

## Office of Immigrant and Refugee Affairs Work Plan

GOAL ONE	Strategies and Key Actions	Metrics – quantifiably/qualitatively for each of the subcategories as possible: Refugee, Settled Immigrants, Aging Immigrants, New Immigrants, “Children” of Immigrants and Refugees.
<p>Seattle’s immigrant and refugee communities have a voice in City government; ensure the City is informed of the critical issues and concerns of the immigrant and refugee community.</p> <p>(SMC 3.14.505 (D))</p>	<p>1 – Ethnic Media Engagement Plan <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – identify tools/trainings to bolster presence and capacity of ethnic media outlets.</li> <li>• Include Community - Identify certain key messages/terms that need to be translated and can be re-used, develop personal relationships with various outlets and work to recognize their presence via social media and in the community.</li> <li>• Process – coordinate across departments as to how they interact with ethnic media in a thoughtful and culturally competent manner. Work with emergency management and HSD to identify needs of immigrant and refugee population in emergency situations, winter storms, etc. Also see: Interpretation and Translation (Goal 3).</li> </ul>	<p>1 – Ethnic Media Engagement Plan <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – At least two stories about the city every quarter in an ethnic media outlet.</li> <li>• Include Community – Host yearly meet and greet with ethnic media outlets. Proactively contact ethnic media when Executive or dept is in community.</li> <li>• Process – completed inventory for ethnic media outlets including how/when to engage with various outlets, personal touch with contact, and identifying capacity for translation, etc. Including social media, radio, TV, print.</li> </ul>
	<p>2 –Immigrant and Refugee Commission <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – Support capacity and elevate visibility of commission</li> <li>• Include Community – Assist Commission in hosting town hall for community</li> <li>• Process – Assist strategic planning efforts for Commission and implementation of Commission work plan, work with OCR to create policy for all Commissions that defines more thoroughly process for recruiting new commissioners, requires RSJI training for all Commissions, and integrates the Immigrant and Refugee commission with the Women’s commission, Disability Commission, LGBT Commission and Human Rights Commission.</li> </ul>	<p>2 –Immigrant and Refugee Commission <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community - All slots to be filled, report and provide recommendations to mayor and council on critical issues on a yearly basis for work plan and budget, create mentorship between established and new commissioners.</li> <li>• Include Community - Attendance by at least 100 people at town hall from a range of demographics.</li> <li>• Process – Retreat for new commissioners as well as comprehensive RSJI training and “City 101” training.</li> </ul>
	<p>3– OIRA Website <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – Publicize and Update Vendor Bank for Interpretation and Translation</li> <li>• Include Community - Create Community calendar so that people can be apprised of all events in the city, Increase website and social media presence as a tool for elevating community organizations</li> <li>• Process – Renew Internal City Language Bank, Develop resource bank for community on both internal and external services</li> </ul>	<p>3 – OIRA Website <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community –Vendor list complete</li> <li>• Include Community – calendar complete, demonstrated use of community calendar on website</li> <li>• Process – Completed Internal City Language Bank, community resources list complete</li> </ul>

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GOAL TWO	Strategies and Key Actions	Metrics – quantifiably/qualitatively for each of the subcategories as possible: Refugee, Settled Immigrants, Aging Immigrants, New Immigrants, “Children” of Immigrants and Refugees.
<p>Improve City Services and better engage immigrant and refugee communities – including but not limited to: employment, economic development, public health, student achievement, citizenship, public safety and criminal justice, civic engagement, and protection of civil rights.</p> <p>(SMC 3.14.505 (D))</p>	<p>1 – Complete internal layout of the City’s core programs and services that touch the different populations <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – Assess programs by measuring City’s “touch” across different categories of immigrants and refugees: i.e. seniors versus youth, new arrivals versus refugees, English speakers versus non-English speakers. Using this lens, the City can then work to create equitable services and help community navigate services.</li> <li>• Include Community - Conduct needs assessment to identify service areas that need further support (external)</li> <li>• Process - Review established interdepartmental teams for inclusion of OIRA issues as well as any current method(s) of coordination between departments for outreach to immigrants and refugees</li> </ul>	<p>1 – Complete internal layout of the City’s core programs and services that touch the different populations <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – completed report on all departments to be presented to Mayor and senior staff</li> <li>• Include Community – completed community needs assessment in underserved immigrant and refugee communities (external)</li> <li>• Process – coordination of interdepartmental teams and department outreach for inclusion of OIRA Issues</li> </ul>
	<p>2- Make recommendations for improvements to at least three city services for 2013 to better serve the immigrant and refugee population <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – Revitalized citizenship programs in libraries for general immigrant and refugee population</li> <li>• Include Community – creation of working groups with key community leaders</li> <li>• Process – Analysis for prioritization of these improvements to be prioritized by needs of community and general evaluation, however, in particular OIRA will begin focusing on: <ul style="list-style-type: none"> <li>○ Low Income Utility Assistance Program – SCL + SPU + HSD</li> <li>○ Employment and small business structural analysis - OED</li> <li>○ Public Safety (Through “Safe Communities Campaign”)</li> </ul> </li> </ul>	<p>2 – Make recommendations for improvements to at least two city services for 2013 to better serve the immigrant and refugee population <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – completed MOA with USCIS and established plan for libraries</li> <li>• Include Community – meetings with interfaith groups, legal representatives, and legislative advocates</li> <li>• Process – recommendations to be presented to mayor and senior staff</li> </ul>
	<p>3 – Provide concrete recommendations to coordinate and facilitate city efforts aimed at improving services and better engaging immigrant and refugee communities long-term <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community - Work with relevant stakeholders to develop educational campaigns about existing programs</li> <li>• Include Community – Ongoing consultation with community groups</li> <li>• Process - Advise on employment, economic development, public health, student achievement, citizenship, public safety and criminal justice, civic engagement, and protection of civil rights.</li> </ul>	<p>3 – Provide concrete recommendations to coordinate and facilitate city efforts aimed at improving services and better engaging immigrant and refugee communities <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – create educational materials/plan</li> <li>• Include Community – Create coordinated database/“list” for constant communication to community I &amp; R leaders</li> <li>• Process – completed report for Mayor and senior staff</li> </ul>

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GOAL THREE	Strategies and Key Actions	Metrics – quantifiably/qualitatively for each of the subcategories as possible: Refugee, Settled Immigrants, Aging Immigrants, New Immigrants, “Children” of Immigrants and Refugees.
<p>Advance the mission of the Office in a manner consistent with the City’s race and social justice initiative.</p> <p>(SMC 3.14.505 (D))</p>	<p>1- Interpretation and Translation <b><u>(Deadline Q3 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community - Facilitate relationship building between different immigrant and refugee communities based on entrance into U.S., build partnerships with different organizations in the community to increase capacity for translation and message delivery (i.e. leveraging POEL model across departments)</li> <li>• Include Community – Apply Inclusive Outreach and Public Engagement Toolkit in understanding how community would like city to communicate and interact with them, and to ensure less community “burnout”</li> <li>• Process - Develop city-wide directives and policies for how to engage with immigrant and refugee populations and coordinate such engagement across departments (support inclusive outreach and public engagement toolkit)</li> </ul>	<p>1 – Interpretation and Translation <b><u>(Deadline Q3 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – create plan for departments to use community based organizations</li> <li>• Include Community – completed evaluation of communications needs (external)</li> <li>• Process - City-wide policies and directives complete as well as new and inclusive lists of organizations to partner with and review of current vendor contracting process</li> </ul>
	<p>2 - Develop Immigrant and Refugee or “Ethnicity” Lens for RSJI conversations/work <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community - Provide opportunities for leaders in the community to advise city officials on current immigrant and refugee issues and how they fit into RSJI</li> <li>• Include Community - Communicate with other organizations to define the different “groups” within “Immigrant and Refugee” umbrella</li> <li>• Process – Conduct trainings in coordination with OCR and analysis of progress done by various departments in how they effectively engage with immigrant and refugee communities</li> </ul>	<p>2- Develop Immigrant and Refugee or “Ethnicity” Lens for RSJI conversations/work <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – 1-2 brown bag discussions on ethnicity and RSJI</li> <li>• Include Community – Coordinated understanding of “Immigrant and Refugee” and consistent application across city departments</li> <li>• Process – 1-2 trainings to be developed for city use</li> </ul>
	<p>3 - Community engagement <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community - Work with commissions and departments to assess needs of LGBT, women, youth and disabled immigrants and refugees. This could include having joint commission meetings once a year with each group or having a liaison from the Immigrant and Refugee Commission to specialize in each of these issues and provide key recommendations with the accompanying commission.</li> <li>• Include Community - Host weekly or bimonthly meetings with community members on a variety of topics (“Community Tea”)</li> <li>• Process - Maintain community presence by speaking at conferences, advancing positive image of immigrants and refugee communities</li> </ul>	<p>3 – Community engagement <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community - Identifying strategies for four different groups within immigrants and refugees (LGBT, Women, Youth, and Disability)</li> <li>• Include Community - Complete list through the end of 2013 of established topics for community meetings.</li> <li>• Process – Speaking or Facilitating at a minimum once per month in community by OIRA staff</li> </ul>

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GOAL FOUR	Strategies and Key Actions	Metrics – quantifiably/qualitatively for each of the subcategories as possible: Refugee, Settled Immigrants, Aging Immigrants, New Immigrants, “Children” of Immigrants and Refugees.
<p>Define and achieve desired outcomes for City investments for immigrant and refugees in conjunction with community partners and city departments – including but not limited to: employment, economic development, public health, student achievement, citizenship, public safety and criminal justice, civic engagement, and protection of civil rights.</p> <p>(SMC 3.14.505 (D))</p>	<p>1– Working with Youth and Adults to assist their participation in achieving measurable investments <b><u>(Deadline Q3 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Youth <ul style="list-style-type: none"> <li>○ Develop Community – Work with youth in school district to build their ability to serve as communication lines to parents</li> <li>○ Include Community – Work with parents to help them interact with the school system</li> <li>○ Process – Assess civic engagement programs for I &amp; R youth in schools</li> </ul> </li> <li>• Adults <ul style="list-style-type: none"> <li>○ Develop Community - Develop capacity for Immigrants and Refugees to participate as strong candidates for city funding opportunities</li> <li>○ Include Community – Provide conduit to community for how funding opportunities work</li> <li>○ Process - OIRA to develop key recommendations to departments soliciting applications for community funding opportunities</li> </ul> </li> </ul>	<p>1– Measurable Investments <b><u>(Deadline Q3 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Youth <ul style="list-style-type: none"> <li>a. Develop Community – develop plan with school districts and community organizations</li> <li>b. Include Community – facilitate meetings with parents in community</li> <li>c. Process – Develop and Implement campaign to develop civic engagement capacity in schools for immigrant and refugee youth</li> </ul> </li> <li>• Adults <ul style="list-style-type: none"> <li>a. Develop Community – provide trainings</li> <li>b. Include Community – host community meetings</li> <li>c. Process – Completed recommendations</li> </ul> </li> </ul>
	<p>2- Legislative Strategy <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community - Increase capacity of Immigrant and Refugee population to understand and participate in legislative process at both city and state level</li> <li>• Include Community - Work with community partners to identify key legislative issues that would impact immigrants and refugees in Seattle</li> <li>• Process - Work with OIR to develop legislative strategy at state level, Engage in discussions with County to work on coordinated efforts impacting refugees</li> </ul>	<p>2- Legislative Strategy <b><u>(Deadline Q2 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community –partner with community organizations on 1-2 “legislative”/”lobby” days, provide testimony</li> <li>• Include Community – have meetings with community partners on legislative agendas</li> <li>• Process - Provide at least one key recommendation at both county and state level(s) to advocate for immigrants and refugees in the city of Seattle</li> </ul>
	<p>3 – Next 3 year Plan <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – Use leaders in community to lead on specific issues that they believe should be prioritized as well as train them in City’s RSJI principles and provide any necessary training for facilitation</li> <li>• Include Community – consult with community upon a finalized plan, consult with community on best way to quantifiably and qualitatively separate categories of immigrants and refugees</li> <li>• Process - Provide report to Mayor, Council and community for next 3 year plan</li> </ul>	<p>3 – Next 3 year Plan <b><u>(Deadline Q4 2013)</u></b></p> <ul style="list-style-type: none"> <li>• Develop Community – build a stronger base of key community leaders capable of working across the city to provide coordinate input</li> <li>• Include Community – facilitate meetings and language-specific surveys to generate community approval for next three years</li> <li>• Process - Provide report to Mayor, Council and community for next 3 year plan</li> </ul>