



IMMIGRANT AND REFUGEE INITIATIVE 2010 – 2012 ACTION PLAN

BACKGROUND

The City of Seattle's Immigrant and Refugee Initiative was launched to respond to two compelling community issues: the population diversity created by the continual increase of foreign born residents, and the need to elaborate on the special needs of the community and implement the immigrant and refugee component of the Race and Social Justice Initiative (RSJI). The subsequent crafting of the 2007 – 2009 Action Plan, as the first phase of implementation, created programs that would address five major immigrant- and refugee-related issues. These were identified by the City through a series of meetings and information-gathering processes that involved Seattle's immigrant and refugee communities, their community leaders, community organizations, service providers, as well as City staff.

The five major immigrant- and refugee-related issues identified were:

- Access to services and information
- Protection of civil rights
- Civic engagement
- Workforce and economic development
- Service delivery

INTRODUCTION

As Phase 2, the 2010-2012 Action Plan's intent is to continue making progress on implementing stronger connections and services to Seattle's immigrants and refugees. This planning task was preceded by a review of Phase 1 to assess the achievements, the challenges faced, and lessons learned which resulted in the following changes:

1. The Immigrant and Refugee Initiative is now explicitly connected with the Race and Social Justice Initiative (RSJI) through greater clarity to City departments and use of a common strategic approach and reporting mechanism for both initiatives.
2. The purpose of the Immigrant and Refugee Initiative and the Action Plan has identified clear goal statements that correspond to the five major issues.
3. Each City department selected the goals relevant to the department's work, and developed desirable outcomes (which are specific, measureable, attainable, realistic and time-bound), along with action steps, for which each department is accountable.

4. The leadership of City departments responsible for implementing identified components of the initiative have committed to ensure that communication, coordination and collaboration is developed and maintained among the various department teams that work on the RSJI and the Immigrant and Refugee Initiative.
5. The Immigrant and Refugee Advisory Board was invited to review the Action Plan within the context of its annual work plan and to participate in tracking, monitoring and reporting progress.

CONTENTS

The 2010-2012 Immigrant and Refugee Action Plan, as the second phase of the plan, is divided into two sections. The first section reviews the five issues, highlights the actions of departments during the initial phase, and states the goals for the next three years. The second section identifies the actions that City departments plan to take during 2010 to make progress toward the Phase 2 outcomes. Developing a multi-year plan with single-year actions will allow for monitoring and ease the ability to make course corrections.

The interests and concerns of Seattle's immigrant and refugee communities also are reflected in Mayor McGinn's four priority program initiatives: Seattle Jobs Plan, Seattle Youth and Families Initiative, Walk Bike Ride, and Engage Seattle. Areas of alignment are noted below within specific Issue sections.

THE THREE-YEAR PLAN PERSPECTIVE

PURPOSE:

The purpose of the Immigrant and Refugee Initiative is to improve and strengthen the way the City serves and involves immigrant and refugee communities.

ISSUE: ACCESS TO SERVICES AND INFORMATION

Issue Statement

Immigrant and refugee communities reported challenges in their awareness of City programs and/or how to access them, especially during emergency situations. The City was asked to provide higher quality and more consistent translation and interpretation of key City information.

Highlights of Recent City Efforts

- The Citizens Service Bureau changed its name to Customer Services Bureau (CSB) in order to be more inclusive. The Customer Service Bureau increased its "marketing" to the community by producing flyers, brochures and the Customer Bill of Rights posters in 13 languages. Information materials were made available to citizenship classes and have helped make our newest citizens aware of City government services and how to contact

CSB. In the last three years, the number of non-English speaking callers to CSB increased fourfold.

- Seattle Department of Neighborhoods (DON) coordinated efforts for improving the quality and consistency of translation and interpretation of City information by training 517 City employees and providing guidelines. A total of 640 vital and critical documents were translated and interpretation services were provided at all City-sponsored meetings and for those who visit or call City offices.
- DON's Neighborhood Matching Funds saw an increase in applications and successfully funded projects from immigrant and refugee community organizations. A total of 45 projects and \$735,475 were awarded in 2007-2009.
- Seattle Police Department's (SPD) Office of Emergency Management (OEM) provided 60 staff and volunteers of immigrant and refugee community-based organizations with training and tools to deal with emergency preparedness.

Goal

The City will increase tools and strengthen the approaches to ensure limited English-speaking immigrants and refugees are informed, in their own languages, about City services and have equitable access to City services and resources.

Strategies 2010 - 2012

- All departments will translate 100% of vital documents into 1st tier languages and 100% of the critical documents (issued during emergencies) into 1st and 2nd tier languages by the end of the three-year period.
- DON(2010) and SOCR(2011 -2012) will improve coordination, training, and the promotion of best practices for standardization and uniformity of translation and interpretation resources citywide and will coordinate departments to study and test methods for quality assurance of translation services.
- The Mayor's Office will inform and engage immigrant and refugee communities with the City's efforts to encourage balanced transportation alternatives under the Walk Bike Ride Initiative.
- SOCR will review, based on new Census results, the list of languages identified as most needed for interpretation and translation to ensure needs are being met.
- Department of Finance and Administrative Service (FAS), DON (2010) and SOCR (2011 -2012) will review translation and interpretation vendors annually to ensure quality of services.
- Department of Information Technology (DoIT) will coordinate posting translations of City departments' descriptions and any vital documents on the City language portal located on seattle.gov (City website).
- Office for Emergency Management will provide community organizations and their constituencies training and equipment, as well as critical early-warning information, to enable them to anticipate disastrous situations and be prepared to respond in a timely and organized manner.
- DON and SOCR will compile and document outreach and engagement best practices and develop a procedure to help departments become more efficient and understandable

to communities. They will also help departments learn from each other's best practices and forge a unified approach that can be replicated and facilitates community participation.

ISSUE: PROTECTION OF CIVIL RIGHTS

Issue Statement

Immigrants and refugees have identified a need for civil rights education, along with advocacy and legal assistance support, to enable them to understand their rights and ensure they have protection:

Highlights of Current City Efforts

- SOCR disseminated information to immigrant and refugee communities to help increase awareness of their civil rights and associated services and resources.
- Mayor Nickels demonstrated support for comprehensive immigration reform by joining business and community leaders in One America's launch of the regional component of the Reform Immigration for America Campaign. Reform Immigration for America Campaign is a broad-based national effort to communicate to members of Congress and President Obama regarding strong community support for workable reform.

Goal

Immigrants and refugees know their rights and obligations and are protected from discrimination.

Strategies 2010-2012

- SOCR will provide education and resources to help immigrants and refugees know about race and social justice issues and options for addressing discrimination.
- SOCR will ensure City departments that work closely with immigrant and refugee communities make appropriate referrals to SOCR.
- SOCR will complete the research and consultation efforts to help design appropriate workshop material on U.S. Law and Customs for community based organizations to provide training for immigrants and refugees.

ISSUE: CIVIC ENGAGEMENT

Issue Statement

Limited opportunities exist for immigrants and refugees to interact with the City and have a more active voice in offering their perspectives on how their communities are served.

Highlights of Current City Efforts

- Mayor Nickels enhanced outreach efforts to immigrant and refugee communities by taking part in over 50 community-organized meetings and events; and by conducting four large community meetings and other smaller meetings, all of which were well attended. Mayor Nickels met with community and business leaders of five ethnic groups to get better insight into the major immigrant and refugee needs and issues.

- The City informed immigrant and refugee communities about boards and commissions vacancies. Immigrants and refugees have applied for appointment opportunities; as a result, appointments have been made.
- The City established the fifteen-member Immigrant & Refugee Advisory Board to advise the Mayor and City Council. In existence since 2008, the board has developed annual work plans and submitted four policy recommendation papers to the Mayor and the City Council.
- DON developed a model of an inclusive outreach and public engagement strategy for the City's neighborhood planning activities that engaged ethnic media and hired 13 Public Outreach Liaisons (POLs) from diverse communities. This strategy enabled the department to outreach to 2700 persons from previously underserved communities and recruit 1600 individuals to attend 80 workshops about neighborhood planning in 3 neighborhood areas. DON also provided training and technical assistance to three District Councils to support more inclusive outreach and membership.

Goal

Immigrant and refugee community members are actively engaged civically and have opportunity to serve on the City's boards and commissions and comment on policies, service issues and legislation.

Strategies 2010-2012

- DON (2010) and SOCR (2011 -2012) will provide immigrants and refugees with continuous opportunity and information on the responsibilities and benefits associated with and the procedure for civic engagement and participation.
- As part of the Mayor McGinn's Engage Seattle initiative, targeted efforts will be designed to improve immigrant and refugee communities' access to government, facilitate volunteerism in education, and develop emerging leaders. The Mayor's Office will, at regular intervals, plan and conduct community meetings, Mayoral tours, and interactions with legislative and executive bodies of the City with the immigrant and refugee community. Document and evaluate the results of each encounter to determine effectiveness.
- The Mayor's Office and key departments will engage immigrant and refugee community members in the Seattle Youth and Families Initiative to identify challenges youth and families face, and to mobilize towards solutions.
- Boards and Commissions Administrator will provide community members with the opportunity to serve on City boards and commissions.
- DON (2010) and SOCR (2011 -2012) will facilitate the Immigrant and Refugee Advisory Board's effort of looking into policy and program issues that affect immigrants and refugees, as well as provide advice and recommendations to the Mayor and City Council.

ISSUE: WORKFORCE AND ECONOMIC DEVELOPMENT

Issue Statement

Some of the work force challenges faced by immigrants and refugees include limited English proficiency, lack of job training, and an inability to gain citizenship

Highlights of Current City Efforts

- Human Services Department (HSD) purchased citizenship tools, translated them into seven languages and distributed to community members. Fifty staff were trained, who in turn provided 42 citizenship preparation workshops to community based organizations. As a result of distributing The Guide to Naturalization, 682 citizenship applicants were served. HSD has evaluated English as a Second Language (ESL) programs and made recommendations for improvement.
- Through the Office of Economic Development (OED), businesses in Chinatown/International District and in southeast Seattle received business management, marketing, accounting, and licensing technical assistance and support to help them in maintaining or growing their businesses.
- OED collaborated with the advisory committee of the Puget Sound Industrial Excellence Center to develop an entrepreneurial curriculum and an incumbent worker training program, including technical training and Vocational English as a Second Language (VESL).
- OED established a small business lending program utilizing \$1.44 million in Community Development Block Grant (CDBG) stimulus funds. The three partnering community development financial institutions are Community Capital Development, Rainier Valley Community Development Fund, and ShoreBank Enterprise Cascadia. Each of these partners has experience lending to small businesses in communities (including immigrant business owners) most affected by the recession.
- OED provided African Business Association of Seattle (ABAS) a technical assistance grant of \$10,000 through the Rainier Valley Community Development Fund.

Goal

Immigrants and refugees have opportunities to find jobs and enjoy upward mobility. Those who own Women and Minority Business Enterprise (WMBE) and other small businesses are provided with the opportunity for business and entrepreneurial skill development, as well as inclusion on the City's vendor rosters.

Strategies 2010-2012

- As part of the Seattle Jobs Initiative, OED will provide assistance to immigrant and refugee job seekers representing 25% of the 1600 targeted low-income job seekers .
- OED will work with community based organizations in southeast Seattle, the International District and 12th Ave to serve immigrant and refugee businesses in their districts through organizing and capacity building of business associations, help businesses access technical assistance, and participate in joint marketing activities. Examples of business associations include Washington Association of Vietnamese Americans (WAVA), Martin Luther King Business Association (MLK BA) and ABAS.

ISSUE: SERVICE DELIVERY

Issue Statement

Small community based organizations, such as Mutual Assistance Associations (MAA), who have close relationships with their communities and are usually operated by immigrants and refugees have requested greater access to City services and resources to better serve their communities.

Highlights of Current City Efforts

- HSD revised its Request for Information (RFI) process to include conducting pre-selection interviews and providing technical support in order to give small agencies opportunity to improve their access to service contracts.
- The City is funding six immigrant and refugee agencies and thirteen service agencies (that serve immigrants and refugee) to provide ESL and citizenship training; as well as social and advocacy services
- A toll-free phone number (888-847-7205) has been launched that connects non-English speaking domestic violence victims to services (service is called 'Peace at Home'). Language access is provided in 14 languages.

Goal

Small immigrant and refugee agencies have their capacity for serving their community enhanced through improved access to technical assistance and funding.

Strategy 2010-2012

- DON (2010) and SOCR (2011 -2012) and HSD will ensure that City-funded capacity building organizations are providing training to immigrant and refugee agencies in organizational development; strategic planning; program and project development; and monitoring and tracking processes and results.
- DON (2010) and SOCR (2011 -2012) and HSD will provide immigrant and refugee organizations with adequate orientation and guidelines to help them familiarize themselves with the City's grant application requirements and expectations during the life cycle of projects. Make grant applications more friendly, and enable eligible and qualifying immigrant and refugee organizations to deliver needed services to their respective communities by providing funding and by monitoring implementation.

ACTION PLAN FOR 2010

ACCESS TO SERVICES AND INFORMATION

<u>Actions</u>	<u>Department</u>
Build relationships with immigrant and refugee organizations and leadership.	ALL
Implement the City's policy on translation and interpretation.	ALL

<u>Actions</u>	<u>Department</u>
Coordinate, monitor and track the implementation of the Translation and Interpretation Policy across all departments; evaluate the progress, and make appropriate recommendations. Convene meetings of the Departmental Translation and Interpretation Liaisons and provide training.	DON (2010) and SOCR (2011 -2012)
Coordinate Citywide efforts of the departmental liaisons to this Initiative to review vendor list and contracts to ensure inclusion of immigrant and refugee agencies. Study and recommend quality assurance methods for reviewing translated documents, conducting surveys and evaluating activities.	ALL
Translate vital and critical documents and make available for use and include on the website. Provide interpretation services as needed at City-sponsored public meetings and when serving non-English speaking customers.	ALL
Develop a strategy for best communications, outreach and public engagement processes to use when working with immigrant and refugee community members and agencies.	ALL

<u>Actions</u>	<u>Department</u>
Meet with SPD Advisory Councils and inform them of City services.	CSB
Participate in multi-cultural events and inform them of other City services.	

<u>Action</u>	<u>Department</u>
Complete the history and inventory documentation of Immigrant communities in SE Seattle for Historic Preservation	DON

<u>Action</u>	<u>Department</u>
Translate the department's business financing and advocacy promotional materials in Vietnamese, Chinese, Spanish, and Somali.	OED

<u>Actions</u>	<u>Department</u>
Create a brochure that describes the Office of City Auditor (OCA) and translate into 13 languages. Post it on the OCA website. Consider getting selected audits or audit summaries (e.g., highlights) translated into different languages.	OCA

<u>Actions</u>	<u>Department</u>
As a part of the City's emergency preparedness efforts, address the needs of immigrant and refugee communities, maintain adequate contacts within these communities, and provide translated information per translation and	OEM

interpretation policy.	
Provide preparedness information in the Tier 1 and Tier 2 languages on the web, on-demand through Seattle Channel, in print format and in DVD format.	
Upon request, provide Train-the-Trainer programs for communities that would like to teach their own preparedness programs using our translated materials and DVD.	

<u>Actions</u>	<u>Department</u>
Conduct outreach to immigrant and refugee communities for the U.S. Census 2010.	SOCR
Work with immigrant and refugee-led community based organizations to increase accessibility of SOCR services.	
Develop translated versions of the City's RSJ Initiative in Tier 1 languages; Develop new translated versions in Tier 1 languages of primary SOCR departmental information.	

<u>Actions</u>	<u>Department</u>
Develop & implement best practices regarding City employment. Create access to information via departments currently involved in the immigrant and refugee community.	PERSONNEL

<u>Actions</u>	<u>Department</u>
Assess and report on HSD efforts, programs, and funding to increase/improve access to services, outcomes, and information among immigrant and refugee communities.	HSD
In partnership with the Immigrant and Refugee Interdepartmental Team (IDT), evaluate the translation and interpretation policies and procedures to identify potential improvements and streamline the process. Work with DON and internal HSD staff to streamline reporting of HSD use of translation and interpretation services.	
Identify strengths, areas in need of improvement, and opportunities and recommendations to strengthen practices and assure effective service delivery to immigrant and refugee communities.	
Develop recommendations and systems to implement client demographic data collection (including immigrant and refugee information) and analyses across all program areas.	
In planning process, include community needs assessment to identify policy and/or program changes to make 2010 RFIs friendly to immigrants and refugees.	

<u>Action</u>	<u>Department</u>
Share the translation and interpretation procedure manual and other appropriate tools with Seattle Public Utilities staff. Ensure every Branch/Division has access to telephone interpretation services for employees to use to communicate with customers. Identify and translate appropriate documents. Create webpage and make available for use by customers.	SPU

<u>Action</u>	<u>Department</u>
----------------------	--------------------------

Solicit immigrant and refugee participation in public engagement activities. Continue to evaluate the FACT (Fair and Accurate Credit Transactions) Act and its impact on immigrant and refugee communities. Partner with community organizations to share workforce and economic development opportunities.	Seattle City Light (SCL) and DON
---	----------------------------------

<u>Actions</u>	<u>Department</u>
Assess the current signage and translation policy to ensure appropriate multilingual information is provided. Complete and implement an inventory of documents needing translation into languages other than English.	PARKS & RECREATION

<u>Actions</u>	<u>Department</u>
Provide translation and interpretation services for the department's major projects and events. Make pamphlets available in several languages at various community meetings.	SPD
Maintain established relationships with vendors for interpretation services for departmental projects and events and translation services.	
Using a City-defined process or equivalent, conduct periodic quality assessments on translated materials produced by the department within the year.	

<u>Action</u>	<u>Department</u>
Increase outreach/accessibility to underserved immigrant and refugee groups/artists for Ethnic Arts Connection, including a series of technical assistance workshops.	ARTS & CULTURAL AFFAIRS

<u>Actions</u>	<u>Department</u>
Promote Festal through media outreach to targeted communities. Conduct media open house with targeted communities for the Festal series. Develop the concept for multilingual welcome signage at various campus locations.	SEATTLE CENTER

<u>Actions</u>	<u>Department</u>
Translate documents as needed. Solicit staff input on potential ways to strengthen service delivery to immigrants and refugees. Maintain InWeb (internal website) presence (part of the feedback loop to staff). Evaluate and provide feedback to staff on progress of suggestions; implement suggestions as appropriate.	Department of Planning and Development (DPD)

PROTECTION OF CIVIL RIGHTS

<u>Action</u>	<u>Department</u>
Review workshop materials prepared by the City and other agencies on U.S. Laws and Customs and determine the most effective material that can be recommended to community based organizations in orienting their community members.	SOCR

<u>Actions</u>	<u>Department</u>
Produce workshops on Civil Rights in the Workplace and offer them at community/cultural centers and job programs in southeast Seattle. Target	SOCR

seniors, youth, and job seekers.	
Hold workshop on Civil Rights Law for Small Business Owners at Neighborhood Service Centers	

<u>Action</u>	<u>Department</u>
Make appropriate referrals to the Office of Civil Rights.	ALL

<u>Action</u>	<u>Department</u>
Post a “customer bill of rights” in all centers with translations into six languages. When funding becomes available, increase to the official seven languages of the City and post in all offices.	PARKS & RECREATION

<u>Actions</u>	<u>Department</u>
Engage and work with members of the Korean, Southeast Asian, Filipino, Muslim-Sikh-Arab, African-American, Native American, Latino, and LGBTQ communities via the Demographic Advisory Council program to strengthen dialogue between the communities and police on public safety issues, policies, employment opportunities, and other programs and services.	SPD
Print pamphlets in several languages and make available at the various community meetings.	

CIVIC ENGAGEMENT

<u>Actions</u>	<u>Department</u>
Provide the City’s Immigrant and Refugee Advisory Board with professional and administrative support. Ensure board vacancies are announced, receive and process applications, and assist with board recruitment and appointment.	DON (2010) and SOCR (2011 -2012)
Ensure immigrant and refugee community has opportunity to know about boards and commissions vacancies and are assisted in applying.	

<u>Action</u>	<u>Department</u>
Provide outreach and technical assistance to immigrant and refugee groups regarding access to neighborhood matching funds	DON
Engage immigrant and refugee groups in neighborhood planning	DON and DPD

<u>Action</u>	<u>Department</u>
Develop community involvement questionnaire that neighbors can use to organize their community councils.	CSB

<u>Actions</u>	<u>Department</u>
Actively recruit new employees and volunteers from within immigrant and refugee communities. Track membership on Board of Park Commissioners, Levy Oversight Committee and Associated Recreation Councils. Encourage participation by immigrants and refugees on Project Advisory Teams and measure numbers.	PARKS & RECREATION

Work with other City agencies that empower the immigrant and refugee community such as the Seattle Youth Employment Program.	
--	--

WORKFORCE AND ECONOMIC DEVELOPMENT

<u>Action</u>	<u>Department</u>
Reach out to African immigrant-owned businesses and inform them of City services available to them. Determine the needs of the community.	CSB

<u>Action</u>	<u>Department</u>
Work with immigrants and refugees in P-Patch community gardening programs that offer economic opportunities	DON

<u>Actions</u>	<u>Department</u>
Execute and expand business finance program, which includes delivering loans to immigrant and refugee businesses.	OED
Develop technical assistance program for immigrant and refugee business owners.	

<u>Action</u>	<u>Department</u>
Partner with community organizations to share workforce and economic development opportunities.	SCL

<u>Action</u>	<u>Department</u>
Increase outreach/accessibility to underserved immigrant and community groups and artists for Ethnic Arts Connection, including a series of technical assistance workshops.	ARTS & CULTURAL AFFAIRS

SERVICE DELIVERY

<u>Action</u>	<u>Department</u>
Translate business financing and advocacy promotional materials in Vietnamese, Chinese, Spanish, and Somali.	OED

<u>Action</u>	<u>Department</u>
Provide payment and information services at neighborhood service centers to support residents with language and cultural access needs	DON

<u>Actions</u>	<u>Department</u>
Complete a planning and community needs assessment to identify policy and/or program changes to 2010 RFIs regarding New Citizens Initiative, Immigrant & Refugee Family Support, and culturally-relevant after-school programs	HSD
Have Domestic Violence & Sexual Assault Prevention (DSAP) partner with the City Attorney's Office, SPD, Municipal Court, Probation, and SOCR to identify gaps. Develop and implement recommendations to improve the cultural competency skills, policies, and protocols for working with immigrant and refugee agencies that serve limited English-speaking victims.	

<u>Actions</u>	<u>Department</u>
Provide translation and interpretation services for the department's major projects and events. Make pamphlets available in several languages at various community meetings.	SPD
Maintain established relationships with vendors for interpretation services for departmental projects, events and translation services.	
Use a City-defined process or equivalent to conduct periodic quality assessments on translated materials produced by the department within the year.	

ORGANIZATION

MANAGEMENT OF IMPLEMENTATION

- The Race and Social Justice Initiative Subcabinet provides high-level leadership and accountability
- Seattle Office of Civil Rights has overall responsibility and is the lead department, coordinating across departments.
- Seattle Office of Civil Rights ensures integration with RSJI.
- City departments implement desired outcomes relevant to their work.

RESPONSIBILITIES

Immigrant and Refugee Interdepartmental Team

Made up of the departmental Immigrant and Refugee Leads, this group ensures alignment with the RSJI. Each departmental lead is responsible for the implementation of the outcomes specified by the department. The departmental lead is responsible for attending regular as well as ad hoc meetings of the group; and for providing updates and regular reports to their department director and to DON(2010) and SOCR(2011 -2012). The departmental leads work very closely with their departments' Change-Teams and the Translation and Interpretation Liaison to ensure synergy.

Interdepartmental Translation and Interpretation Liaison

This function assures the successful implementation of the Translation and Interpretation Policy within their respective departments as detailed in the first Action Plan document. The work of the group includes defining procedures, identifying and resolving training needs, monitoring progress, and updating the policy as appropriate. Each team member will attend regular liaisons' team meetings and provide quarterly reports and needed updates to their respective directors and to DON(2010) and SOCR(2011 -2012).

Immigrant and Refugee Advisory Board

The Advisory Board will continue to provide policy and other advice on the initiative as detailed in the ordinance that established it. The Board will continue to receive staffing that provides technical assistance and organizational training to operate effectively.

MONITORING PROGRESS

Each City department will prepare bi-annual reports on the Race and Social Justice Work plan, including Immigrant and Refugee Action Plan items, and other updates that may be required at any given time. The reporting will include quantitative and qualitative information on progress being made, problems being faced, and recommendations suggested. This will require the setting up an information and monitoring system to track and analyze the City's work towards outcomes stated in the various action items proposed in the initiative. The information system will help the City's leadership by making available accurate and timely information necessary to facilitate decision-making processes. Likewise, contractors who assist the City with this work should be required to compile data that show the anticipated progress on the various indicators.

Monitoring also includes quality assurance methods, which also require collecting information from customer satisfaction questionnaires or other methods that can illuminate for the City its impact on the immigrant and/or refugee customer.

EVALUATION

Evaluating the results of the initiative on a regular basis will be critical to its success.

It is important to consider both mid-term (at the end of each year) and final evaluation (at the end of the three-year period). The City will define the indicators to define success which will include process and product outcomes. Additionally, a strategy, budget, and timetable should be developed for conducting the evaluation activities.