

City of Seattle



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CITY CLERK

Director Office of Immigrant and Refugee Affairs

Confirmation Packet
July 15, 2014

Cuc Vu



City of Seattle
Edward B. Murray
Mayor

July 15, 2014

The Honorable Tim Burgess
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Burgess:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Cuc Vu as the Director of the Office of Immigrant and Refugee Affairs.

The materials in this packet are divided into two sections:

A. Cuc Vu

This section contains Cuc Vu's appointment and oath of office forms, her resume, and the press release announcing her appointment.

B. Background Checks

This section contains the Mayor's Office report on Cuc Vu's background check.

Cuc Vu came to the United States with her family in 1975 as a refugee of the Vietnam War, barely making it through the gates of Tan Son Nhat airport in Saigon as U.S. troops were evacuating Vietnamese refugees on the last day of the war. Following an uncle's advice, Vu's family chose Olympia, Washington as their new home. While her mother worked in a minimum-wage job for more than 20 years, Vu fulfilled her father's greatest wish – for his children to be the first generation in their family to graduate from college.

Vu carried the hopes of her parents on her shoulders and earned an undergraduate degree at Pomona College and a graduate degree as a Woodrow Wilson Fellow at Columbia University's School of International and Public Affairs. Vu most recently served as the first Chief Diversity Officer for the Human Rights Campaign (HRC) where she provided the vision and strategy to help the organization fulfill its stated commitment to diversity and inclusion. She has also worked at SEIU, AFL-CIO and the U.S. Department of Labor.

The Honorable Tim Burgess

July 15, 2014

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It is our goal to establish Seattle as a leader in immigrant and refugee integration and create an environment that welcomes the participation and engagement of immigrants and refugees in all areas of Seattle. Cuc Vu is the perfect choice to lead the office in meeting those goals and I urge you to confirm her as the Director of the Office of Immigrant and Refugee Affairs.

If you have any questions about the attached materials or need additional information, please contact Chris Gregorich of my office, at 206-386-1251, or via e-mail, at chris.gregorich@seattle.gov.

Sincerely,



Edward B. Murray
Mayor, City of Seattle

SECTION

A



City of Seattle
Edward B. Murray
Mayor

July 15, 2014

Cuc Vu
Washington, D.C. 20010

Dear Cuc,

It gives me great pleasure to appoint you to the position of Director of the Office of Immigrant and Refugee Affairs effective July 15, 2014 at an annual salary of \$125,000.

Your term of office is at the discretion of the Mayor and your appointment as Director is subject to City Council confirmation. Therefore, you will need to attend the confirmation hearings of the full City Council.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave. If you have questions about your employment with the City of Seattle please contact Galen Mauden, FAS Human Resources Director, at (206) 684-0516.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Office of Immigrant and Refugee Affairs will thrive beyond expectation under your leadership.

Sincerely,

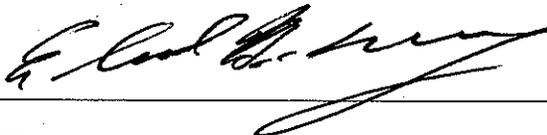
A handwritten signature in black ink, appearing to read "Edward B. Murray", written in a cursive style.

Edward B. Murray
Mayor of Seattle

cc: Human Resources

City of Seattle

Notice of Appointment

Name: Cuc Vu	<input checked="" type="checkbox"/> Executive Appointment <input type="checkbox"/> Legislative Appointment
Appointed to: Director, Office of Immigrant and Refugee Affairs	Date of Appointment: 7/15/2014
Authority (Ord., Res.): SMC 3.14.515	Term of Office From: City Council Confirmation To: Serves at the discretion of Mayor
<p>Comments: Cuc Vu came to the United States with her family in 1975 as a refugee of the Vietnam War, barely making it through the gates of Tan Son Nhat airport in Saigon as U.S. troops were evacuating Vietnamese refugees on the last day of the war. Following an uncle's advice, Vu's family chose Olympia, Washington as their new home. While her mother worked in a minimum-wage job for more than 20 years, Vu fulfilled her father's greatest wish – for his children to be the first generation in their family to graduate from college.</p> <p>Vu carried the hopes of her parents on her shoulders and earned an undergraduate degree at Pomona College and a graduate degree as a Woodrow Wilson Fellow at Columbia University's School of International and Public Affairs. Vu most recently served as the first Chief Diversity Officer for the Human Rights Campaign (HRC) where she provided the vision and strategy to help the organization fulfill its stated commitment to diversity and inclusion. She has also worked at SEIU, AFL-CIO and the U.S. Department of Labor.</p> <p>It is our goal to establish Seattle as a leader in immigrant and refugee integration and create an environment that welcomes the participation and engagement of immigrants and refugees in all areas of Seattle. Cuc Vu is the perfect choice to lead the office in meeting those goals.</p>	
Authorizing Signature: 	Name and Title of Officer Making Appointment: Edward B. Murray, Mayor



**CITY OF SEATTLE - STATE OF WASHINGTON
OATH OF OFFICE**

STATE OF WASHINGTON

COUNTY OF KING

I, Cuc Vu, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of the Office of Immigrant and Refugee Affairs; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of the City of Seattle; and that I will faithfully conduct myself as *Director of the Office of Immigrant and Refugee Affairs*.

Cuc Vu

**Subscribed and sworn to before me
this _____ day of _____, 2014**

(affix seal)

Monica Martinez Simmons, City Clerk

EXECUTIVE PROFILE

STRATEGIST | THOUGHT LEADER | MANAGER | INNOVATOR

20-YEAR LEADERSHIP CAREER PROVIDING VISION, STRATEGY, AND OPERATIONAL EXECUTION TO
NONPROFIT AND COMMUNITY ORGANIZATIONS WITH DIVERSE MISSIONS & GOALS

Results-driven visionary with a stellar record of success developing and operationalizing strategies and programs that engage and unite diverse missions and organizations. Skilled at creating a compelling vision, communicating a call to action, and building high-performing teams enthusiastic about achieving organization objectives. Recognized community leader and public speaker with expertise in topics on leadership, women's equality, the state of Lesbian, Gay, Bisexual, & Transgender (LGBT) equality, and immigrant civic engagement. Established network of contacts with local and national constituent groups including boards, committees, government, nonprofit organizations, and industry-leading corporations. Analytical, collaborative, and success-oriented.

MANAGEMENT & LEADERSHIP QUALIFICATIONS

- Strategic Planning & Partnerships
- Program Development
- Financial Management
- Change Management
- Inspirational Leadership
- Leadership & Resource Development
- Board Relations & Engagement
- Public Policy & Administration
- Cultural Transformation
- Fundraising | Development
- Community Outreach
- Human Resources Affairs

CAREER HIGHLIGHTS

- Developed a 5-year plan with the first-of-its kind diversity and inclusion (D&I) goals for 200 Board members of the Human Rights Campaign (HRC), overcoming resistance, and gaining acceptance, commitment, and accountability.
- Led the first-time local engagement and partnership with 30 companies and 18 service organizations by developing a service strategy aligned to Martin Luther King (MLK) Day of Service—shifting the perspective of HRC in the community.
- Transformed the organizational culture of the HRC from a task-oriented model—to one that incorporates diversity and inclusion as leadership behaviors in the workplace—utilizing four key competencies.
- Co-Founded 2 nonprofit organizations that have risen to national prominence—Mi Familia Vota and Mi Familia Vota Education Fund, advancing civic participation in Latino immigrant communities. Honored with the Keepers of the American Dream Award in 2009.
- Collaborated with leading national and local immigrant rights groups to create the first-ever national immigrant rights coalition—positioning the SEIU as the leading immigrant rights union, and earning recognition from *The Washington Post*.

EXECUTIVE EXPERIENCE

CHIEF DIVERSITY OFFICER—HUMAN RIGHTS CAMPAIGN (HRC)

2007—2013

Member of the senior management team leading the strategic vision, planning, and implementation of D&I initiatives to fulfill stated objectives for HRC. Led outreach with key stakeholders, partnering organizations, and communities across the U.S. Assembled and selected committees for leadership programs and initiatives. Built and maintained broad networks across sectors—nonprofit, corporate, union, and ethnic media—and leveraged relationships with diverse groups to advance HRC mission. Acted as company D&I representative and speaker. Led a cross-functional team and managed \$750k budget.

- Conceived and executed Equality Leaders for the 21st Century—a leadership development program tailored to diversify HRC's Board of Directors and volunteer corps—achieving a 30% success rate for 6 consecutive years.
- Expanded the Equality Leaders program to include development of HRC's volunteer community of men, following a funding award and request from Board to expand the women's program.
- Recruited, selected, and convened a volunteer-based D&I Council that comprised a variety of corporate and nonprofit sector leaders across the U.S., developing a 5-year strategic plan that engaged and incorporated council feedback.
- Executed a new program that incorporated D&I as leadership behaviors and practices in volunteer community—guiding, training, and motivating 600 volunteer leaders across 30 communities within 1 year.
- Partnered with National Association of Latino Elected Officials in the development of citizenship workshops in 17 cities, mobilizing volunteers under a civic engagement campaign that helped thousands become U.S. citizens.

EXECUTIVE EXPERIENCE (CONTINUED ...)
IMMIGRATION CAMPAIGN MANAGER—SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU)

2002—2007

Led the immigration program for the SEIU, providing strategic leadership and direction on policy, politics, communications, advocacy, and field organization. Led cross-functional teams and managed a budget of \$200k.

- **Led the positioning and recognition of SEIU as a leading union on immigration issues** by organizing local unions of 2M members, and engaging in congressional, state, and grassroots advocacy, media campaigns, and member education.
- **Advanced voter education, registration, and turnout in Latino communities through Mi Familia Vota**, registering tens of thousands of voters over 6 election cycles and turning out tens of thousands of low-propensity Latino voters.
- **Collaborated with leading groups to develop a national coalition with grassroots and legislative action strategies on immigration reform** that led to the creation of a larger and more coordinated civic participation effort.
- **Convened policy discussions and influenced immigration reform principles within SEIU and among coalition partners.**

PREVIOUS CAREER ASSIGNMENTS
SENIOR PROGRAM SPECIALIST—AFL-CIO, Washington, DC (1996—2002)
EXECUTIVE ASSOCIATE—NATIONAL HUMANITIES ALLIANCE, Washington, DC (1995—1996)
SPECIAL ASSISTANT—U.S. DEPARTMENT OF LABOR WOMEN'S BUREAU, Washington, DC (1994—1995)

RECOGNITION & AWARDS
DIVERSITY WOMAN MAGAZINE—OCTOBER 2010 COVER STORY ON LEADING CHIEF DIVERSITY OFFICERS QUOTED IN "THE NEXT GENERATION OF WOMEN LEADERS: WHAT YOU NEED TO LEAD BUT WON'T LEARN IN BUSINESS SCHOOL" BY SELENA REZVANI (2010)
VIDEO PRESENTATION ON "WHAT LEADERSHIP MEANS"—1,000 VOICES: A NATIONAL ARCHIVE (2008)
INSPIRATIONAL YOUNG ALUMNI AWARD—POMONA COLLEGE (2003)

PROFESSIONAL AFFILIATIONS
ALUMNAE—CENTER FOR ASIAN PACIFIC AMERICAN WOMEN—LEADERSHIP INSTITUTE (2013)
ADVISORY COUNCIL MEMBER—HARVARD KENNEDY SCHOOL OF GOVERNMENT LGBTQ POLICY JOURNAL (2012—Present)
PRESIDENT & FOUNDING MEMBER—MI FAMILIA VOTA EDUCATION FUND (2006—Present)
SECRETARY & FOUNDING MEMBER—MI FAMILIA VOTA (2005—Present)
FORMER BOARD MEMBER—NATIONAL IMMIGRATION FORUM (2005—2006) & NATIONAL GAY & LESBIAN TASK FORCE (2006)

HIGHLIGHTS OF SPEAKING ENGAGEMENTS
POINTS OF LIGHT CONFERENCE—Leadership Matters: How to Use Leadership Development to Increase Volunteer Diversity, Retention, and Bottom-Line Financial Results (2013)
UNIVERSITY OF NORTH TEXAS DIVERSITY & INCLUSION CONFERENCE—Journey to Freedom (2013)
NATIONAL GAY & LESBIAN CHAMBER OF COMMERCE—Panel discussion with Karyn Tawronite (Ernst & Young), Wanda Brackins (RBC Wealth Management), and Sandy Hoffman (Cisco) (2013)
UNION OF NORTH AMERICAN VIETNAMESE STUDENTS ASSOCIATIONS—Noi Nuong Tua (Never Far From Home) (2013)
PUBLIC SPEAKING—Shell Oil, McDonald's, Proctor & Gamble, Unilever, Chief Diversity Officers Forum (2010—2013)

EDUCATION
INTERPERSONAL LEADERSHIP STYLES CERTIFICATION—STRATTON CONSULTING GROUP (2012)
ADVANCED LGBT LEADERSHIP COHORT (2008) & ART OF LEADERSHIP CERTIFICATION (2007)
ROCKWOOD LEADERSHIP PROGRAM
MASTER OF ARTS IN PUBLIC POLICY AND ADMINISTRATION (1994)
COLUMBIA UNIVERSITY, SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS, New York, NY
BACHELOR OF ARTS, ART HISTORY—WITH PUBLIC POLICY ANALYSIS PROGRAM COMPLETION (1992)
POMONA COLLEGE, Claremont, CA



City of Seattle
Edward B. Murray, Mayor

NEWS RELEASE

FROM THE OFFICE OF THE MAYOR

FOR IMMEDIATE RELEASE:

Contact: Ivonne Rivera Martinez, Ethnic Media Coordinator, 206.684.0155
Megan Coppersmith, Mayor's Office Press Secretary, 206.684.8379

Mayor Ed Murray hires Office of Immigrant and Refugee Affairs Director

SEATTLE (July 15, 2014) – Seattle Mayor Ed Murray today announced Cuc Vu as his choice to lead the City's Office of Immigrant and Refugee Affairs (OIRA).

"I hope to establish Seattle as a leader in immigrant and refugee integration and create an environment that welcomes the participation and engagement of immigrants and refugees in all areas of Seattle," said Murray. "Cuc is the perfect choice to lead the office, as her experience on immigrant and refugee issues is bolstered by her passion for equity and equality, working for two decades on some of the most important civil rights issues of our time, including the rights of workers, women and lesbian, gay, bisexual and transgender people."

"I am honored and truly excited to join Mayor Murray and his team at City Hall, the most diverse cabinet I have ever seen in City government. I share the Mayor's vision for immigrant and refugee integration in Seattle and commit to achieving real progress and equity for Seattle's immigrant and refugee communities," said Vu.

In her new role as Director of the Office of Immigrant and Refugee Affairs, Vu brings her life experience as a refugee who knows the stigma of food stamps and the prestige of an Ivy League school, as well as 12 years of experience working on immigrant and refugee affairs as an advocate, issue organizer and non-profit founder and executive.

Vu most recently served as the first Chief Diversity Officer for the Human Rights Campaign (HRC) where she provided the vision and strategy to help the organization fulfill its stated commitment to diversity and inclusion. She has also worked at SEIU, AFL-CIO and the U.S. Department of Labor.

"I am excited with the announcement of Cuc Vu as Director of the Seattle's Office of Immigrant and Refugee Affairs. She is an outstanding leader who will be a passionate and effective

advocate,” said Eliseo Medina, labor union activist and leader, and advocate for immigration reform in the United States. “Thank you, Mayor Murray for your leadership and support.”

“I am delighted that Cuc Vu will be the next director of the Office of Immigrant and Refugee Affairs. I have known and worked with Cuc for over a decade, on the Immigrant Workers Freedom Ride, immigration reform and naturalization and voting for immigrants,” said Pramila Jayapal, OIRA director search committee member. “Cuc brings a wealth of leadership, strategy and policy skills that will serve the office well as it seeks to build a strong and innovative portfolio of programs to better serve Seattle's immigrant and refugee communities. It's great to welcome her back to Seattle.”

“I want to extend my profound appreciation to Aaliyah Gupta for her work over the past six months, leading the office and developing a five-point plan that will guide Seattle's work to strengthen immigrant and refugee communities,” said Murray.

Vu starts today and will make \$125,000 annually. This position requires confirmation by the Seattle City Council.

Seattle is home to refugees and immigrants from more than 112 countries. Over a third of Seattle residents are persons of color, and 19 percent are foreign born. Washington State is the eighth largest refugee resettlement state in the country.

The Office of Immigrant and Refugee Affairs facilitates the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life; celebrates diverse cultures of immigrants and refugees and their contributions to Seattle; advocates on behalf of immigrants and refugees and promote a citywide culture that understands and values the benefits that all members of our society receive when immigrants and refugee communities are successfully integrated into our civic, economic and cultural life. For more information, visit <http://www.seattle.gov/office-of-immigrant-and-refugee-affairs>.

-MoS-

SECTION

B



City of Seattle

Edward B. Murray, Mayor

Personnel/ Human Resources Department

Susan L. Coskey, Director

Date: July 10, 2014

To: Adam Schaefer, City Budget Office
Linet Madeja, City Budget Office

From: Susan Coskey, Director, Personnel/Human Resources Department *SM*

Subject: BACKGROUND CHECK – CUC VU

The Personnel Department has received a copy of Cuc Vu's background check, run by A-Check America. There were no findings that would impact the employment eligibility of Ms. Vu.

cc: Personnel File, OIRA Director

Personnel/Human Resources Department, Seattle Municipal Tower, 700 5th Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028

General Tel: (206) 684-7664, TTY: (206) 684-7888, Fax: (206) 684-4157, Website: www.seattle.gov

Recorded Job Line: (206) 684-7999, Employment Website: www.seattle.gov/jobs

An equal employment opportunity employer. Accommodations for people with disabilities provided upon request.



Cuc T. Vu
Mayoral Nominee for Director
Office of Immigrant and Refugee Affairs
Confirmation Questions and Answers
2014

1) *What are your major goals for the Office of Immigrant and Refugee Affairs over the next four years?*

To help Seattle become a leading City on immigrant integration by implementing the Mayor's Five Point Plan:

- Expand citizenship programs and services
- Create career pathways through ESL and computers training for the most limited English-proficient immigrants and refugees
- Improve access to City programs, services and resources through ethnic media engagement
- Enhance public safety for immigrant and refugee communities through a Refugee Women's Institute to train emerging refugee women leaders to use City services and advocate with Seattle Police Department for themselves, their families and their communities
- Implement a language access program to improve the City's ability to engage its immigrant and refugee residents

To collaborate with other City departments and identify areas for innovation or improvement as they relate to serving immigrant and refugee communities.

2) *What do you see as the primary challenges facing the Office of Immigrant and Refugee Affairs in the next four years?*

- Bandwidth and resources are key challenges. This is a function of being a small office with the responsibility of creating and implementing programs while also working across many City departments on issues impacting immigrant and refugee communities. Expanding the staffing and budget from 2 FTEs to 7 FTEs by Q1 of 2015 gives us the ability to implement the Five Point Plan as described above. Given the breadth of the needs of immigrant and refugee communities, however – from education, housing, transportation and healthcare to public safety, for example – we need to be at and are asked to be at many tables to provide our expertise on these issues and more. We have to prioritize and re-prioritize every day to meet short-term and long-term priorities, as well as handling the crisis of the day and ensuring progress towards programmatic goals.
- To ensure that City departments are continuing to prioritize immigrant and refugee communities and are looking at the issues through an RSJI lens even as OIRA grows.

3) How do you plan to ensure that councilmembers and council staff receive the information needed from your Department to make policy and financial decisions?

We have a collaborative approach to our work and are very responsive to requests. We intend to engage councilmembers and their staff in the same way.

4) What do you see as the most critical emerging needs in Seattle's refugee and immigrant communities?

Overall, OIRA's Five Point Plan addresses many of the needs in Seattle's refugee and immigrant communities. In addition, I believe that housing and homelessness, transportation, and unemployment are additional and significant issues for immigrant and refugee communities. Fewer immigrant and refugee families are able to afford to live in the Seattle area. Those who do are disproportionately in low-income housing. Affordable housing must be part of the City's development plans.

Although we recognize that public transportation is largely in the jurisdiction of King County, the need for a City solution is necessary because good public transportation goes hand in hand with affordable housing. Immigrant and refugee families who are moving further north and south of Seattle need a reliable and affordable transportation infrastructure to help them connect their homes and their jobs.

Immigrant and refugee communities also struggle with high levels of unemployment and underemployment. Current investments in the ELL and citizenship initiatives will begin to target this problem, but there is considerable more work to do – for example, efforts to improve workforce equity need to consider the most vulnerable members of the labor market – those who have very limited English proficiency, and those who have limited access to on-line job portals.

We're also aware that immigrant and refugee businesses are struggling and we hope to partner with OED in this area.

5) How do you see the role of the Office of Immigrant and Refugee Affairs in the community? How do you envision the Office engaging the public?

OIRA's role is to serve the City's immigrant and refugee communities. We do that by delivering programs and services that increase the integration of the City's immigrant and refugee communities into the civic, linguistic, economic and cultural life of Seattle. We also work collaboratively with other City departments and provide policy and program expertise to achieve equitable outcomes. We engage the public through the Immigrant and Refugee Commission and actively identify talent from immigrant and refugee communities for the array of City leadership roles on task forces, commissions, boards and councils.

Our full-time Community Relations Liaison is also helping us keep our eyes and ears close to the community. This allows us to hear emerging issues first-hand from the community. We also intend to expand our work with ethnic media and improve communication between immigrant and refugee communities and the City.

- 6) *As a small office with the responsibility of facilitating and coordinating work across many City departments related to issues impacting refugees and immigrants, how do you envision being effective and what strategies would you use to be successful in achieving this objective?***

As Director, I'm keenly aware of the challenges of having a small office and serving a constituency that is nearly 20% of the City's population. Every day we have to prioritize and re-prioritize to make sure that we are giving balance to short-term and long-term goals and objectives. If we work smartly, we can be effective. That means leveraging ethnic media to reach living rooms, church pews and soccer tournaments. It also means leveraging relationships with community-based organizations that serve immigrant and refugee communities. And it means working collaboratively with all City departments. In my first month on the job, I have been intentional in meeting with heads of other departments to identify areas of work to improve the lives of immigrants and refugees in our City. Between now and December, I will meet with external stakeholders to learn about their priorities and will take their feedback to consistently evaluate how we can do our work better.