objective of providing family support services to immigrants and refugees.
- c) An assessment based on feedback from agencies and service providers, community stakeholders, the City's Immigrant and Refugee Commission, and any other relevant sources

regarding community family support needs. This is intended to identify whether any service gaps are emerging either as a result of repurposing of City funds or occurring in the community in general due to other factors.

- d) An update of the results from the Job Readiness Training RFI with a summary of contracted performance outcomes and a progress report related to implementation. In addition to providing an update on the Job Readiness Training RFI, HSD is requested to work with the Office for Education (OFE) to integrate the job readiness program with the Families and Education Levy programming focused on immigrant and refugee youth and families in order to develop specific measurable outcomes and align and coordinate efforts to most effectively and strategically deploy limited resources. The department is expected to report on the outcome of this coordination with OFE as part of its update to Council.
- e) An update of the result of the Policy Advocacy and Technical Assistance RFI with a summary of contracted performance outcomes and progress report related to the \$120,000 proposed to support people of color and refugee and immigrant communities in leadership development, coalition building and other activities.

HSD is requested to coordinate information related to this SLI and consult with the appropriate City department providing staff support to the City's Immigrant and Refugee Commission prior to developing a final report for Council review. HSD is requested to provide the Council Human Services Committee with a report on the elements of this SLI no later than August 1, 2012.

Additional Background Information: In 2012, HSD intends to allocate \$465,000 to service providers and agencies through a competitive RFI process for a new immigrant and refugee youth job readiness training program. The plan calls for repurposing \$315,000 of existing funds allocated to agencies to provide family support services to immigrant and refugees with children in school. Given the new goal of implementing an intensive and integrated approach to family support as it relates to job readiness training, this program will more narrowly focus on families with youth in the age range of 15-20.

In addition, \$120,000 has been allocated in the 2012 budget to support community organizing and leadership development efforts within communities of color and immigrant and refugee communities. This funding is intended to increase the level of civic engagement and involvement in public policy making by individuals from these communities.

As a result of new funding and policy shifts, Council is interested in monitoring general immigrant and refugee programming in the context of these changes.

Responsible Council Committee(s): Housing, Human Services, Health, & Culture

Date Due to Council: August 1, 2012