

King County Equity and Social Justice401 5th Ave, Suite 1300

Seattle, WA 98104

www.kingcounty.gov/equity**IMMIGRANT AND REFUGEE TASK FORCE**

OCTOBER 1, 2015

4:00-5:30PM

CHINOOK BUILDING, EXECUTIVE CONFERENCE ROOM

AGENDA

- I Welcome
Ericka Cox, Office of Equity and Social Justice Staff
2 min
- II Remarks by Executive Dow Constantine, Councilmember Larry Gossett,
Councilmember Rod Dembowski
20 min
- III Task Force member introductions
All
20 min
- III King County Government – Overview
Michelle Allison, Council Relations Staff
5 min
- IV Ordinance 18085 – Review and Milestones
Amy Tsai, Council Staff
5 min
- V Public Records and Disclosure
Rick Ybarra, Boards and Commissions Staff
10 min
- VI King County Immigrant and Refugee Populations – Issues and Data
Matías Valenzuela, Office of Equity and Social Justice Director
15 min
- VII Preview process for securing consulting support
Amy Tsai, Council Staff
5 min
- VIII Next steps
5 min

Adjourn.



Legislation Text

File #: 2015-0229, Version: 3

Clerk 07/21/2015

AN ORDINANCE relating to a task force to make recommendations on the creation of a King County immigrant and refugee commission.

PREAMBLE:

With a population of two million residents, King County grows more diverse every year. Since 2000, the county has grown by more than two hundred twenty thousand residents, with most of the increase attributable to people of color. Only half of that growth is from births. Most of the rest is from immigrants and refugees - from all parts of Asia, Latin America, Eastern Europe and Africa.

Foreign-born residents, including immigrants and refugees, face particular challenges upon arrival in the United States. One quarter of King County residents speak a language other than English at home, and close to half of them report that no one in their households speak English well or at all. In total, King County residents speak over one hundred twenty different languages, or over one hundred seventy languages including dialects spoken.

Whether it is public health, public safety, public defense, elections or other county governmental services, accessing county services presents a special challenge to those unfamiliar with this country and with our government settings in particular. Many agencies work to address equity and social justice in delivering services, whether it is providing interpreter services for health screening for a refugee at a public health clinic or public defense legal services for an immigrant youth in dependency proceedings, obtaining a court order that allows the youth to successfully

apply for special immigrant juvenile visa status and thereby obtaining the stability to remain in this country and move forward with the youth's life. It is vital that the county keep determinants of equity and barriers to opportunity in the forefront of decision-making that will impact residents of our county and help them to become thriving involved members of the community. King County is also committed to being a leader in building regional partnerships and promoting a coordinated, regional approach to address the needs of this county's immigrant and refugee residents, consistent with the county's vision for a strategic plan for equity and social justice. Community partners such as individuals, faith- and community-based organizations, local government agencies and the private sector have various touchpoints with immigrants and refugees. Working collectively, these groups can use each other's expertise to identify how to build a community that strengthens and empowers immigrants and refugees to become fully contributing, participating members of King County.

Understanding the needs, demographics, and geographic distribution of the immigrant and refugee populations is important to the effective provision of services to these populations. The thoughtful creation of a commission serving immigrants and refugees with a representative membership that will encourage all voices to be heard regardless of the language spoken, can be an important means to achieving fair and equitable access to county services and opportunities for all.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. A.1. The King County executive is directed to convene a task force to develop a final report with recommendations on the creation of an immigrant and refugee commission.

2. The report shall include recommendations on the commission's membership, mission and scope of duties.

3. The report may consider recommendations on the commission's alignment with other regional and

local efforts, and relationship with the county's office of equity and social justice. This may include consideration of regional and local resources available to immigrants and refugees, including, but not limited to, services by community-based organizations, faith-based organizations, local governments and other government entities such as consulates.

4. The report may consider an evaluation of how the county's current provision of services addresses immigrant and refugee resident needs and helps to move low-income immigrant and refugee populations towards economic success, what gaps currently exist in the provision of county services for immigrants and refugees that create barriers to success, and a commission's potential role in addressing gaps.

5. The task force should consult with county agencies to learn how different agencies address equity and social justice in the delivery of their services to immigrants and refugees.

6. The report may consider how needs of immigrant and refugee populations differ in high density urban area, lower density suburban areas, and lowest density rural unincorporated areas and develop recommendations for how a commission can address those differences within the commission's mission and scope of duties.

7. The report should also consider the contents of the 2014 Budget Proviso Report: Limited English Proficiency Proviso Response Report (2014-RPT0092) submitted by the office of performance, strategy and budget and make recommendations on the role of the commission in implementing the recommendations of the proviso report.

B. The task force shall conduct outreach activities to obtain community input and shall use that input to inform the report. Outreach activities shall include, but not be limited to, holding open public forums and actively soliciting written, electronic or oral community comments.

SECTION 2. A. The task force shall consist of at least eight and no more than twelve members.

B. The task force shall include representation from at least two organizations representing immigrant issues and two organizations representing refugee issues. Of these, at least one of the immigrant organizations

and one of the refugee organizations shall be small, local, community-based organizations.

C. At least one member of the task force shall live in, or represent an organization situated within, unincorporated King County.

D. At least one member of the task force shall represent a faith-based organization.

E. At least one member of the task force shall represent the minority business sector, such as a minority chamber of commerce or minority bar association representative.

F. At least one member of the task force shall be knowledgeable about King County government operations in general and may possess expertise about service delivery of one or more agencies to immigrants and refugees. This member should be able to serve as a resource to other task force members to identify opportunities and challenges within local government in the delivery of county services for immigrant and refugee populations and help bring together the governmental knowledge of staff with the community understanding of the task force.

G. Task force members shall be leaders within the immigrant and refugee communities. Members must possess expertise in immigrant or refugee issues and the ability to engage relevant communities in identifying desirable characteristics of the commission's membership, mission and scope of duties.

H. The task force shall be appointed by the executive no later than September 1, 2015. At least thirty days before the appointment, the executive shall notify all councilmembers by letter of the persons the executive intends to appoint. The executive shall also, by electronic mail or letter, notify all councilmembers of the final persons who will be appointed by at least seven days before the appointment. Upon appointment of the task force, the executive shall notify all councilmembers by letter of the appointments and file a paper and electronic copy with the clerk of the council. The task force shall hold its first meeting no later than October 1, 2015.

I. The executive shall reimburse task force members for mileage at the standard county reimbursement rate for travel to and from scheduled task force meetings and for parking at meetings outside of county

facilities. Task force members attending meetings at county facilities shall have parking in the county garage paid by the executive while members attend meetings or conduct business related to the task force.

J. The executive and council shall jointly provide staffing and resources to effectively support the work of the task force and its outreach activities.

SECTION 3. A. By February 1, 2016, the task force shall provide a progress report to the council. The progress report shall be filed in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers and the lead staff of the committee of the whole, or its successor.

B. By May 31, 2016, the task force shall file its final report in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers and the executive.

King County Office of Performance Strategy & Budget

2014 Budget Proviso Report

Limited English Proficiency Proviso Response Report

As Requested By:
Ordinance 17695, Section 18, as amended
Access for Limited English Proficiency (LEP) Populations -
Analysis and Recommendations

Dwight Dively - Director, Office of Performance, Strategy & Budget

June 30, 2014

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Executive Summary

More than 170 different languages are spoken in King County and a quarter of the County's population speaks a language other than English in the home. Further, King County's population is becoming increasingly racially and ethnically diverse. These changes increase the challenge of making sure all residents have access to county services and point to the need to understand the complexities and needs of our growing population. Language barriers can impede effective and accurate communication in a variety of ways. And our current approach to public engagement (uncoordinated and program/project-centric) creates barriers to resident access to services. Ensuring meaningful communication and improved access to services for residents with limited English proficiency (LEP) helps King County government to meet its Equity and Social Justice mandate and better serve the interests of its residents.

Budget Ordinance 17695, Section 18, as amended, required a report providing analysis and recommendations, to include an action plan to increase access to LEP residents. This response examines:

- a) Outreach strategies that can be used to engage LEP populations, and
- b) Pros and cons for developing centralized resources, and
- c) Strategies to coordinate translation efforts and other service categories across all departments, agencies and offices.

This report responds to the proviso's requirements. It contains analysis of the current system, an examination of alternative outreach and coordination strategies, findings from discussions with representatives from many LEP community leaders, and recommended next steps. Below is a high-level summary of the workgroup's short-term (to be implemented in the next biennium) and long-term recommendations.

Short-Term Recommendations - The Workgroup recommends the following -

Statement of Values

- Executive transmittal and Council adoption of a policy document (motion or ordinance) stating King County's values in serving LEP residents that builds on the Executive Order on Translation, the Community Engagement Guide, and the Equity and Social Justice Ordinance.

Translation and Interpretation Services

- A **Translation Coordinator** for increased coordination of translation services across the county and additional budget for translation services costs across agencies.
- Expansion and increased coordination of interpretation efforts across the county.

Outreach and Engagement

- Expansion and increased coordination of outreach and engagement efforts to community based organizations (CBOs) that serve LEP communities and LEP residents across the county with an **Outreach Coordinator**.
- Implementation of a “Trusted Advocate” model in the county’s outreach and engagement efforts (with either King County staff with specific language skills that is embedded in LEP communities or a contracted member within specific LEP communities or CBOs).
- Investment in LEP CBOs through outreach and engagement contracts to help build CBO capacity, enabling the CBOs to better serve their community members and to be better partners with the County.
- Development of a more-coordinated and deeper presence in LEP communities, by regularly attending LEP community events, coordinating media ad buys, and by holding focus groups.

Online Communications (Website and Social Media)

- Continued development of existing Language Portals.
- Increased and more strategic use of Social Media tools.

County Workforce and Hiring Practices

- Preference for hiring staff with language skills in standard countywide hiring.
- Expanded financial recognition for language skills.
- Development and support of apprenticeships and other training programs that target LEP communities.

Long-Term Recommendations - The Workgroup recommends a long-term planning effort (to reduce the barriers to accessing services by LEP communities) and -

Translation and Interpretation Services

- Expansion and coordination of translation and interpretation services across the county.

Outreach and Engagement

- Empowerment of LEP communities to organize, mobilize and advocate for their residents.
- Coordination and consideration of centralization of outreach and engagement efforts.
- Genuinely represent LEP communities at all levels of the county structure in county process development and decision-making.

Online Communications (Website)

- Further exploration of the costs and benefits of a multilingual, culturally competent website.

County Workforce and Hiring Practices

- Identification and exploration of way to address challenges to recruiting, hiring, retaining and promoting a workforce that includes members of LEP communities.

In alignment with King County's commitment to equity and social justice, the county should seek to provide services and engage communities in an equitable manner. Implementation of these recommendations would reduce barriers to accessing services and deepen engagement of LEP residents.

Title: Attachment A – 2014 Budget Proviso Report

Limited English Proficient Residents in King County: Moving Toward Empowered Communities

Introduction

The King County Council enacted a proviso requiring a report on a countywide action plan to increase access to King County government services and operations for Limited English Proficiency (LEP) populations. The proviso was timely, as King County's LEP populations and their need for services continues to increase throughout the County. Per the proviso, the project was a collaborative effort including multiple King County agency representatives with direct experience with LEP populations and a variety of community leaders serving LEP residents.

Specifically, the proviso required a report that provided the following:

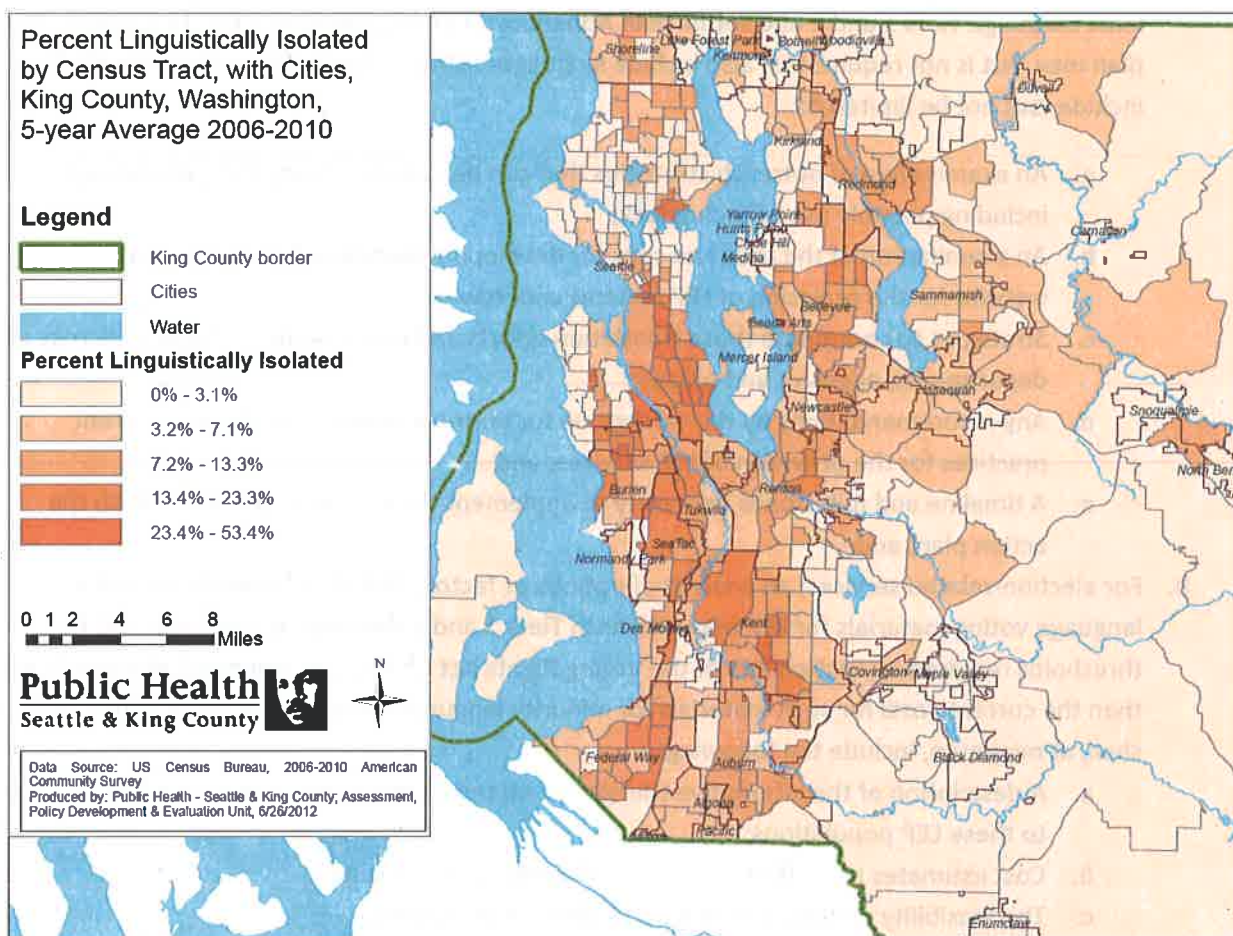
- A. An action plan to increase access for LEP residents countywide who speak languages listed in at least Language Tiers 1 and 2 and set forth in Appendix C to Executive Order INF 14-2 (AEO). The plan may, but is not required to, also include languages listed in Tier 3. The action plan shall include, but not be limited to:
 - a. An examination of outreach strategies that can be used to engage LEP populations, including possible use of technology;
 - b. An examination of the pros and cons for developing centralized resources, such as a website for the provision of LEP services countywide;
 - c. Strategies to coordinate these translation efforts and other service categories across all departments, agencies and offices;
 - d. Any recommendations by the workgroup for improvements or changes to current practices for the provision of LEP services; and
 - e. A timeline and milestones necessary to implement the elements contained with the action plan; and
- B. For election-related services, an analysis of options or factors that could provide minority language voting materials for LEP populations in Tiers 1 and 2 that have not yet reached the thresholds required by Section 203 of the Voting Rights Act of 1965, as amended, at a cost lower than the current costs for such materials for minority languages required by the act. The analysis shall, at minimum, include the following:
 - a. A description of the alternative translation materials and services that could be provided to these LEP populations;
 - b. Cost estimates related to each of the alternative options; and
 - c. The feasibility of implementing these alternative options.

In response to this proviso, this report describes the research methodology, findings and recommendations made within several key categories of service provision and engagement strategies, including: Translation Services, Interpretation Services, Outreach and Engagement, Online Communications and County Workforce and Hiring Practices. For each category, this report contains: (1) an analysis and findings of current and best practices developed through established workgroup meetings, and (2) short and long-term recommendations.

Part B of this budget proviso requests analysis specific to election-related services. The King County Elections Department will submit a report to the King County Council, under separate cover, in response to the entirety of part B of this budget proviso.

King County Needs Increased and Improved Access to Services for LEP Populations

More than 170 different languages are spoken in King County. A quarter of the County's population, over 450,000 residents, speaks a language other than English at home. In the Kent School District alone, students and their families speak more than 130 languages. In Bellevue, one-third of the residents speak a language at home other than English. Overall, about 11 percent of County residents over the age of 5 years-old, or nearly 200,000 people, are in "linguistic isolation" meaning they speak a language other than English and no one in their household speaks English "very well," as indicated in the map below.



Furthermore, Washington state's and King County's population is becoming increasingly racially and ethnically diverse. According to the Migration Policy Institute (2011), Washington is among the states with the highest growth rates of LEP populations (1990-2010) and with the largest LEP populations (2010). Much of that growth is concentrated in and around the King County area; between 2005 and 2009, 42,000 new foreign-born residents moved to King County.

The County's demographic changes bring a new richness to local communities and continue to evolve the County into a national center of cultural diversity. But these changes also increase the challenge of making sure all residents have access to County services that can help them to reach their full potential. The future demographics of our County point to the need to understand the complexities of our growing population, our differences, and the opportunities the changes present for improving how the County best serves all of its residents and stakeholders.

King County's Equity and Social Justice (ESJ) ordinance, the basis for the County's work on Equity and Social Justice, focuses efforts on prioritizing impacts on our LEP residents by targeting programs and investment and building capacity to engage all communities. These efforts are grounded in national and international research that points to addressing inequities as the strongest path for regions to flourish (Pastor, 2013).

Thus, equity and racial inclusion are significant factors in predicting regional prosperity and they are imperative for economic and social sustainability, while residential segregation and political diffusion are closely associated with preventing sustained regional growth (Pastor, 2013).

Like English-speaking residents, King County's LEP residents rely on a variety of services and support provided by the County. In recent years, under the direction of the King County Strategic Plan, the Executive and Council, the County has made significant improvements in translation and interpretation services, coordinating resources, and growing a large network of community-based organizations (CBOs) and media outlets that have better-connected the County to LEP residents. Unfortunately, as in communities across the nation, people in King County continue to have inequitable access to services. Language barriers can impede effective and accurate communication in a variety of ways and inhibit - or even prohibit - LEP residents from accessing and/or understanding important rights, obligations, and services. And the current approach to public engagement (including for LEP communities) is uncoordinated and program/project-centric, which is disingenuous and ineffective. These current practices create barriers to resident access to services ranging from public health, transportation and parks, to public safety, emergency operations, and elections. Ensuring meaningful communication helps King County government to meet its Equity and Social Justice mandate, and better serves the interest of King County Government and those we serve and to whom we are ultimately accountable.

Methodology

Workgroup Membership

The Executive Office requested inter-branch representation for the LEP Proviso Workgroup with the request and expectation that each agency's representative would meet the following criteria:

- An LEP champion or one that has direct experience with LEP populations
- Willing to innovate
- Practical about application
- Able to understand and convey their department/agency perspective
- Able to devote the time and willing to convene key people from their agency/department for input during the 1st quarter time frame

The Workgroup included representation from: the Department of Public Defense, the Department of Transportation, the Department of Public Health, the Department of Executive Services, the Human Resources Division, the Department of Adult and Juvenile Detention, the Department of Information Technology, the Department of Community and Health Services, the Department of Permitting and Environmental Review, the Department of Natural Resources and Parks, the Department of Judicial Administration, the Department of Assessments, District Court, Superior Court, the Department of Elections, the Prosecuting Attorney's Office, the King County Sheriff's Office, the Executive Office and Council staff. The Workgroup membership roster is included as Appendix A.

Workgroup Workplan

The Workgroup met as a body for seven two-hour meetings starting in late February of 2014 and ending in the following May. The Workgroup achieved the following objectives in those meetings:

- Created a vision for how the County should serve LEP populations,
- Identified the county's current and best practices in serving LEP populations,
- Developed a better understanding of the LEP communities' needs via LEP community engagement,
- Reviewed "Pros and Cons" of various strategies for serving LEP populations, and
- Developed short-term and long-term recommendations for how to increase access to King County government services and operations for LEP populations.

The final Workplan is included as Appendix B.

LEP Community Engagement

The Workgroup sought the input of the LEP community by reaching out to community leaders and members of county residents with limited English proficiency, using the languages listed in Language Tiers 1 and 2 and set forth in Appendix C to Executive Order INF 14-2 (AEO) as a guide. The Workgroup sought the input of community leaders of residents that speak Spanish, Vietnamese, Somali, Chinese, Ukrainian, Amharic, Somali, Ethiopian, dozens of other East African and Asian Pacific Islander languages, and leaders of organizations that represent and serve immigrants, refugees and other LEP residents.

LEP Community Leader Panel

The Workgroup invited LEP community leaders to serve on a panel for the entirety of the fourth Workgroup meeting, held on March 31, 2014. Executive Dow Constantine and Chief Operations Officer Rhonda Berry made introductory statements and Matias Valenzuela, the county's ESJ manager served as moderator. The panel members included:

- Vu Le - formerly Executive Director of the Vietnamese Friendship Association
- Sili Savusa - Executive Director of the White Center Community Development Association
- Juan Jose Bocanegra - Executive Director of El Comité
- Mohamed Sheikh Hassan - Community Relations with the City of Seattle's Office of Immigrant and Refugee Affairs

The panel provided an opportunity for a robust, honest conversation; **the panel members recommend that King County fundamentally rethink how agencies and the county engage with LEP residents.** The following key themes summarize our learning from panel participants:

Empowered LEP Communities

- Empower residents so they can solve their own issues
 - "If we give people (LEP residents) a chance, they can be successful, so the question becomes: how can we give all people a chance?"
- Increase investments in smaller LEP CBOs, in order to build capacity so CBOs can better partner with the county and we can better serve our communities together
- Schools are the hub of community. We need to work with school districts to tackle education and immigration issues and to empower parents to have a voice for their children and their families

Community Engagement

- Increase the practice of county leadership and county representatives having real, meaningful conversations for the purpose of genuine relationship building
 - Invest time and energy to really understand the community and its strengths and challenges (genuine relationship building takes time)
 - Need to spend time in LEP communities (events, meals, meetings, etc.)
- Build systematic, coordinated community engagement process
 - Current processes are not working
 - The county needs to involve CBOs in deciding outreach mechanisms/systems
 - The county should compensate CBOs for their help with "engagement," just as county employees or consultants are paid to organize and participate in engagement processes
- Ensure that resident/community voice is embedded into decision-making processes, from policy and program development to evaluation and budget development

- Consultation with community would result in:
 - Stronger relationships with community
 - More-effective, inexpensive solutions
 - Culturally appropriate outputs (e.g. translations, service delivery, messaging to community)
- Develop a better understanding of the most effective communication tools for various LEP communities (considering youth, elders, and other subgroups)

Internal Operations (Workforce and Cross-County Coordination)

- Increase collaboration across county agencies, and increased coordination for how county touches each community
 - It is clear to CBO leaders that King County agencies work in silos;
- Increase workforce diversity (the county workforce should mirror community demographics)
 - Hire more people of color and individuals who do not speak English as their first language
 - Spread job postings/opening via CBOs

County Leadership

- Better define what it means to be committed to principles of Equity and Social Justice
- Build leadership capacity of county employees of color as they often have very different perspectives
- Explore the possibility of County Immigrant and Refugee Commission
- The County can be a real ally to LEP communities

The transcript of this panel presentation and discussion may be found at the following link:
<http://www.kingcounty.gov/exec/equity.aspx>

Workgroup/CBO Leader Meetings

Over the course of several weeks, Workgroup member-pairs initiated conversations with leaders/representatives of the following CBOs:

- Somali Youth and Family Club
- Consejo Counseling and Referral Service
- Horn of Africa Services
- Washington Hispanic Media Association
- Asian Pacific Islander Coalition
- Vietnamese Friendship Association
- Casa Latina
- Washington Defender Association
- Kin On Health Care Center

- Asian Counseling and Referral Service

Workgroup members generally asked CBO leaders/representatives the following questions:

- What does King County do well in serving LEP populations?
- How could King County serve LEP populations better (in order to increase access to government services)?
- How could King County most effectively engage and communicate with your community (considering the use of technology and /or other types of communication tools)?

Workgroup pairs shared their findings and identified key themes, as identified below.

Engagement and Communications

- King County needs increased cultural competency in outreach/engagement
 - People need to do this work, ideally in the foreign language and in person
 - Efforts should be resourced, on-going and relational in nature
- Need to have more direct investment, communication and interaction with CBOs
 - "Come to us directly! Don't just go to the larger organizations."
 - "When you engage, follow-up!"
 - "Put your feet in the community"
 - "Get to know the community"
- CBO clients want better understanding of county systems, including:
 - Civic engagement and "King County 101"
 - Navigation of various county systems, e.g. Transit services
 - Job training
 - How to get jobs within the county
- Recommendation that the county invest in CBO leadership development, including youth
- Recommendation that county communication plans include collaboration with school districts, taking advantage of existing distribution lists

Internal County Operations

- Need to diversify county workforce
- Need for increased coordination and collaboration across agencies
- Need to better define "King County" to residents, depending on where they live
 - King County is one thing to city residents and something else to residents in the unincorporated areas
 - Need to do better job of partnership with other jurisdictions, in order to provide seamless services to LEP residents
- Need to better understand the most effective ways to do outreach and communication
 - Did not hear demand for increased provision of translated materials
 - Much communication is based on "word of mouth"
 - Some LEP residents don't read in their native language

Workgroup Findings

Over the course of the seven Workgroup meetings, the Workgroup examined outreach strategies used to engage LEP populations, examined pros and cons for developing centralized resources for the provision of LEP services countywide and discussed strategies to coordinate translation efforts and other service categories across all departments, agencies and office. The Workgroup's findings are outlined in this section.

Examination of Outreach Strategies Used to Engage LEP Populations

The Workgroup identified current practices for serving LEP populations across King County agencies, noting common themes and challenges and best practices, as presented below.¹

Common Themes

The Workgroup identified the following common themes in how agencies serve LEP populations:

- Departments rely on existing policies (ESJ ordinance/Executive Order on Translation) to guide efforts
- Departments work in silos –there is a need for a systems approach and standardized processes, including metrics of success and stock language (sentences/phrases that are commonly used)
- Efforts are generally under-resourced – there is a need for additional resources (time and budget)
- The Language Line is an effective interpretation tool, but it is not widely implemented
- Many departments engage in ethnic media buys, without countywide coordination
- Compiled lists of bilingual employees across a department is a valuable resource

Common Challenges

The Workgroup identified the following common challenges in serving LEP populations:

- Without standardized processes, agencies often react “on the fly” (e.g. real-time translation)
- Risks exist, especially if translation/interpretation/communication is incorrect
- Labor rules/contracts can restrict effective solutions
- Departments generally lack budget/resources to provide sufficient levels of service
- Insufficient knowledge/coordination of available resources
 - Superior Court’s translation/interpretation resources may be shared, e.g.
- Disparate/uncoordinated outreach to community, especially in communication with CBOs
 - Not aligned with message of “One King County”
 - Too dependent on community leaders (especially without compensation)

Best Practices

¹ It is important to note that while the Workgroup focused on outreach and engagement of LEP populations, the Workgroup notes that improvements need to be made in terms of how the county does outreach and engagement of English-speaking populations as well.

Based on analysis of current efforts around the county, the Workgroup identified the following best practices for how agencies could engage LEP populations:

General

- Lessons learned include: really listen to residents; “one approach does not fit all”; embed staff in the community; be responsive and follow through in LEP community engagement
- Departments use standing policies and tools to affect change
 - Executive Order on Translation, ESJ ordinance, customer service guide, e.g.
- Successful tools have included:
 - Language Assistance Plans (e.g. Superior Court’s)
 - Changing policy (e.g. Immigration and Customs Enforcement (ICE) detainer)
 - “Lunch and Learn” sessions for staff on cultural competency, LEP needs
 - Use of KCIT to implement some technology-related practices (e.g. Web interpreter application)
- Concerted efforts are successful - notable examples include: White Center Heights Park make-over, Vietnamese nail salon project, South Park Bridge, King County Strategic Plan

Outreach

- Building trust/strong relationships with CBOs and other community groups/residents, via coordinated, on-going, standing conversations (must be two-way communications)
 - To disseminate information (e.g. emergency preparedness, property taxes)
 - To determine LEP community needs, which could include surveys, commissions, focus groups, etc.
 - County must be responsive and set aside budget to support partnerships
- Centralized/coordinated communication, in alignment with “One King County,” including:
 - On-going interaction with communities
 - Efforts must be appropriately resourced
 - Translation into top tier languages
 - Compiled lists of CBOs to which county communicates in coordination (e.g. public service announcements, UAC newsletter)
 - Development of media partners, including coordinated and resourced ethnic media buys
 - Cultivation of community liaisons (trusted points-of-contact in community)
 - Strategy for social media in other languages

Translation/Interpretation

- Systematized and standardized policy-backed efforts (proactive versus reactive efforts)
 - Consistent following of Executive Order on Translation countywide
 - Requires on-going education, appropriate levels of resources
 - Use of Language Line
 - Sharing of resources across departments (e.g. online, phone directory)

- Use of certified and/or "qualified" employee translators/interpreters
 - "Qualified" could be sufficient and should be defined by policy (appropriate and understandable interpretation, for example)
- Consider high-tech and low-tech solutions
- Coordinated/compiled lists of bilingual employees

Other findings

The Workgroup finds that following the "Ten Ideas to Encourage Immigrant Engagement" (distributed by the Institute for Local Government) could be an effective model on which to build a system and processes in King County to more effectively engage LEP populations in decision-making. An outreach and engagement system built on these principles would be inclusionary, accessible to LEP communities, and proactive, giving the system a better chance of successfully including LEP communities in county decision-making and resulting in increased access to government services and operations to LEP populations.

Those Ten Ideas include:

1. Know your changing community
2. Build relationships with key leaders and organizations
3. Identify issues that immigrants care about
4. Overcome language barriers
5. Use effective media and outreach strategies
6. Make public engagement accessible, enjoyable and rewarding
7. Make meeting processes and materials appropriate
8. Build leadership capacity of newcomers
9. Enhance staff capacity for successful immigrant engagement
10. Plan collaboratively, think long term and learn as you go

The full document with further detail of the Ten Ideas is included in Appendix C.

Alignment with King County Strategic Plan Outreach

The county's outreach for the preparation to update the King County Strategic Plan included gathering ideas and input from over 700 county residents about what makes King County a great place to live, the challenges faced by residents, big ideas for the future and about what county government should focus on to make things better. Many residents who provided input indicated that King County should focus on the following six areas to make the biggest difference in the lives of people who live, work and play in King County:

- Mobility - Create a seamless network of transportation options to get people where they need to go, when they need to get there.
- Economic Vitality - Increase access to quality job opportunities in all areas of the county for all people.

- Safety - Increase access to quality housing that is affordable and near quality job opportunities.
- Equity - Eliminate discrimination and create equal opportunities for everyone.
- Healthy Environment - Preserve open space and rural character and address threats to our environment, such as climate change.

In order to do improve these areas, King County residents that provided input indicate that the county should:

- Coordinate for one King County - Collaborate with other local government, businesses and community based organizations to share resources and find regional solutions that recognize local needs.
- Engage the public meaningfully and authentically - Inform the public about county services and operations, ask what they want, listen to what they have to say, and respond to their concerns.
- Continue efforts to be efficient and effective - Don't lose sight of efforts to be lean in county operations as the county considers its role in solving economic, housing, discrimination and other complex problems facing communities.

The Workgroup found that there is significant overlap between the communicated needs of LEP communities and those of the broader community, including the need for One King County, engagement to be inclusionary and authentic, and genuine two-way communication. Increased cross-departmental and cross-jurisdictional coordination and collaboration in efforts to communicate with and engage all communities will give all residents, including LEP residents, a needed and desired voice in the decision-making of local governments.

Pros and Cons for Centralization and Coordination Strategies

Following the opportunity for LEP community leaders to provide input, the Workgroup identified the pros and cons of possible strategies to:

- Engage LEP populations,
- Develop centralized resources for the provision of LEP services countywide, and
- Coordinate translation efforts and other service categories across county departments, agencies and offices.

The Workgroup analyzed five categories of strategies by which the county serves or engages the LEP community, including:

- Translation Services,
- Interpretation Services,
- Outreach and Engagement,
- Online Communications (Website and Social Media), and
- County Workforce and Hiring Practices.

The Workgroup largely based its short-term and long-term recommendations, as detailed in the following section, on this analysis. The output of the Pros and Cons development is included in Appendix D.

Workgroup Recommendations

Introduction to Recommendations

The LEP Workgroup's research sheds light on King County agencies' many successful efforts to serve LEP communities with existing resources; however those efforts are generally uncoordinated, under-resourced and insufficient to effectively serve LEP communities countywide in an equitable manner.

Given the frank and robust input from the LEP community leaders, the Workgroup recommends developing and implementing processes that:

- Help LEP community members successfully integrate into the county's civic, economic and cultural spheres, with equitable access to the county's services,
- Provide opportunities for LEP residents to have a real "voice" in the county's decision-making (including in policy and program development, service provision, resource allocation and program evaluation),
- Are developed in collaboration with other jurisdictions, with community based organizations that are currently and effectively serving LEP residents in King County, and with LEP community members, while better coordinating the county's current efforts.

The Workgroup explored three levels of options within the five categories, as described below.

- **Option One** – Status quo, with continuous improvement
 - With no additional resources, the county could make incremental improvements in effectiveness by increased coordination, sharing best practices and further implementation of existing policies and guides (e.g. Executive Order on Translation and Community Engagement Guide).
- **Option Two** – Enhanced Coordination
 - Coordination would enable the county to increase efficiencies, learning, sharing, and implementation of tools. Successful implementation of this option would require long-term strategic planning and additional budgetary support/resources.
- **Option Three** – Centralized Resources and Coordination
 - Centralized resources and coordination would enable the county to implement the highest level of quality assurance and support in implementation of tools, guides and policies. Successful implementation of this option would require long-term strategic planning and significantly more resources than the first two options.

Given the time allotted for this research and planning effort as well as budgetary considerations, the Workgroup generally recommends Option Two. The Workgroup's development of pros and cons of these high-level options is presented in the following table.

	Pros	Cons	Impacts on Improvements	Estimated Additional Annual Costs
Status Quo with Continuous Improvement “Status quo” would entail a continuation of current efforts across the county with the recognition that there is inconsistency in efforts across departments.	<ul style="list-style-type: none"> Decentralized accountability, giving each department and agency autonomy to meet own needs Some departments and agencies have effective practices Policies, guides and systems (e.g., Translation, Community Engagement Guide) exist Limited additional costs 	<ul style="list-style-type: none"> Limited technical assistance and support for staff Limited trainings Inefficiencies due to lack of coordination across departments Limited consistency in quality of products and work Lack of knowledge of policies and tools To LEP community, county appears to be confusing and siloed; number of touch-points may be overwhelming 	With a culture of continuous improvements, through the years King County has progressed in certain areas in working with LEP populations. Systems, tools and policies have been created and more may be created, but there is limited and inconsistent implementation countywide.	No substantial additional costs would be required to continue with this strategy. Currently, many millions of dollars are spent in staff time and activities, across all departments and agencies. This estimate needs to be refined.
Enhanced Coordination “Coordination” would entail guidance, standards and support for agencies that maintained their autonomy in providing services and engaging with community.	<ul style="list-style-type: none"> Empowers individual programs and departments to work with LEP populations and develop relationships Allows for sharing of knowledge, resources, staff Greater consistency in quality of products and work Builds on the LEP best practices, knowledge and practices of agencies A “One King County” perspective 	<ul style="list-style-type: none"> More pressures and demands on staff (e.g., LEP content, materials, outreach) More pressures on CBOs, if they are not adequately resourced 	Coordination would enable, with some added resources, to generally have more efficiencies, learning, sharing and implementation of tools, guides and policies. Increased coordination would ensure a more-consistent county presence in the community.	\$500,000-\$750,000 Funding would support 2.0 FTEs and additional resources for improved community engagement strategies (including online communication).

<p>Centralized Resources and Coordination</p> <p>“Centralization” would entail increased coordination along with increased capacity to maintain and enforce standards and may include an “office”</p>	<ul style="list-style-type: none"> • Builds on many of the “pros” list above for coordination, such as a “One King County” perspective • Greatest consistency in quality of products and work • Allows for an ongoing, single point of contact at the county for LEP communities 	<ul style="list-style-type: none"> • More pressures and demands on staff (e.g., LEP content, materials, outreach) • More pressures on CBOs, if they are not adequately resourced • Some potential loss of agency autonomy • Additional overhead costs 	<p>Centralization would enable, with significant added resources, to get the highest level of quality assurance and support in implementing tools, guides and policies. Centralization would ensure a consistent, visible presence within LEP communities</p>	<p>Over \$1M</p> <p>The total incremental annual cost, determined by an “office” charter, could exceed \$1M with additional resources for FTEs and community engagement and website development.</p>
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In order to meaningfully increase access to King County government services and operations for LEP populations, the Workgroup recommends the short-term and long-term strategies, as detailed below. The Workgroup developed and analyzed these strategies in expectation of being included in the 2015/2016 King County Biennial Budget deliberations, per Council intent; however, the Workgroup makes these recommendations with the understanding and recognition that the county's General Fund and some other agencies, including those currently serving LEP populations (such as Public Health and Transit), are in extremely challenging financial conditions.

The Workgroup provides short-term and long-term recommendations in the following five service and engagement categories (in alignment with the pros and cons development, as described in the Findings section): Translation Services, Interpretation Services, Outreach and Engagement, Online Communications (Website and Social Media), and County Workforce and Hiring Practices.

- Short-term recommendations are strategies that could be implemented in the following biennium, while not negatively impacting long-term strategic planning efforts; these short terms strategies could, in fact, drive the momentum to improve existing systems in the long-term.
- Long-term recommendations include strategies that should be thought out in a more holistic strategic planning effort to include other jurisdictions and with a substantial amount of input from the LEP residents to be served. A long-term planning effort should take time to meaningfully engage LEP communities and residents in the development of systems and resource allocation, to broaden the scope of research into best practices across the county, and to include deaf/mute communities.

Short-term Recommendations

The Workgroup's recommendations to be implemented in the next biennium follow.

Statement of Values

The Workgroup recommends that the Executive transmit and that Council adopt a policy document (motion or ordinance) stating King County's values in serving LEP residents that builds on the Executive Order on Translation, the Community Engagement Guide, and the Equity and Social Justice Ordinance. The Workgroup finds that King County agencies currently turn to these documents to guide decisions regarding service to LEP communities (and other underserved residents) and that adoption of such policies is considered a best practice.

The adopted statement of vision or value could communicate that:

- King County values LEP populations and cultures, including their engagement in county decision-making, their language skills, and as participants in the workforce.
- King County is committed to empowering LEP communities to guide their own destinies, to fulfill their potential and to benefit from the region's burgeoning prosperity.

- King County is committed to prioritization of service to all LEP residents, including equitable access to county resources and services.

The Workgroup notes that communication and implementation guidance for such a policy are crucial; clarity of expectations and ease of implementation will be important for departments to be successful.

Translation Services

- Increase coordination of translation services across the county and provide additional budget for translation costs across agencies. A **Translation Coordinator** would provide support, technical assistance and training for agencies, and would ensure the provision of culturally appropriate translations. The Translation Coordinator could be responsible for interpretation service coordination as well. [Funding for 1.0 FTE and additional translation services budget—and may require a cross-departmental policy for effective implementation]
- Increase the awareness and use of the existing “Plain Language” guidelines across the county’s communications, which should be supported by training, education, and on-going support. [Funding for training and support.]

Interpretation Services

- Expand and increase coordination of interpretation efforts across the county. The Translation Coordinator could be responsible for interpretation service coordination as well. [Funding for additional interpretation services funding – may require a cross-departmental policy for effective implementation]
- Maintain a centralized bank of employees that speak other languages. This centralized bank would likely have little costs, but there may be collective bargaining implications to consider.
- Develop a guidance document to address workforce/labor concerns, necessary qualifications and/or certifications, and appropriate use of interpretation services.

Outreach and Engagement

- Expand and increase coordination of outreach and engagement efforts to CBOs that serve LEP communities and LEP residents across the county with an **Outreach Coordinator**. [Funding for an additional 1.0 FTE.]

- Use a “Trusted Advocate” model in the county’s outreach and engagement efforts across the county. “Trusted advocates” (or community liaisons) would serve as a conduit to specific LEP communities and could be either a King County staff with specific language skills that is embedded in specific LEP communities or a contracted (paid) member of specific LEP communities (CBO leaders or otherwise). The use of county staff may have collective bargaining implications, depending on the chosen model. [Funding for FTEs or contracts with CBOs]
- Invest in LEP CBOs through outreach and engagement contracts to help build the CBOs’ capacity, enabling the CBOs to better serve their community members and to be better partners to the county, because the relationship to the community already exists. Current procurement rules would need to be addressed. [Funding for contracts; contracts for procurement of services should explicitly indicate expectations from the contracted CBO]
- Develop a more coordinated and deeper presence in LEP communities, by regularly attending LEP community events, coordinating media ad buys, and by holding focus groups in LEP communities. [Funding for focus groups and community event attendance]
- Increase the use of King County TV for existing LEP community-provided multilingual programming and for new King County-specific educational programming. [Funding for additional programming development; need to explicitly identify the most appropriate type of programming for production and transmittal]
- Coordinate communications, including ethnic media buys and outreach meetings via department communications staff (PIOs). [Funding for increased media buys, however better coordination of existing media budgets could improve effectiveness]

Online Communications (Website and Social Media)

- Continue to build out the existing Language Portal for Language Tiers 1 and 2. Some content exists but agencies would need to provide additional (translated) content. [Funding for portal development and maintenance]
- Increase and more-strategically use Social Media tools (Facebook, Twitter, Mind Mixer, for example) depending on research to determine effectiveness of outreach method to particular LEP communities and age groups.

County Workforce and Hiring Practices

- Include a preference for hiring staff with language skills in standard countywide hiring practices to increase diversity of language ability in the county’s workforce. [Little to no

additional cost, however collective bargaining and labor law issues would need to be considered]

- Expand financial recognition for language skills, whether the language is regularly used on the job or not (as in District Court). [Funding for increased; collective bargaining and labor laws issues would need to be considered]
- Develop and support apprenticeships and other training programs that target LEP communities

Other Recommendations

- Create a more welcoming entrance to King County for immigrant communities and recommend signing on to Welcoming America's "Welcoming Cities and Counties" designation.
- Continue support of the White Center Promise Group (Network to Integrating New Americans) which has been focused on integrating new Americans into the White Center community. Expansion of such support in other LEP communities may be effective.
- Study and implement best practices from the county's current Community Service Area program.
- Explore economies of scale and other benefits of partnering with City of Seattle's Office of Immigrant and Refugee Affairs and suburban cities, to regionalize support for LEP communities.
- Partner with small and large CBOs like El Comité and One America to inculcate LEP communities with civic engagement education and opportunities.
- Review and update the language tiers which are based on outdated Census data.
- Increased use of demographic research throughout the county, including demographic research tools that are available to the departments
- Elevate the use of the Local Hazardous Waste community engagement tool, which has potential for enterprise application with its distributed entry capability.

Further, the Workgroup recommends that county agencies partake in on-going conversations about how to reduce the barriers to accessing services by LEP communities over the next biennium, as the

Workgroup has born fruitful discussions about coordination opportunities and best practices and could provide accountability across agencies.

The Workgroup-recommended proposal would cost \$1M-\$1.5M over the upcoming biennium.

Long-term Recommendations

There is a need for systematic change in the ways in which the county meaningfully engages LEP populations, for the sake of community empowerment and inclusion in decision-making. Beyond the upcoming biennium, the Workgroup recommends that the county take time to work with the County's other jurisdictions and CBOs to collaboratively engage LEP populations in the creation of a strategic plan and long-term action plan for how the region may serve LEP residents across city/county boundaries.

The Workgroup recommends that the following considerations are taken in a long-term planning effort.

Translation and Interpretation Services

Translation and Interpretation services should be expanded and coordinated across the county based on best practices for increased effectiveness and efficiencies.

Outreach and Engagement

While the LEP community leaders spoke to the importance of culturally appropriate and correct translations and interpretation services, their emphasis landed on the need for empowering and strengthening of LEP communities so that they might organize, mobilize and advocate for themselves within the greater community and with King County.

The county's outreach and engagement efforts should be coordinated and possibly centralized based on research of best practices; best practices should be considered with the goal of empowering communities through genuine engagement.

Currently the county is mildly effective at informing and providing opportunities for LEP communities to provide feedback. To truly empower LEP communities in county process development and decision-making, LEP communities should be genuinely represented in all levels of the county structure and the county must find opportunities to receive and then genuinely consider the input and perspective of LEP residents.

Online Communications (Website)

The Workgroup recommends further exploration of the costs and benefits of creating a multilingual website; the creation and maintenance of a culturally competent website with relevant content (which could be different from content in English) could be much costlier than the further development of the Language Portals, as described in the short-term recommendations section. However, some other jurisdictions have found their multilingual websites to be more inclusive and thus more effective as a communications tool for LEP communities.

County Workforce and Hiring Practices

LEP community leaders indicate that for King County to be more inclusive of LEP residents, the County's workforce should be more representative of the residents which it serves. The Workgroup recommends changing hiring practices to increase workforce diversity and to include LEP residents.

King County workforce data provided by the county's Human Resources Division indicates that 66% of the county current workforce is white; however, the county expects 46% turnover in King County employees by 2018. This creates an opportunity for substantially increasing diversity in the workforce. As King County works to increase workforce diversity (per the Employer of the Future efforts), the County should consider LEP communities for hiring pools and perhaps consider candidates' previous LEP status in order to include LEP perspective in agencies' decision-making positions.

In addition, the county should identify and actively address challenges to recruiting, hiring, retaining and promoting a workforce that includes members of LEP communities.

Conclusion

In continuation and alignment with King County's commitment to equity and social justice, the county should seek to provide services and engage communities in an equitable manner. Implementation of these recommendations would reduce barriers to accessing services and deepen the engagement of LEP communities in the county's decision-making processes, creating a more-inclusive and more-effective government.

The Workgroup makes these recommendations acknowledging the financial situation of the county; however many of these recommendations would enable King County to better serve all marginalized and underserved county residents as well as LEP communities, making a substantial dent in the work toward equity and social justice and ensuring that all residents of King County are able to fully participate in the civic life of our community.

Appendix

Appendix A - Proviso Workgroup Membership

Executive Departments/Agencies	Workgroup Member	Title
Department of Adult and Juvenile Detention (DAJD)	Shawn McNaughton	Corrections Officer
Department of Community and Human Services (DCHS)	Terry Mark	Department Deputy Director
Department of Executive Services (DES)	Tom Koney	Department Deputy Director
Human Resources Division (HRD)	Breen Lorenz	Nurse Case Manager
Department of Information Technology (KCIT)	Nick Smith	eGov Manager
Department of Judicial Administration (DJA)	Amy Ebersole	Customer Information and Assistance Supervisor
Department of Natural Resources and Parks (DNRP)	Alan Painter	Community Services Area Manager
Department of Permitting and Environmental Review (DPER)	Kim Laymen	Customer Service Supervisor
Department of Public Defense (DPD)	Erika Turley	Project/Program Manager III
Public Health (PH)	June Beleford	Regional Health Educator
Department of Transportation (DOT)	DeAnna Martin	Community Relations Planner
Executive Office (EO)	Mauricio Martinez	Customer Service Specialist
Separately Elected Departments	Workgroup Member	Title
Department of Assessments	Phillip Sit	Communication and Outreach Coordinator
Council Staff	Patrick Hamacher	Senior Legislative Analyst
District Court	Jill Dorsey	Interim Chief Administrative Officer
Elections	Julie Wise	Program Manager for Voter Services
Superior Court	Linda Ridge	Deputy Chief Administrative Officer
Superior Court	Martha Cohen	Interpreter
Prosecuting Attorney's Office (PAO)	Carla Lee	Criminal Division
King County Sheriff's Office (KCSO)	Anne Kirkpatrick	Chief Deputy

Appendix B - Workplan: Limited English Proficiency (LEP) Proviso Workgroup

The Limited English Proficiency (LEP) Proviso Workgroup is made up of King County agency representatives as identified by proviso (P3) in the 2014 adopted budget for PSB. In order to fulfill the proviso, the Workgroup followed this workplan.

Meeting 1 – Kick-off and Vision

February 25, 2014 from 3-5pm

- Workgroup's Vision for "increased access to King County government services and operations for LEP populations"
- Homework assigned to workgroup: catalog current practices

Meeting 2 – Current Practices in King County

March 6, 2014 from 3-5pm

- Review catalog of current practices across county agencies

Meeting 3 – Identification of Best Practices

March 18, 2014 from 3-5pm

- Review of best practices
- Homework assigned to Workgroup: Pair with Workgroup member and meet with LEP community based organization (CBO) representative

Meeting 4 – LEP Community Leader Panel

March 31, 2014 from 3-5pm

- Panel of LEP Community Leaders—discuss long-term vision for increasing access to services

Meeting 5 –LEP Community Meeting Reports

April 8, 2014 from 3-5pm

- Workgroup member pairs report back, regarding CBO meetings and findings

Meeting 6 – Identification of Efficiencies/Opportunities for Centralization

April 28, 2014 from 3-5pm

- Develop recommendations and implementation strategies for action plan

Meeting 7 – Workgroup Recommendations

May 8, 2014 from 3-5pm

- Finalize recommendations

Please do not hesitate to contact Michael Jacobson (263-9622) or Cristina Gonzalez (263-9688) of PSB with questions or concerns.

Appendix C - Ten Ideas to Encourage Immigrant Engagement Institute for Local Government



www.ca-ilg.org/TenIdeasImmigrantEngagement

July 2012

California's population is changing and local officials know that this presents both opportunities and challenges for their communities. Effective and inclusive public engagement can be an important contributor to stronger communities and more effective local governance. While every county and city is different, the following ideas from throughout California may help local officials to more successfully engage immigrant residents.

KNOW YOUR CHANGING COMMUNITY

Using the latest census data can be useful but be aware that the rapidly changing demographics of many communities may outpace this information. Immigrant organizations and leaders, school administrators, ethnic media, local clergy, and others can help identify your new residents' countries of origin, the languages spoken, the print and electronic media of choice, where immigrant children attend school, and the pressing issues of concern to these communities.

Having information about age, education, literacy and the number of years in the United States may also be helpful. Remember that overgeneralizing about a community can make it more difficult to develop effective plans and processes. It is said that there is no such thing as the "general public" and there is probably not a "general immigrant public" in your community. Understanding the common as well as the distinguishing features of immigrant residents will help lay a foundation for effective outreach and participation strategies.

BUILD RELATIONSHIPS WITH KEY LEADERS AND ORGANIZATIONS

Communicate with immigrant community leaders and organizations early on in order to build relationships, learn about these communities, and convey your interest in involving immigrant residents in the civic and political life of the larger community. Develop and maintain a list of these individuals and organizations, be alert to opportunities to visit with them and engage them in local events and activities, and stay in touch with them on a regular basis.

IDENTIFY ISSUES THAT IMMIGRANTS CARE ABOUT

Through personal conversations, surveys and meetings with local organizations, identify issues of concern to immigrant communities and be prepared to include these topics in community conversations and other public engagement activities. You can also begin with discussions and civic participation *within* immigrant communities if the need is identified, as this can provide vehicles for participation and leadership development by those who might not otherwise get involved. Demonstrate how civic participation can help newcomers address their priorities and achieve their dreams.

OVERCOME LANGUAGE BARRIERS

Public engagement efforts should seek to ensure that every participant: is prepared to take part, will be understood, and will understand what others are saying. Outreach and issue background materials should be translated as appropriate for your communities, and translation equipment and services should be available. Outreach for public engagement events should include mention of the translation services.

Ensure that the translation of materials is done by native speakers or by individuals completely fluent so that translations will be understood by readers. When conducting polls and surveys, it is best to ask questions in a resident's first language when possible. Face-to-face, radio and other non-written communications will help you reach people with varying literacy levels.

USE EFFECTIVE MEDIA AND OUTREACH STRATEGIES

Make immigrant-oriented local and regional print and electronic media an integral component of your communication strategy. Develop relationships with these media outlets, provide them access to information and to local officials, send them news, notices and job listings, and engage them as partners in developing effective outreach to generate broader public involvement. Distribute information about an upcoming public engagement activity to appropriate community, service or business organizations, schools, congregations, etc. Ask leaders of these groups to include special solicitations to their immigrant members and to follow up and support those that are interested in attending.

MAKE PUBLIC ENGAGEMENT ACCESSIBLE, ENJOYABLE AND REWARDING

Make public meeting locations accessible to immigrant communities by holding them in neighborhoods where immigrant residents live, close to public transportation or, if appropriate, by providing transportation assistance. Safe and welcoming locations may include public schools, community centers, congregations, and residences of their community leaders. In scheduling meeting times, consider work, family, cultural and religious obligations. Provide onsite childcare and make culturally appropriate arrangements that include dietary preferences and entertainment. Be cautious of assumptions and generalizations, and ask immigrant residents what times, locations and settings would work best for them.

MAKE MEETING PROCESSES AND MATERIALS APPROPRIATE

When planning a public engagement event, meet with trusted and knowledgeable leaders and organizations and seek their input on recruitment and meeting processes. Be aware that relationships and perceived relative status and roles among those in the room may, in some cases, have an impact on readiness and confidence to participate. Working in small groups may often be the best approach. Have trusted community members help communicate the goals and process for the meeting, the role of participating public agencies, and how public input will impact the decision making process. All materials should be straightforward and translated as appropriate. Expressing appreciation and respect works for everybody.

BUILD LEADERSHIP CAPACITY OF NEWCOMERS

Provide training and leadership opportunities for immigrant groups including: citizen academies, English language classes, leadership training, and appointments to local boards and commissions. As

appropriate for your community, consider leadership academies or trainings that are directed to particular communities and held in residents' native language or in translation. Attend meetings of immigrant-related organizations to inform them about civic engagement opportunities. Look for mutually beneficial partnerships involving a local agency and immigrant organizations. Create a city or county plan for leadership development that will make follow through more likely.

ENHANCE STAFF CAPACITY FOR SUCCESSFUL IMMIGRANT ENGAGEMENT

Skilled local agency staff that have the time and ability to develop relationships with appropriate community organizations can help create and manage successful long-term immigrant engagement and integration efforts. Develop opportunities for city and county staff to learn about the history, culture and other dynamics and needs of local immigrant residents. Build these capacities in to staff hiring and training as appropriate.

PLAN COLLABORATIVELY, THINK LONG TERM AND LEARN AS YOU GO

A long-term plan with multiple strategies is more likely to result in significant outcomes. Be prepared to learn and adapt as you go. Involve immigrant-related organizations and/or leaders trusted by immigrant communities in planning, implementing and evaluating your immigrant civic engagement efforts. Find the right people and places to make this happen. Celebrate your successes.

This material is adapted and expanded from A Local Official's Guide to Immigrant Civic Engagement, Institute for Local Government, 2009: www.ca-ilg.org/PEpubs.

About the Institute for Local Government

This resource is a service of the Institute for Local Government (ILG) whose mission is to promote good government at the local level with practical, impartial, and easy-to-use resources for California communities. ILG is the nonprofit 501(c)(3) research and education affiliate of the League of California Cities and the California State Association of Counties.

For more information and to access the Institute's resources on public engagement, visit www.ca-ilg.org/engagement. To access this resource directly, go to www.ca-ilg.org/TenIdeasImmigrantEngagement.

The Institute welcomes feedback on this resource:

- *Email:* publicengagement@ca-ilg.org Subject: *Ten Ideas to Encourage Immigrant Engagement*
 - *Mail:* 1400 K Street, Suite 205 • Sacramento, CA • 95814
- G:\INSTITUTE\Public Engagement\Publications\PE One Pagers\Ten Ideas to Encourage Immigrant Engagement-Jan 2012.doc

Appendix D - Pros and Cons of Centralization and Coordination Strategies and Limited English Proficiency (LEP) Workgroup Recommendations

The LEP Workgroup was tasked with creating an action plan to increase access for LEP residents countywide. Following opportunities for LEP community leaders/members to provide input to the Workgroup on this goal, the group identified the pros and cons of possible strategies to:

- engage LEP populations,
- develop centralized resources, such as a website, for the provision of LEP services countywide, and
- coordinate translation efforts and other service categories across county departments, agencies and offices.

The Workgroup analyzed five categories of strategies by which the county serves or engages the LEP community, including:

- Translation Services,
- Interpretation Services,
- Outreach and Engagement,
- Online Communications (Website and Social Media), and
- County Workforce and Hiring Practices.

The Workgroup largely based its short-term and long-term recommendations, as further outlined in the LEP Proviso Response, on this analysis. In some categories, the Workgroup recommends employing multiple strategies, as identified in this document. The Workgroup acknowledges that this is not a comprehensive list of either possible strategies or of pros and cons for each strategy.

“Status quo” strategies generally entail a continuation of current efforts across the county with the recognition that there is inconsistency in efforts across departments. **“Coordination”** strategies generally entail guidance, standards and support for agencies that maintained their autonomy in providing services and engaging with community. **“Centralization”** strategies generally entail increased coordination along with increased capacity to maintain and enforce standards and may include an “office of centralization.”

Service and Engagement Strategies	Pros and Cons	Recommendations	
		Short Term (2015/2016 Biennium)	Long Term (Beyond Biennium)
<u>Translation Services</u>			
Strategy 1: Status Quo Current efforts include: inconsistent implementation of Executive Order, language tiers based on outdated Census data, and general guidance on how to use these tools.	<u>Pros</u> <ol style="list-style-type: none"> 1. Decentralized accountability; assumes that work is regular work product at departments <u>Cons</u> <ol style="list-style-type: none"> 1. Cumbersome, complicated process 2. Variability of outcomes (in quality, e.g.) given lack of standards 3. Lack of knowledge, training, accountability of current process across depts. 4. Under-resourced levels of translation in most agencies 		
Strategy 2: Translation Coordinator Building on current efforts, this strategy would provide support, technical assistance, and training; culturally appropriate translation; additional budget for translation services. Recommend 0.5 FTE in biennium, but need more information for beyond.	<u>Pros</u> <ol style="list-style-type: none"> 1. Greater consistency, efficiency across county agencies 2. Internal visibility, re: policies, education on translation processes 3. FTE could sit within existing department with strong translation services 4. Opportunity for leveraging existing resources 5. In conjunction with Interpretation recommendation, would allow for countywide coordination across Translation and Interpretation services <u>Cons</u> <ol style="list-style-type: none"> 1. There could still be time delay in production of translation services 2. May be challenges with department ownership of the work 	X	X
Strategy 3: Translation Office Building on current efforts, this strategy would include: centralized in-house translation and resources, culturally appropriate translation, additional budget for expanded levels of translations, and additional staff.	<u>Pros</u> <ol style="list-style-type: none"> 1. Appropriate levels of resources, in order to increase access to services to LEP residents 2. Greater consistency, efficiency than Coordination strategy 3. "One King County" perspective (one voice from all depts.) <u>Cons</u> <ol style="list-style-type: none"> 1. Resource-intensive (staff time and budget) 2. Translation costs become overhead costs (central rate) 		
Strategy 4: Use of "Plain Language" Increased usage of "Plain Language"	<u>Pros</u> <ol style="list-style-type: none"> 1. Increased usability for all county documents, especially for those translated 	X	X

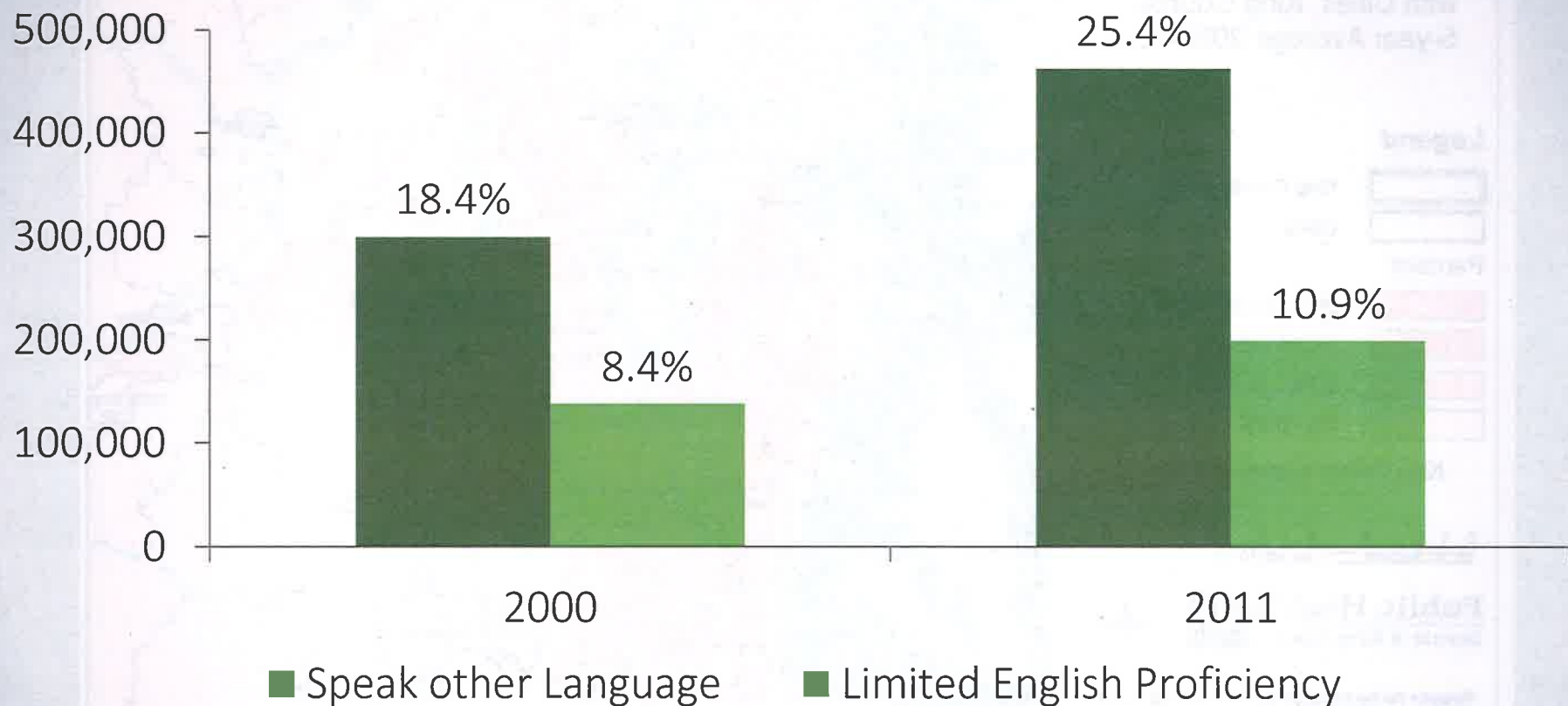
guidelines, supported by training, education and on-going communication.	<u>Cons</u> <ol style="list-style-type: none"> 1. Would require updating Plain Language guidelines, training staff in their use, and marketing across departments. 		
<u>Interpretation Services</u>		Short Term	Long Term
Strategy 1: Status Quo Current efforts include: limited, in-person services and only in certain departments	<u>Pros</u> <ol style="list-style-type: none"> 1. Certain departments have effective system in place 2. Status Quo Plus: technology could allow us to be more efficient/effective without huge increase of resources (but technology not yet available) <u>Cons</u> <ol style="list-style-type: none"> 1. Insufficient resources in some departments 2. Inconsistent use of translation services across departments 3. Lack of knowledge about policies and processes across departments 		
Strategy 2: Expansion and Coordination Building on current efforts, this strategy would provide support across county agencies (including additional budget where needed) and service coordination. Recommend 0.5 FTE to implement.	<u>Pros</u> <ol style="list-style-type: none"> 1. Opportunity to have coordination, consistent adherence to policy 2. Opportunity to explore efficiencies in systems and processes, building on existing strengths at various departments 3. In conjunction with Translation recommendation, this Strategy would allow for countywide coordination across Translation and Interpretation services <u>Cons</u> <ol style="list-style-type: none"> 1. Need to better understand the extent of the need for expansion 	X	X
Strategy 4: Bank of Employees Maintenance of bank of multi-lingual employees	<u>Pros</u> <ol style="list-style-type: none"> 1. Effective and efficient (would not require substantially more resources) <u>Cons</u> <ol style="list-style-type: none"> 1. Preferred languages may not be appropriately represented in the "bank" 	X	X
<u>Outreach and Engagement</u>		Short Term	Long Term
Strategy 1: Status Quo: Current efforts are siloed and project-based by each department and agency	<u>Pros</u> <ol style="list-style-type: none"> 1. Community Engagement Guide currently exists and is useful (not currently used countywide or institutionalized into county operations) 2. Gives project managers at depts. opportunity to engage with community <u>Cons</u> <ol style="list-style-type: none"> 1. Project-based engagement, resulting in lack of continuity 2. Lack of knowledge of resources available (Public Engagement Guide, e.g.) 		

	<ol style="list-style-type: none"> Generally, non-mutually beneficial relationships with CBOs (KC asks for what KC needs, but hasn't encouraged building of genuine relationships) Lack of systematic approach for outreach (i.e. no loop-back process) Doesn't incorporate LEP communities from the beginning of a project Has not been a funded priority – generally under-resourced Hasn't included presence in community (fairs, events, CBO meetings, etc.) 		
Strategy 2: Expansion and Coordination Building on current efforts, this strategy would provide expanded, coordinated levels of communication with and presence in LEP communities, including community meetings, ethnic media buys, attendance of events, focus groups, among else. Recommend 1.0 FTE in biennium.	<p>Pros</p> <ol style="list-style-type: none"> Consistent with Panel recommendation: more- genuinely engage One King County –representation of King County as a whole Standardization and countywide implementation of best practices Addresses concern of siloed efforts – increased county communication Increased ability to identify current gaps in service (e.g. geographic) Opportunity for sustained, meaningful leadership participation Could coordinate calendars more effectively and efficiently Opportunity for larger, strategic investments in ethnic media buys <p>Cons</p> <ol style="list-style-type: none"> Challenging to work across county's three branches Significant resources (time and budget) required for needed improvements 	X	Need additional information for long term X
Strategy 3: Outreach Office Building on current efforts, this strategy would include centralization of engagement efforts across departments, ensuring expanded levels of culturally appropriate engagement and outreach. An Outreach Office would likely require 2.0-3.0 FTEs.	<p>Pros</p> <ol style="list-style-type: none"> One King County – representation of King County as a whole Standardization and countywide implementation of best practices Addresses concern of siloed efforts – increased county communication Opportunity for sustained, meaningful leadership participation Could coordinate calendars more effectively and efficiently <p>Cons</p> <ol style="list-style-type: none"> Outreach and engagement costs become overhead (central rate) Bandwidth of one-person office would not be sufficient Not practical given depth of county service types 		Need additional information for long term X
Strategy 4: Liaison (Trusted Advocate) This strategy could employ two models, including King County staff with specific language skills to be embedded in LEP communities and/or paid contracts with LEP community	<p>Pros</p> <ol style="list-style-type: none"> Opportunity for increased coordination of efforts countywide Consistent with LEP community leaders' request and recommendation for county/large community institutions to help increase capacity of local CBOs Scalable and flexible model Accelerated and meaningful relationship-building (high R.O.I.) 	X	X

members (CBO leaders or otherwise).	Cons 1. Staffing would be challenging 2. Could be challenge to ensure reaching all the groups needing access to K.C.		
Strategy 5: Investing in CBOs Help build capacity of CBOs (to better serve/engage LEP communities) through outreach/engagement contracts	Pros 1. Consistent with LEP community leaders' request and recommendation for county/large community institutions to help increase capacity of local CBOs Cons 1. Resource-intensive (requires on-going support and funding to CBOs) 2. Current procurement rules may need to be addressed	X	X
Strategy 6: King County Television Increased use of King County TV for existing, community-created multi-lingual programming and support for new King County-specific educational programming	Pros 1. Explore possibility of use of KCTV –as requested by LEP leader panel 2. Opportunity to explore which communities really appreciate this Cons 1. Age factors into effectiveness of use 2. Don't currently understand what is optimal use for various populations	X	X
Online Communications		Short Term	Long Term
Strategy 1: Status Quo Current efforts include decentralized translation and online posting of some materials. A few departments have mini-portals (KCSO, DPH, e.g.).	Pros 1. Representing core Tier 1 and some Tier 2 and 3 languages, on some websites (but in a limited way) Cons 1. Stagnant internal expansion and content 2. Difficult to reach content – scattered across department websites 3. External use is consistently low – not effective communication tool 4. Assumes that community must come to "us" 5. Little knowledge about how currently being used externally 6. Little knowledge about what information ought to be included		
Strategy 2: Language Portals for Language Tiers 1 & 2 Further development of existing language portals – translated material (new and existing) embedded as part of Kingcounty.gov website	Pros 1. Centralized repository for certain languages 2. Opportunity to ask the community what information ought to be included Cons 1. Departments would need to create and update content (KCIT is conduit) 2. Current domain already running out of space	X	Explore capacity/ community need for long term X
Strategy 3: Multi-lingual Websites for Language Tiers 1 & 2	Pros 1. Opportunity to ask the community what information ought to be included		Explore capacity/com

Development and maintenance of multilingual, free-standing websites	<ul style="list-style-type: none"> 2. Opportunity for strategic, culturally competent communication 3. Opportunity to use different vendor to build websites <p>Cons</p> <ul style="list-style-type: none"> 1. Need newer technology (management system) to build separate website 2. Expensive design, implementation, and roll-out 3. Need for additional on-going staff 		munity need for long term X
Strategy 4: Social Media (FB, Twitter, Mind Mixer, etc.)	<p>Pros</p> <ul style="list-style-type: none"> 1. Opportunity to identify effective uses of social media to reach various demographic groups (e.g. age factors into effectiveness of use) <p>Cons</p> <ul style="list-style-type: none"> 1. Don't currently understand what is optimal use for various populations 	X	X
<u>County Workforce and Hiring Practices</u>		Short Term	Long Term
Strategy 1: Status Quo Current efforts include inconsistent use of premium pay for language skills	<p>Pros</p> <ul style="list-style-type: none"> 1. Some recognition of existing staff's language skills sets <p>Cons</p> <ul style="list-style-type: none"> 1. Inconsistent policy and practice across departments 2. Not all languages wanted are represented in existing county workforce 		
Strategy 2: Preference in Hiring Implementation of "preferred qualification" for hiring staff with language skills to increase diversity of language ability in workforce	<p>Pros</p> <ul style="list-style-type: none"> 1. No additional costs to county budgets 2. Opportunity to target specific languages <p>Cons</p> <ul style="list-style-type: none"> 1. Would take a longer period of time to be effective than other strategies 	X	X
Strategy 3: Financial Recognition for Language Skills Recognition for language skills whether the language is used or not	<p>Pros</p> <ul style="list-style-type: none"> 1. Potentially low cost strategy, depending on the language hired <p>Cons</p> <ul style="list-style-type: none"> 1. Not all languages necessary are represented in existing county workforce 	X	X

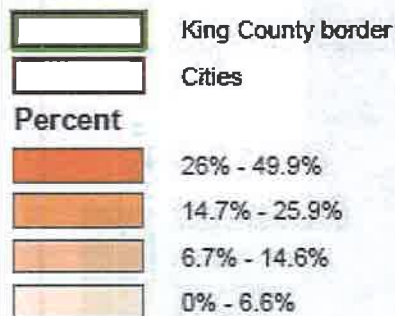
Increasing Language Diversity



King County Languages Other Than English		
	2000	2011
Speak other Language	299,600	462,200
Limited English Proficiency	137,700	199,100

Percent of Population Speaking English Less Than "Very Well" by Census Tract, with Cities, King County, 5-year Average 2008-2012

Legend



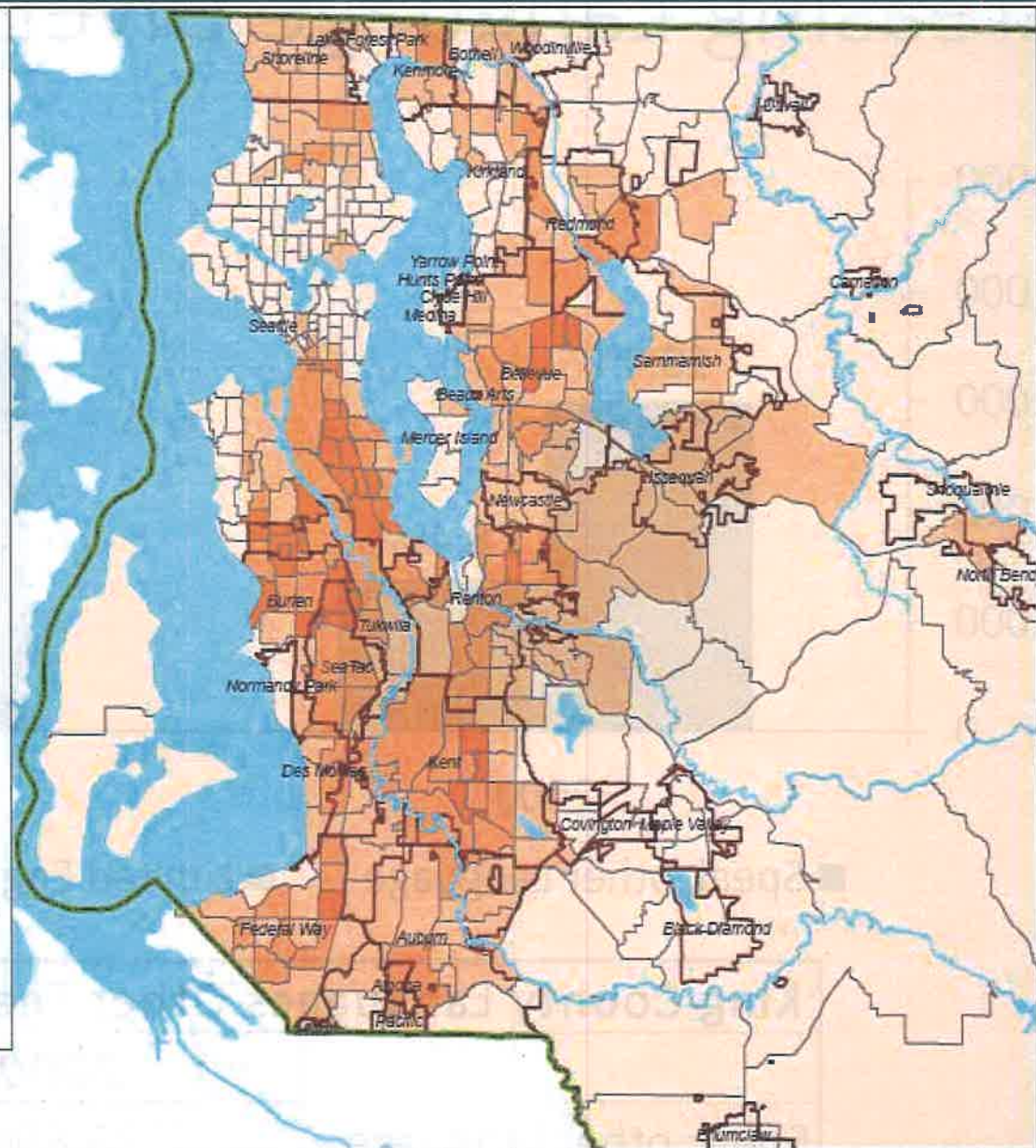
King County average: 10.9%



Public Health
Seattle & King County

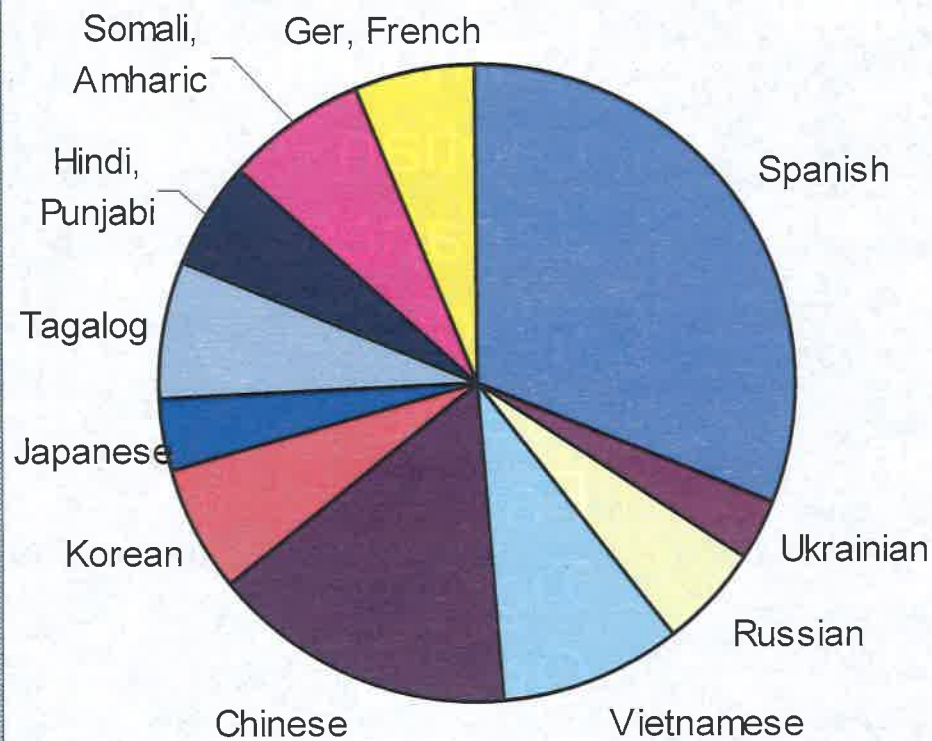


Percent = For the population age 5 and older speaking a language other than English at home, the percent who speak English less than "very well" (i.e. "well", "not well" or "not at all")
Data Source: US Census Bureau, 2008-2011 American Community Survey
Produced by: Public Health - Seattle & King County;
Assessment, Policy Development & Evaluation Unit;
8/14/2014



King County residents speak 170+ different languages

Major Languages Spoken in King County



Spanish	102,000
Chinese	51,000
Vietnamese	30,200
Somali, Amhar	23,400
Tagalog	22,900
Korean	21,100
Ger, French	20,400
Hindi, Punjabi	18,400
Russian	17,700
Japanese	11,300
Ukrainian	10,000
Other	73,500
	401,900

Top language needs in King County

Tier 1	Tier 2	Tier 3
Spanish	Vietnamese Russian Somali Chinese Korean Ukrainian Amharic Punjabi	Tagalog Cambodian Laotian Japanese Hindi Arabic Farsi Tigrigna Oromo French Samoan

Sources: American Community Survey, US Census Bureau (2006-8), WA OSPI, King County WIC interpretation requests and Public Health Clinic visits, King County District Court

Immigrants and refugee

Select reports and policies

- Equity and Social Justice Ordinance
- Policies and legislation such as
 - County services available to all independent of immigration status
 - Ordinance on ICE detainers at King County Jail.
 - Translation Executive Order
- 2014 Limited-English Proficiency (Immigrants and Refugees) Proviso Response Report

1

2

3

4

Metric	Evaluation criteria
Approach to work	
40	Clearly stated philosophy for consensus building, particularly with immigrant and refugee groups
	Demonstrated ability to achieve consensus amongst persons from populations representating diverse perspectives and interests.
	Experience and insight into the immigrant and refugee communities of King County.
	Identified potential conflicts and disruptions to the facilitation process and develop work-around solutions to keep the process on track.
Specialized Experience, Technical Competence and Past Performance	
25	Clearly communicated an approach to successfully accomplish the scope of work within the time allotted.
	Demonstrated ability to stay on time and within budget.
	Determined an appropriate task and schedule, and milestones that match up with County timelines.
Personnel Expertise and Capacity to Complete Work	
20	Sufficient staffing expertise and capacity to complete the project
Communication and Quality Control	
15	Demonstrated ability to communicate through a variety of mediums; namely written, verbal and visual.
	Demonstrated ability to produce quality documents that are easy to read and well written.
Cost	
5	King County shall evaluate cost in terms of reasonableness, appropriateness of costs.



**King County Equity and Social Justice
Immigrant and Refugee Task Force
Request for Proposal – Facilitator**

A. Bonnie Olson, *Emerging Design Consulting* Philosophy

My philosophy and style of facilitation includes the central importance of establishing a group culture that supports consensus building: equitable participation, full consideration of each opinion, seeking creative solutions – discovery that combines perspectives for a larger vision. I seek to facilitate dialogue, not debate, by asking questions that deepen understanding, and putting the challenge to create consensus among group members themselves. I provide structure, not direct content- the group is empowered to take responsibility to have ownership of the process.

A central role of the facilitator and King County staff will be to present concise information and framing of issues that enables the task force to be focused. Providing summaries and clear choices, while also having the flexibility to incorporate perspectives raised by participants, will be important. Other qualities in my facilitation work include: flexibility to incorporate various cultural styles of communication and processing of information; creating space early on in meetings for Task Force members to express the interests/issues of their cultural group enables them to move to the larger task of working for the needs/conditions of the whole. Smaller meetings to promote honesty and ensure members feel heard and supported will also be important in this process.

B. Approach to the work

Framing the Project

The amount of information and number of factors that are relevant to this task are broad and many; a first task will be prioritize what elements can be considered by the Task Force in the scope and timeframe allotted. A central task for the Facilitator and King County staff will be to prepare materials for Task Force members to understand the data and larger landscape to incorporate in their work. It will also be important to be open to adding the priority issues and factors that Task Force members bring to the table.

Deliverables – Meeting Schedule and Milestones, detailed work plan, agendas and meeting processes, Interim Report

Potential Challenges:

- I anticipate that there will be reading material, report summaries, etc., that will be distributed for Task Force members to review and understand prior to formal meetings. A challenge may be ensuring common base of understanding for all members – roles of Commissions, policy development processes, scope of issues that fit within King County services, etc.
 - Facilitator could be available for Task Force members to discuss materials and answer questions.

Deliberating and drafting recommendations

An important focus for the Facilitator will be to design a structure for the Task Force members to consider various factors and elements of the Commission's roles and responsibilities. I would expect there would be several meetings that will culminate in rolling these into a full scope of work for the Commission. Outlining these elements for the Task Force, members will need to see the logic of considering various factors in a particular order, to be focused and make initial recommendations.

For example, some distinct elements for discussion may include: how Commission will interface with other social and racial justice work, review and give input on King County policies that impact refugees and immigrants, accessing services and/or disparate impact on being accessible to community members and any elements for community accountability. These elements will need to be considered individually with a full examination of the total recommendations and assessing what is realistic and appropriate.

Deliverables – Definitions for Commission membership, mission and roles for the Commission, recommendations on how to attain a representative body. Additional recommendations from the Task Force, which may include principals or qualities such as: immigrant and refugee communities input,

Potential challenges –

- There are often challenges with engaging community advocates in general policy work to take on the lens of the whole instead of their particular group or particular set of concerns - moving from advocate to policy maker. Task Force members are all committed community members who have strong opinions about particular issues.
 - I have found an effective method is to allow members to voice their priority issues/interests early on in the process and determine where this fits in the broader policy frame. They then are able to adopt the larger lens, because they have voiced their perspectives and can see where it fits in the work as a whole.
 - Assign individuals or small groups to prepare/present rationales for particular positions – allow members to take leadership and be recognized also supports responses of compromise.
- Defining a representative membership for the Commission -- Challenge of inclusion of such a wide range of cultures and languages within the number of Commission membership positions. Concern for equitable representation, identifying formulas, weighing different factors, such as new immigrants and more established communities, ethnic groups within various classifications, rural and urban communities.
 - Facilitate an examination of options and ways to balance this will take time and careful consideration. I often find that, articulating choices and taking up solutions at the subsequent meeting fosters creative solutions, particularly when also supported with follow-up conversations.
- Often, services are prioritized for largest population/language groups and smaller immigrant and refugee communities feel underserved and not represented.
- Challenge of conflicts among immigrant communities, often lumped into one category by local government. For example, Oromo and Eritrean groups within Ethiopia are critical about the majority Amharic-speakers representing Ethiopians. These differences are very significant for the community members, particularly those with recent traumatizing experiences.

- Open door policy to understand perspectives of Task Force members – encourage and be available for conversations outside of formal meetings; both hear their concerns and ask: what would be a workable solution? Encourage small group assignments to craft solutions.

Gathering and incorporating community input

Given the budget and timeframe outlined in this RFP, I assume the Task Force members will be asked, as community leaders, to organize and gather feedback from immigrant and refugee community members on the proposed roles for the Commission. The Task Force meeting will confirm the outreach activities – prepare materials, questions to pose to community members,

Final Report

Draft and review summary with Task Force members and solicit members' participation in presentation of recommendations.

(1) Proposed Schedule

Framing Project	Nov - Dec	KC staff support for Facilitator
-reviewing all relevant material, reports, data --reviewing draft schedule and key milestones; gain consensus and commitment framing key questions for Task Force deliberations -review recommendations from 2014 Budget Proviso Report -incorporate key issues of Task Force members	2 task force meetings	-provide all background data -information on other equity and social justice initiatives, -definitions of relevant KC services & policy parameters
Deliberating and drafting recommendations	Jan - March	
-draft scope of work for Commission -draft roles and responsibilities of Commission -discuss and deliberate on other key issues, such as communities' access to Commission members -methods of engaging with immigrant and refugee communities for input	3 full Task Force meetings, Potential small group work	-notetaking during TF meetings
Interim Report – progress to date	Feb. 1	
Conduct Outreach Activities	April	
-conduct community input methods -notes from community outreach		-support TF members in implementing outreach
-incorporate feedback and consider additional elements that arise -adjust recommendations based on community input		-support collection and summarizing of input
Finalizing Recommendations		
Draft Report – review with TF members	May 1, 2015	
Complete Final Report -assist in presentation	May 31, 2015	

C. Record of Performance

Multi-lingual and multi-cultural community engagement

Bonnie Olson has a lifelong history of work with immigrant and refugee communities, and her business, **Emerging Design Consulting**, specializes in multi-lingual and multi-cultural community engagement. We have vast experience with gathering diverse community input, and utilizing this in a meaningful way for public policy, direct services concerns and special initiatives. We specialize in preserving authentic community voice and conducting outreach in culturally competent ways. This includes numerous projects over the past ten years, in which we designed and managed outreach to immigrant and refugee communities, worked with community subcontractors to summarize community perspectives, and facilitated governmental bodies to digest and utilize the information. A few project examples are highlighted below:

-City of Seattle, Office of the Mayor, Immigrant and Refugee Community Engagement Project.

Conducted 100 interviews and 12 focus groups, in 10 languages, to gather feedback on City departments, identify priority community issues, and gather diverse advice on how to engage immigrant communities in government services and civic involvement. We produced a summary that included key themes across cultural groups, unique perspectives of cultural groups, ratings of City departments and community recommendations to improve services, increase equitable access and increase civic engagement among immigrant and refugee residents. This study was used in the establishment of the office of Immigrant and Refugee affairs, and led to changed policies and practices in many City departments.

-Human Services Department, Community Engagement Initiative: City of Seattle & Agency Partnerships

The project gathered feedback from 200 contracting agencies and 10 immigrant nonprofits that had applied but not received contracts. This participatory study gathered feedback from all contracting agencies through surveys, focus groups and interviews regarding contracting procedures, improving contracting processes, and improving access for emerging immigrant and refugee organizations. Ms. Olson produced a report with recommendations, many of which were incorporated in department work plans.

-Refugee and Immigrant Collaborations: Community Design and Best Practices Research, Nonprofit Assistance Center

Designed and facilitated meetings with diverse immigrant and refugee nonprofits, to solicit their experiences with mainstream service agencies, get their ideas for genuine collaborations, and design best practices. These series of meetings included 40 – 60 people each in South King County. The summary report was used by many local bodies as a Best Practices guide for collaborations between mainstream organizations and immigrant and refugee-led organizations.

- Local Hazardous Waste Management Program, Survey of Special Populations

Emerging Design Consulting conducted focus groups and interviews in 4 languages in S. King County, to assess use of and knowledge about hazardous waste products and proper disposal. We gathered feedback on how best to educate these immigrant groups on these issues. Our recommendations included use of a peer education model, such as used in Public Health education, which was adopted by LHWMP and is being used now

Facilitation of advisory bodies for public policy –

-HIV/AIDS Care Planning Council and HIV/AIDS Prevention Council, Dept. of Public Health of Seattle-King County

These Councils include public health staff, advocates, service agencies and people living with HIV/AIDS. Ms. Olson redesigned processes and facilitated meetings for these councils, which consisted of about 30 vested stakeholders that made binding funding decisions. Previously, meetings were contentious and joint decision making was at times adversarial. Using Emerging Design re-design, deliberations were informative, collaborative and the funding decision process was smooth. I managed these bi-annual funding processes for 3 budget cycles.

-Human Services Commissions - City of Tukwila, City of Kent, City of Federal Way

Comprehensive Human Services Plans – conducted all data and trend research, designed and facilitated community input and facilitated meetings with Human Service Commissions, drafted and finalized policies, to produce plans for the following cities:

-ESL Community Planning Summit, City of Tukwila.

Worked with a diverse body that included service providers, community leaders, city officials and staff, religious and civic organizations, to draft recommendations for ESL services in the City of Tukwila.

Extensive experience with immigrant and refugee communities –

Ms. Olson has more than twenty-five years of experience managing immigrant and refugee services, and providing consultant capacity-building support to immigrant and refugee nonprofits and coalitions. This in-depth work with a wide range of cultures demonstrates skills essential for this project: flexibility, openness and creativity to include specific cultural approaches and different ways of communication and expression. Additionally, my Masters Degree in Whole Systems Design (systems change) included a focus in multi-cultural communication.

I have provided consulting services to a wide range of immigrant and refugee serving organizations:

-Horn of Africa Services, Ethiopian Mutual Assistance Association, East African Community Services, Somali Community Services Coalition, Chinese Information & Service Center, ReWA – Women's Refugee Alliance, Garifuna Community Association, Neighborhood House.

Writing Samples attached as Attachment A

D. Cost

Facilitator rate: \$160/hour

Project maximum consultant time of 156 hours = \$24,960

Cost Worksheet:

Tasks	Hours
meetings with KC staff, and review of materials, frame project	10
Task force meetings and prep (average 4 hours prep, 2 hr mtgs)	42
- 7 mo - 2 hours each = 14 hours of full TF meetings	

King County Equity and Social Justice RFP - Facilitator

finalize notes, prepare agendas and materials	21
Interim report	15
Meetings with KC project team	12
task force member/work groups, communication as needed	22
draft and finalize report	34
Total	156
	\$24,960

How facilitation, focus gips
 not much on barriers
 consensus bldg - not very specific to
 IR pop.

Report Format

The report seeks to highlight the common themes and priorities among the great diversity of cultures and ethnicities included in this project, while acknowledging alternative opinions as they expressed them to us. Opinions that were mentioned only once or twice are not included here, but may be found in the appendixes. The bulk of this report is a summary of the most frequently expressed opinions and suggestions per topic, paraphrased to be succinct and clear in general intent. In those cases where the report authors are expressing an interpretation of the data, it is noted. We tried to honestly portray the community voices and share with the City of Seattle and other readers the words and phrases offered to us. Therefore, the reader will find numerous quotes in this report, always indicated by quotation marks, often placed in a text box in the report narrative.

Key Findings

This section highlights key findings – themes from all the topic areas – in which consistent feedback and opinions arose across culture and language. Across all community groups, these priorities, experiences and recommendations were offered by a majority of community contributors. Because these perspectives were almost unanimous, offered repeatedly and independently in interviews and focus groups, they carry significant weight as areas of agreement offered from immigrant and refugee residents and organizations.

Service Access limited by language and cultural barriers

Across cultural groups, language and cultural barriers are the top concern. There were similar remedies offered by most community contributors, which fall into three categories:

➤ Request for services provided by bi-lingual/bi-cultural staff

All across interviews and focus groups, community contributors want services that are provided by people who know their culture and language. People spoke of the need for hiring community members to work in the City departments and contracting agencies.

There was also a strong call for more support for their own community members to deliver services. “Have our community members with the knowledge and skills teach us.” Many contributors gave examples of cultural barriers in how programs are designed and delivered. Immigrants and refugees need services that fit within their cultural norms and serve their community needs.

Immigrants and refugees overwhelmingly rely on ethnic-focused and immigrant/refugee organizations to give them information, assist them with access, and help them navigate U.S. institutions. Among the 260 people contributing to this report, we have few exceptions to this pattern.

➤ Need for quality translation and interpretation resources

Inadequate translation and access to interpreters was a common challenge expressed across cultural groups. This included examples where the interpreters did not understand appropriate terms to explain, such as court procedures, and interpreters who do not speak the native language well. Additional challenges with scheduling and cases in which translation may be done for initial service information, but not subsequent steps in the process, also thwart efforts to gain access to

services. “Imagine if you respond to a flyer in your language about a service you need, and when you go, no one on-site can speak your language or answer your questions.”

Consultant team analysis: A distinction can be made between two levels of access and service delivery. One level consists of uniform services such as subsidy applications and court procedures, which can be accessed by immigrants and refugees with qualified translation and interpretation assistance. The second level includes personalized and/or complex services in which cultural issues are central to their usefulness. This includes service programming of a wide variety, such as education and training, recreation services, youth and senior programs. In this second category, bilingual and bicultural staff are very important for cultural competency.

➤ **Lack of Cultural Competence in general system of services**

Very few positive experiences were offered of receiving services from mainstream agencies.¹ The examples given were almost all situations in which the organization has internal staff that are immigrants or refugees, not necessarily of the same culture or language.

Lack of cultural competence and negative experiences trying to access services are a major issue. Each group spoke of cultural differences that prevent access and/or feelings of being treated with disrespect. Even in benign situations (where mainstream staff/programs do their best) the lack of cultural competence results in information or services that are not useful or effective in achieving results for immigrants and refugees.

Consultant team analysis: The lack of access to major service systems may require the City to review its expectations about how immigrants and refugees are served and supported to achieve positive outcomes. In all cases but one, mainstream organizations that are effective at serving immigrants and refugees do so because they have internally hired immigrant and refugee staff.

- One mainstream organization has incorporated immigrant/refugee-focused programs within its delivery system – giving immigrant and refugee staff support, decision-making, and program-design authority.
- One organization (African-American run) has hired immigrant staff that link to refugee organizations to ensure access.
- One shelter organization has established referral links to take refugee clients and works closely with the referring agency.

Communities need cultural adjustment support and education: information and coaching to assist people in making the cultural transitions necessary to be effective participants in U.S. culture and systems. The three bullets below summarize common factors described by community contributors.

- Erosion of family cohesion and parent-child relationships is a very serious and painful problem with long-term consequences. Consequences include school dropouts, gang involvement, depression, etc. Community contributors cite cultural adjustment issues as a prime source of these problems.

¹ Report authors define mainstream organizations to be those run by and operated in the cultural and institutional framework of U.S. dominant culture – white culture. Due to the existence of racism and lack of cultural competence, the patterns that emerge in refugee/immigrant experience seeking services is significant.

- People want training to understand U.S. systems and expectations – public schools, adult education systems, employment systems, and political processes.
- Immigrants and refugees need training and support from those who have made similar cultural adjustments. Training and education, provided by immigrants and refugees, can deliver with context that makes sense and support/challenge community members to make the adjustments necessary.
- People want training to understand U.S. systems and expectations – public schools, adult education systems, employment systems, and political processes.
- Immigrants and refugees need training and support from those who have made similar cultural adjustments. Training and education, provided by immigrants and refugees, can deliver with context that makes sense and support/challenge community members to make the adjustments necessary.

School District issues

Issues concerning the school district are significant and are one of top concerns of immigrant and refugee communities. People feel the system needs serious improvement and people want the City to help more in this arena.

- The Washington Assessment of Student Learning (WASL) is making situations worse – kids feel like failures, concern it will increase high school drop out rates
- Need quality preschool
- Need better connections with parents
- Need cultural liaison positions

“In our country, teachers were trusted like gods. When we took our children to school, we totally trusted the teachers. In this country, the teachers did not think we care about our children. Going to meetings where we did not understand the language, did not make us feel that it was that important to go to all these meetings. When we went to schools, we were treated very badly, for having children that we couldn't help at home. Education is very important to us. Lack of understanding the educational language, made it appear that we did not care.”

Invest in Immigrant and Refugee Community Assets

All groups expressed a call to enable them to design their own services and programs, let them name their own representatives and leaders, give them the resources to serve their own communities. Newcomers organize themselves to address community challenges, members rise from within to take the lead and dedicate themselves to helping their communities. Yet from the City's point of view, they are not qualified to deliver services. Frustration is high, particularly when the City prioritizes their community for services, but awards funds to others who can't deliver. “The City supports cultural competence, but what does that mean?” challenged one interviewee.

➤ **Building Safer Communities**

Providing resources and services that reduce violence, crime, and neglect in our community.

➤ **Improving Health and Well-Being**

Providing access to services that allow individuals to improve their mental and physical health, overall well-being, and ability to live independently.

Policy Focus Areas

The following policy focus areas have been developed based on assessing existing gaps in services, unmet needs and system improvements necessary to meet HHS principles and the City of Kent's goal to Build a Healthy Community. The policy focus areas will require dedicated attention and funding over time, and specific strategies within these areas will be designed in the decision processes for the City of Kent's two-year funding cycles.

Self Reliance: The City of Kent needs multiple pathways that enable residents to gain jobs skills and linkages to employers for livable wage jobs in their community. A primary driver in chronic and growing need for human services is inadequate income. Programs, policies and partnerships that support residents' earning capabilities will have a great impact in Building a Healthy Community.

➤ **Increased access to livable wage jobs:** Services that create direct links for low-income Kent residents to livable wage jobs in Kent help residents on the path to self-reliance. Services may include job training, retention, and wage progression services, adult education opportunities in Kent for special populations geared toward employment, job retention, and wage progression.

➤ **Reduced barriers to employment:** Effective services are needed that eliminate barriers to employment, and partnerships with employers and Kent businesses will help ensure mutually beneficial outcomes that support healthy and competitive businesses and a skilled workforce. Services may include child care subsidies, ESL, vocational ESL, and job readiness/job placement assistance that is offered both in the community and on the job-site.

➤ **Improved knowledge of financial literacy:** Kent residents need to have the knowledge, tools and access to community resources to manage their personal finances and achieve their financial goals. Money management is a basic life skill essential to avoid financial instability and to build financial assets, particularly for low and middle-income households. Services may include financial literacy training in topics as

budgeting, banking, and predatory lending, as well as public promotion of resources such as the Earned Income Tax Credit program.

- **Increased access to services:** Resource information should be widely available and accessible to all Kent residents; community and social support systems enable resident self-help, mutual support and create a network of care and nurturing that is vital in a Healthy Community.

Economic Development: A key indicator to the health of a community is economic stability. The development of new business, diverse employment opportunities, and an established work-force provides adequate resources for individuals and families to be financially stable.

- **Increased micro-enterprise development:** Micro-enterprise development organizations support low-income entrepreneurs as they start or expand their businesses. This important economic development tool can increase the chance of business success by bridging the gap between individuals and providing the tools they need to start and grow successful businesses. For many low-income entrepreneurs, micro-enterprise development opportunities represent the only means to access the capital and business tools necessary for business start-up.
- **Improved accessibility to job training programs:** Job training programs that provide relevant quality training and education give Kent residents the skills and opportunity to compete in the job market. Access to job training programs is important, particularly when programs are able to provide hands-on training and link graduates to specific jobs readily available in the community.
- **Improved career path development:** In a Healthy Community, it is important to have a strong employment base. It is not enough to simply have a large number of entry level jobs available in the community. There must also be opportunities for wage progression and career advancement.
- **Increased youth employment opportunities:** Youth employment is an important factor of a Healthy Community. The community must create opportunities for youth to develop the knowledge and skills for work, to help youth respond to the complex and changing nature of work, and address the cultural and social barriers that prevent youth from working. The benefits of a young person gaining job experience are numerous; including fostering life long learning, teaching them how to successfully hold a job and to manage money, helping them learn to make continuous successful transitions, and leading them to a life of self-reliance.

BOOKDA GHEISAR

206-853-1995 | Seattle, WA 98144 | bookda@comcast.net

Leadership of Organizational Transformation: Recognized social justice leader with acute ability to clarify organizational mission, design and implement strategic plans. Connects organizations to social issues and builds broad-based community, constituencies, advocates and members. Specializes in building infrastructure to support change and growth.

Fundraising & Strategic Partnerships: Over 15 years of proven and repeatable growth through innovative revenue streams aligning with organizational mission and values. Lead development strategy that raises funds, public awareness and community partnership, strategically supporting the organization's vision. Significant experience in developing major gifts from foundations and individual donors and corporations.

Civic Engagement & Coalition Building: Reputation of uniting diverse stakeholders to co-create and achieve common goals and sustainable partnerships. Over 20 years integrating multi-stakeholders from corporate, grass roots advocates and social sector environments. Extensive experience building membership and mobilizing communities to ensure organizational sustainability and relevance at the grass roots level.

PROFESSIONAL EXPERIENCE

Bookda Gheisar Consulting- Seattle, WA

January 2014

Principal

Promoting social justice through providing coaching and consulting to nonprofit and philanthropic organizations and leaders. Areas of Focus:

- Organizational Transformation: Strategy and Implementation
 - Interim Management: Interim Executive Director and Development Director
 - Fundraising: Strategy and Plan, Donor Engagement, Grass Roots Fundraising, Staff and Board Training
 - Civic Engagement, Coalition Building, Membership Building, Strategic Partnerships
 - Philanthropy: Applying a Social Justice and Equity Lens
 - Executive Coaching for Leaders of Social Justice Organizations
-

GLOBAL WASHINGTON – Seattle, WA

2008 – 2014

Founding Executive Director

Built one-of-its-kind membership organization in Washington State that convenes organizations and leaders in the global development community. Led effort to identify vision, defined mission and scope and created organizational infrastructure to support its mission. Managed staff of 4 FTE and up to 15 interns each quarter with operating budget of \$500,000 reported to the board of directors.

CHALLENGE: *Working with the Founder and partners, implement their vision of a membership organization that would unite the global development sector to brand Washington State as a model of collective impact and effective collaboration in this field.*

- Increased membership from 0 to 160 over 5 years. Members include: the Bill & Melinda Gates Foundation, World Vision, Landesa, Mercy Corps, Microsoft, JP Morgan and PATH.
- Increased membership revenue by 240% between years 1 and 4, increased corporate sponsorship revenue by 120% between years 1 and 4 and negotiated multiyear general operating grant from the Bill & Melinda Gates Foundation.
- Engaged members of Congress and senior White House officials, U.S. State Department, and USAID for conversations on international development and foreign aid with Seattle-area influentials.
- Ran annual conference attended by ~500 participants each year; featured speakers such as: Nicholas Kristof, Bill Gates Sr., Mike McGinn, Rick Steves; largest convening of development professionals on West Coast.
- Organized and managed speaker series featuring internationally recognized speakers including: Paul Krugman, Geena Davis, Helene Gayle, Warren Buffet.
- Built network of over 8K organizational and individual supporters, including: Seattle Town Hall, World Affairs Council, Washington State University, and Seattle University.
- Developed and implemented national, multi-stakeholder partnerships for global education in WA State to help promote international education in K-12 classroom curriculum.
- Initiated annual visibility campaigns reaching over 800K people annually.

- Organized Collective Action working groups that jointly address issues of visibility, public-private partnerships, university-non-profit relationships, etc.

SOCIAL JUSTICE FUND (Formerly, A Territory Resource Foundation) – Seattle, WA
2001 – 2008**Executive Director**

Recruited by and reported to Board of Directors to lead organizational transformation and rebranding. Collaborated with 500+ members and Board of Directors to build consensus on programs and direction. Managed staff of 10 and \$2M budget.

CHALLENGE: *Reinvent a 25-year old foundation to embrace social justice philanthropy model by attracting cross-race and cross-class donor base to the foundation to address the root causes of social, economic and environmental inequities through strategic grant making efforts.*

- Led overhaul and rebranding of organization: name change, mission, vision, values, and messaging. Collaborated with 500+ members and Board of Directors to build consensus on programs and organizational direction.
- Created and fundraised for \$2M endowment.
- Raised \$2M annually through donor and member visits.
- Increased social justice philanthropy awareness in the community by designing and leading public that engaged other philanthropic organizations, media, and political leaders.
- Increased visibility of Social Justice Fund model of cross-race donor base nationally and received invitations to speak at national conferences and raised significant amounts of new revenue from the Kellogg and Ford foundations.
- Increased annual fundraising dinner attendance 400% within 2 years.
- Introduced philanthropic model to involve communities of color; increased donors of color from 5% to 37%.
- Built and implemented community events to increase organization visibility at local, regional, and national levels.
- Founded and launched People of Color in Philanthropy Network to help support and mentor people of color working in foundations in the Pacific Northwest. Membership grew to 100 in 1 year and attracted national attention as one-of-a-kind network.

CROSS CULTURAL HEALTH CARE PROGRAM – Seattle, WA
1993 – 2001**Executive Director (1995 – 2001)****Cultural Competency Training Coordinator (1993 – 1995)**

Developed and managed national program that centralized teachings, training programs, research efforts, writings and innovative projects addressing the lack of cultural and linguistic competency in US healthcare system. Supervised staff of 33 with budget of \$3M and oversight of contractual agreements and financial systems. Partnered with 20-member community advisory Board to create coalition of community leaders to inform healthcare services and programs.

CHALLENGE: *Address a critical need resulting from the arrival of new immigrant populations to the Pacific North West and subsequent disparities in delivery of healthcare services to members of these communities.*

- Developed and managed national program that centralized curricula, training programs, research, publications, and targeted projects.
- Created national network of supporters, funders, and grassroots organizations serving immigrant and refugee communities, including: Seattle King County Department of Public Health, Community Clinics Network, and Office of Civil Rights.
- Established first medical interpreter training program in US; trained over 50 US hospitals and through fee-for-service, secured new revenue and expanded staff.
- Led WA state participation in adopting federal legislation requiring use of medical interpreters in federal clinics and hospitals.

CENTER FOR HUMAN SERVICES – Seattle, WA
1987 – 1993**Clinical Director of Youth and Family Services (1990 – 1993)****Therapist, Counseling Services (1987 – 1990)**

Provided direct service to families and clinical supervision to 10 psychotherapists. Designed and implemented training program for provision of culturally competent mental health services. Provided training to University of Washington and Antioch University interns.

BOARD AFFILIATIONS & ACADEMIC APPOINTMENTS

National Committee of Responsive Philanthropy, Board of Directors (2007)

Philanthropy Northwest, Board of Directors (2001 – 2007)

National Network of Grantmakers, Board of Directors (2002 – 2006)

King County Youth and Family Service Commission (1999 – 2001)

Asian Pacific Islander Women and Family Safety Center, Board of Directors (1998 – 2000)

Seattle King Cty. Dept. of Public Health, Partners for Healthier Communities, Board of Directors (1996 – 2000)

University of Washington, Adjunct Faculty of Social Work (1998 – 2001)

Antioch University, Adjunct Faculty of Psychology (1995 – 1999)

John Bastyr Naturopathic University, Adjunct Faculty of Psychology (1995 – 1997)

PUBLICATIONS

Several academic journal articles in public health, community work, and immigration policy. Monthly blogs in the popular Seattle online magazine. Three short stories published in anthologies. Bibliographic details available upon request.

EDUCATION

M.S.W., Social Work and Social Policy – New Mexico Highland University Las Vegas, NM

B.S.W., Social Work and Sociology – Utah State University Logan, UT

Margaret McClung

8049 18th Avenue NW, Seattle, WA 98117 ▪ (206) 790-9694
margis@gmail.com ▪ [linkedin.com/in/margisullivan](https://www.linkedin.com/in/margisullivan)

QUALIFICATIONS: Global development professional and highly skilled program manager with 15 years of experience in the non-profit and philanthropy sectors. Subject area expertise in land tenure, gender, and access to justice. Sustained career focus on international and domestic women's rights and social justice issues, and field experience in China, Japan, Kenya, Nepal, Rwanda and Uganda. Seasoned strategy and program development, research and evaluation, project management, training and capacity building, and communications skills.

RELEVANT EXPERIENCE

➤ Landesa, Seattle, WA

April 2010 – PRESENT

PROJECT LEAD

MAY 2015-PRESENT

Promoting Peace: Mitigating and Managing Intra-household Property Rights Disputes, Eastern Province, Rwanda. Managing \$1.2 million USAID-funded project implemented with three partners in Rwanda to mitigate and resolve women's intra-household property and inheritance rights disputes, and improve Rwandan legal and policy framework on gender based violence and women's land rights. May 2015 to present.

DEPUTY DIRECTOR, AFRICA PROGRAM

NOVEMBER 2013 – AUGUST 2015

POSITION DESCRIPTION: Responsible for strategy development, program and project design, monitoring and evaluation, fundraising, and operational and financial management for the Africa Program; and provided gender, land tenure, governance, capacity building, and project management expertise to key Africa projects.

ACCOMPLISHMENTS

- Co-designed and managed intensive women's land rights training program for visiting professionals from China, India, and Sub-Saharan Africa;
- Provided recommendations to the Food and Agriculture Organization of the United Nations to improve gender integration and outcomes for a community land certification pilot in Uganda, and overall gender mainstreaming for FAO unit supporting implementation of the Voluntary Guidelines on Responsible Governance of Land, Fisheries and Forests; and
- Co-authored short-term impact evaluation for women's land rights and access to justice project in Kenya;
- Spearheaded development of Landesa's project lifecycle process, a systematic approach to project design, implementation, monitoring and learning; and
- Project managed Landesa's strategic planning process.

REPRESENTATIVE PROJECTS

- ***Enhancing Customary Justice Systems in the Mau Forest, Kenya, Ol Pusimoru, Kenya.*** Key team member on project to improve women's access to justice, and increase access and control of land and family assets through legal empowerment and intensive engagement with local Chiefs and Elders. In addition, co-designed and conducted qualitative desk and field research, and co-authored impact evaluation report. February 2011 to January 2013.

- **Women's Land Rights Visiting Professionals Program, Seattle, WA, USA.** Managed and evaluated the 2013 Women's Land Rights Visiting Professionals Program, including co-designing and implementing a six week course for eight professionals from India, China, and East Africa, and facilitating a network of practitioners strongly committed to strengthening women's land rights. Developed and led sessions on women's land rights case studies, legal empowerment for women, and women's movements and social change. August to November 2013.

Began as Program Assistant at Landesa, then progressively promoted to Senior Program Associate, Program Business Manager and Deputy Director, Africa Program.

➤ **India China Institute at The New School, New York, NY**

09/08 – 01/10

RESEARCHER

POSITION DESCRIPTION: While pursuing master's degree, worked at university think tank focused on connections between India, China, and the United States. Managed multi-country project to develop a common curriculum for universities, and a platform for coordination and shared learning.

PROJECTS/ACCOMPLISHMENTS

- Coordinated India-China Knowledge and Capacity Building Initiative, a multi-year, Ford Foundation supported project to develop curriculum for graduate course taught simultaneously to more than 70 students in New York, Kolkata, India and Kunming, China. Led international team in collection and review of scholarly material on historical and contemporary India-China interactions, and developed web-based platform for global student and faculty collaboration and knowledge sharing.

➤ **Chambers Family Fund, Denver, CO**

11/01 – 8/07

PROGRAM ASSOCIATE

POSITION DESCRIPTION: Managed grant making and communications at private family foundation focused on social justice philanthropy to improve the lives of women and girls, and expansion of the women's funding movement in four rural U.S. states.

PROJECTS/ACCOMPLISHMENTS

- Managed \$2 million in annual grant making to women's funds, and organizations focused on women's economic self-sufficiency, social justice and equality, and early care and education of children;
- Led communication efforts, including development of foundation's Web site and annual reports;
- Led development of a toolkit for starting women's funds within U.S. community foundations;
- Provided technical assistance to key partners, including leading video and web communications efforts for women's fund grantees.

➤ **The Tides Center, Washington, D.C.**

9/98 – 8/01

PROJECT COORDINATOR

POSITION DESCRIPTION: Provided legal, financial, and human resources management for sponsored projects of The Tides Center, a leading fiscal sponsorship organization fostering social justice and environmental non-profits.

PROJECTS/ACCOMPLISHMENTS

- Managed average caseload of 25 diverse non-profit organizations with annual budgets ranging from \$5,000 to \$2.5 million in core service areas of finance, human resources, administration, organizational development, and program management;
- Representative projects included Center for Health and Gender Equity (CHANGE), Environmental Working Group and Raising Voices;
- Worked closely with organizations separating from the Tides Center to ensure successful transitions to independent non-profit status, organizational closure or merger.

EDUCATION

Master of Arts, International Affairs, 2009

THE NEW SCHOOL, NEW YORK, NY

PROJECTS/ACCOMPLISHMENTS

- Research and internship in Nepal - Spent summer of 2008 in Nepal in internship with Nepal National Foundation for Development of Indigenous Nationalities conducting desk and field research on social, linguistic, political and development issues facing a small indigenous community in the South. Research resulted in government commitment to bring solar power to the community and to establish priorities for future social and development assistance.
- Master's thesis focused on analysis of proposed governance structures in Nepal following democratic transition, and the feasibility of resolving social and political issues that fueled a decade-long Maoist insurgency.

Bachelor of Arts, Political Science, 2007

METROPOLITAN STATE COLLEGE OF DENVER, DENVER, CO

LANGUAGES

English (native) and French (basic)

PUBLICATIONS

Santos, Florence and Margaret McClung (2013). *Enhancing Customary Justice in the Mau Forest, Kenya: impact evaluation report*. Produced for the United States Agency for International Development, available at <http://usaidlandtenure.net/justice/impact-evaluation>. Washington, DC.

McClung, Margi (2013). *Making Land Rental Markets Work for Ethiopia's Rural Poor*. Focus on Land in Africa Brief, available at <http://www.focusonland.com/countries/ethiopia-land-rental-markets>. Seattle, WA.



February 11, 2015

MEMO

To: Food and Agriculture Organization of the United Nations
Climate, Energy and Tenure Division
Viale del Terme di Caracala
00153 Rome, Italy

From: Landesa
Margi McClung, Deputy Director, Africa Program
1424 4th Avenue, Suite 300
Seattle, WA 98117 USA

RE: Kasese CCO project gender recommendations

I. Introduction

The Food and Agriculture Organization of the United Nations (FAO) is engaging in a project in Uganda to support the efforts of Kasese District Authorities in issuing Certificates of Customary Ownership (CCOs) to individual, family and clan applicants in the district. The goal of the project is to "contribute to security of tenure, especially for the poor, vulnerable and marginalized groups in Uganda,¹" with objectives related to increased awareness for groups (including women among others) to obtain CCOs; improved transparency in Kasese District through increased capacity to collect, store and update land information; and documentation of the CCO process and learnings to feed into land governance planning and policy dialogue. Landesa is currently involved in a mid-term assessment of FAO's efforts to implement the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGTs), including current projects in Uganda. This memo responds to a request from the FAO to provide practical recommendations for adjustments to more firmly integrate a gender lens into the Kasese CCO project. The next section provides a brief overview of the relevant framework for gender equitable land governance in Uganda, followed by specific recommendations on project adjustments for the FAO to consider for strengthening the project's gender outcomes.

¹ Concept Note for FAO's Uganda VGGT Implementation

II. Uganda framework for gender equitable land governance

Uganda's legal and policy framework is largely in line with prevailing international norms on gender equitable development, and women's land rights in particular. The 2013 Uganda National Land Policy (NLP) outlines specific gender equity goals and policy statements, while recognizing there is significant work to do to close persistent gaps between policy and practice that weaken women's land tenure security². These gaps are generally attributable to culture and customs that perpetuate ownership and transmission of land to men, weak enforcement and implementation of laws and policies protecting women, gaps in family law that leave land rights for women in various marital situations ambiguous or vulnerable³, and low awareness of women's land rights.

In addition, Uganda has formally recognized customary tenure on par with other forms of tenure (mailo, freehold and leasehold), and envisions empowering customary authorities with land rights administration, land dispute resolution, and land management responsibilities provided they perform these functions in accordance with gender equality and equity principles⁴.

Until the gender mainstreaming, decentralization and harmonizing efforts envisioned in the NLP are implemented throughout the land sector and at all levels (formal and informal), officials and technical staff must rely on existing procedural documents to guide their work. A review of the Uganda Guidelines and Procedures for Systematic Demarcation document suggests that procedural documents thus far contain little practical guidance on how to ensure inclusive processes and aim for gender equitable outcomes.

Given this context, the FAO is in a unique position in the Kasese CCO project to model procedures and processes that could improve outcomes for women and contribute to achievement of Uganda's and VGGT's gender equity goals. As a demonstration project for CCO registration in Uganda, the processes, procedures and outcomes developed in Kasese are likely to have lasting implications throughout the country. The following section outlines specific recommendations for adjustments to that project related to project staffing and monitoring, communication and awareness raising, rights recognition and recordation, and representation and access to justice issues.

² The Uganda National Land Policy. Republic of Uganda Ministry of Lands, Housing and Urban Development. 2013.

³ The NLP recognizes the need for legislative reform, particularly regarding gaps on the formal legal framework clearly articulating co-ownership rights in marriage, and that current law is silent on property rights of couples not formally married. Furthermore, laws on inheritance favor male heirs, provide a small percentage of the estate to widows, and terminate widow occupancy rights in the event of remarriage. Women's Land Rights in Uganda Practice Guide. LandWise. Landesa Center for Women's Land Rights. 2014.

⁴ The Uganda National Land Policy. Republic of Uganda Ministry of Lands, Housing and Urban Development. 2013.

III. Recommendations

Recommendations in this section are culled from several guides and research papers focused on women's land rights and gender sensitive land administration practices⁵.

Project staffing and monitoring

- Appoint one project staff person to be responsible for achievement of gender equitable outcomes through mainstreaming. This person must have requisite skills and experience, be provided adequate financial resources, and be granted the authority to implement changes to the project to achieve better outcomes.
- At the same time, make gender issues cross-cutting so that responsibility for achieving gender targets is shared by everyone on the project. Provide training on gender sensitive procedures and processes to all project staff, and clearly communicate gender equity goals, outcomes and targets.
- Incorporate specific gender sensitive indicators in the project M&E framework and collect sex disaggregated data wherever possible. In addition, in project activity 4.a., ensure the record keeping and management system enables sex disaggregated data analysis.
- In project activities 5.a. and 5.b., ensure that the tenure security impact assessment and evaluation assess the project's performance and impact for various types of beneficiaries. This should not be limited to men and women, but should go further to assess impacts for different categories of women (legally married, unmarried, polygamous, informally married, etc.).

Communication and awareness-raising

- In project activity 2, ensure that all communication products and awareness-raising efforts emphasize gender equity. Consider using different approaches for reaching men and women, taking into consideration differences in ways men and women access information and media.
- Provide women with information on land rights and obligations associated with holding CCOs, as well as information about the registration process. In project activity 3.b., provide specific training for women focused on:
 - 1) the legal and customary rights of women, including specific information about inheritance and rights associated with differences in marital status;
 - 2) the involvement of women and men in the adjudication process and registration of rights;
 - 3) the potential benefits of participation in the project for women; and,
 - 4) where rights can be registered and under what conditions – service fees, documentation requirements, etc.

⁵ Sources used most include Governing land for women and men: A technical guide to support the achievement of responsible gender-equitable governance of land tenure, Food and Agriculture Organization of the United Nations, Rome 2013, and Gender Issues and Best Practices in Land Administration Projects: A Synthesis Report, World Bank, 2005.

- Consider women's constraints in regards to language, literacy, timing, and location of meetings and events to facilitate women's participation. Hold women-only meetings where women can speak freely, held at locations where women often congregate.
- Sensitize men and local leaders on women's land rights and obligations associated with holding CCOs. In project activity 3.a., include customary authorities in training, particularly those representing women.

Rights recognition and recordation

- Wherever possible, include women professionals in the teams working with local communities.
- In project activity 1.a., the assessment of land administration procedures must pay attention to how they will reach and include women.
- In project activity 1.c., ensure manuals explicitly indicated how to reach and include women, and contain clear procedures for identifying and recording women's rights. Rights identification procedures should be reviewed and revised to ensure recognition and recordation of the rights of women, senior and junior wives, sons and daughters, and others with identifiable rights to land.
- Support local, participatory parcel mapping using local knowledge and commonly-understood evidence, ensuring active participation of women (including from male-headed households), neighbors and other community members. Give women and men within the community an opportunity to affirm or reject the parcel maps.
- Ensure forms, documents and registries are designed to adequately identify and record multiple rights holders, and that all rights holders' interests are recorded.
- Ensure women's names (in formal, polygamous and informal unions) are recorded as joint owners on CCOs issued for family land. Put in place clear instructions and procedures to avoid recordation of family land as individual land.
- Ensure that Area Land Committees are taking special effort to capture and record women's secondary rights on CCOs.
- Target female-headed households for land registration, and ensure they are able to register without additional steps not required of men. Consider reducing fees for female-headed households to make registration more affordable.
- When recording subsequent land transactions, ensure daughters are equally included in inheritance transfers and require proof of consent from formal, polygamous or informal spouses for transactions of marital property.
- If national identity documents are required as part of registration, include a component to assist women and men in obtaining these documents.

Representation & Access to Justice

- In addition to fulfilling quota mandates⁶, ensure women are meaningfully represented on the Area Land Committees, District Land Boards, and in community level institutions or bodies with decision making authority over land tenure rights and rules.
 - 1) Build female member leadership capacity through training. Train women in public speaking and debating techniques to boost their confidence; relevant policies and laws so they can contribute effectively in meetings of the institutions to which they belong; and on institutional procedures and processes, particularly on provisions for supporting and improving gender equity in land tenure governance.
 - 2) Promote women's leadership (chairs, vice-chairs, etc.) within these land administration bodies to further women's participation in inspections and higher-level policy meetings.
- Ensure women have access to a local, timely, affordable, and unbiased forum for adjudication and enforcement of rights, and legal aid or paralegal support when possible. Review procedures for land dispute resolution and legal support to ensure that both men and women have access to relevant services and are treated equitably. This might require special measures to facilitate women's access to project staff and government officials.
- Where appropriate, community constitutions and by-laws outlining land tenure rules and rights should be drafted at the local level in participatory ways that include women and men in the community, and provide space for discussion and examination of discriminatory practices.

⁶ Regarding quotas for institutions, the Land Act (2010) specifies that women must comprise a third of the members of District Land Boards, and one of four members of Area Land Committees must be a woman. Additionally, a third of the membership of Communal Land Associations must be women.

**A Proposal to Facilitate and Support the
King County Immigrant and Refugee
Task Force**

October 12, 2015

October 12, 2015

Ericka Cox
Inclusion Manager
King County Office of Equity and Social Justice
401 5th Avenue, Suite 1300
Seattle, WA 98104
ericka.cox@kingcounty.gov

RE: RFP for Facilitator, Immigrant and Refugee Task Force

Dear Ms. Cox and Office of Equity and Social Justice,

We are pleased to submit this proposal in response to the RFP your office released for facilitation and support of the King County Immigrant and Refugee Task Force.

We fully appreciate the importance of the task force's work, and understand the complexities of guiding a diverse group of volunteers to come to consensus on recommendations for a permanent Commission, including the Commission's mission, membership and scope of duties. There is a great deal of precedence in King County for this work. Similar efforts have been launched to bring immigrant communities together. We look forward to connecting to these efforts to learn some of the lessons gained through these efforts. We believe our team is uniquely suited to facilitate the task force in a way that ensures inclusivity, space for input, and honest discussion amongst members, while keeping the task force on track to deliver meaningful, actionable recommendations to the Council for the permanent Commission.

Our team is comprised of Bookda Gheisar and Margi McClung. Ms. Gheisar, who will lead facilitation, has over 25 years of expertise and well-established relationships in the field of social justice with hands-on experience managing teams, leading strategic planning processes, forging networks, and implementing a vision and objectives. Ms. Gheisar has consistently delivered measurable outcomes utilizing a combination of managerial, strategic thinking, and planning experiences. At the Cross Cultural Health Program Ms. Gheisar worked with many coalitions of immigrant communities to identify barriers to health care access and worked over a period of seven years with many community representatives to implement solutions addressing these barriers. Ms. Gheisar's entire career has been focused on fighting poverty and the impacts of poverty on local and global communities. She is deeply passionate about bringing communities of color together to build a more powerful and unified voice.

Ms. McClung, who will lead planning, research and writing, is a skilled project manager, researcher and writer with more than 15 years of experience working on social justice

issues with a focus on gender and marginalized groups. Team CVs, attached as Appendix A, provide additional details on the relevant experience and background we will bring to successful facilitation of the task force.

We appreciate the opportunity to submit this proposal, and look forward to discussing our approach to working with the task force. In the meantime, if you have any questions or require additional information, please feel free to contact me.

Sincerely,

Bookda Gheisar
bookda@comcast.net
206-853-1995

Executive Summary

King County is a center of global connection and innovation that is becoming increasingly ethnically and linguistically diverse as its population grows. With more than 170 languages spoken and more than 20% of the population having been born outside the United States, King County has long understood the advantages of diversity to the local economy, political climate, and social fabric. The County has embarked on a concerted campaign to advance equity, including efforts to assess the status of immigrant and refugee communities, and uncover and address barriers to equitable access, increased integration and opportunities for communities.

The region has a long and successful history of multiethnic coalitions working together to identify issues and find common solutions. King County is currently engaged in a number of coordinated regional and national efforts related to equity, immigrant and refugee issues, such as the Puget Sound Regional Equity Network, and the Place Matters initiative. Yet barriers and inequities remain that leave immigrant and refugee communities in the County unable to access the building blocks of opportunity. The King County Immigrant and Refugee Task Force will be an important step towards establishing a permanent Commission to ensure greater voice for immigrant and refugee communities in County policy and program development, and to provide a venue for community-led solutions to barriers and challenges.

Our team, comprised of Bookda Gheisar and Margi McClung, is proposing to facilitate the work of the task force, guiding them to consensus on recommendations for the King County Council on the mission, membership and scope of duties for a permanent Commission. We will endeavor to ensure the task force's work builds on and is effectively connected to relevant state, county and city initiatives. We will facilitate the task force process, including managing all meetings, handling negotiation for consensus on recommendations, and producing a progress report and a final report for the Council. Our fee for this scope of work is \$23,500.

Approach to Work

1. Consensus building philosophy

Our team believes the best approach to building consensus among a diverse group such as the Immigrant and Refugee Task Force involves a few key ingredients:

- Clearly articulating, from the outset, that the task force's primary goal is to come to consensus on recommendations that will be delivered to the Council, and this process will, at times, involve negotiating diverse interests;
- Engaging in a collaborative exercise with the task force to develop ground rules for meetings and identify common interests and needs that will help to build a sense of ownership of the process and trust amongst members, and will create space for honest dialogue. Immigrant communities have a history of coming together and working with one another across cultural and racial boundaries and differences. There are many positive examples of these coalitions in King county

but the best coalitions tend to stem from upfront identification of common needs and top priorities for each community;

- Approaching facilitation with the goal of encouraging inclusivity while still driving towards tasks at hand and keeping the task force goal oriented; and
- Employing a variety of facilitation and negotiation tools to acknowledge, address and negotiate divergent interests when they arise so as to arrive at a mutually acceptable solution.

Our team has experience using interest-based negotiation tactics to help uncover and address divergent interests, and conflict transformation methods to understand root causes of longstanding conflicts that may be present amongst different communities represented by the task force, and to find common ground on which to build mutually agreeable solutions.

2. Approach to scope of work

Our team's understanding of the scope of work for the facilitator, based on the RFP, is that this work will involve guiding the temporary King County Immigrant and Refugee Task Force through a process leading to consensus on recommendations to the Council for a permanent Commission. The work breakdown below is organized by major tasks, and we understand that many of these tasks will be completed in coordination with the Project Team and the task force.

a) Task Force Work Planning and Scheduling - week of November 2, 2015

Our team will meet with the Project Team early in the week to walk through a draft work plan and tentative overarching schedule for the task force, as well as the objectives and draft agenda for the first task force meeting.

Inputs Needed: Additional background materials helpful for our team to develop a full work plan, and any issues to be taken into consideration for overarching schedule development. In particular, our team will need guidance on existing avenues the County is using/envisioning for connecting the task force to other relevant state, county and city initiatives.

Deliverable(s): Final task force work plan and schedule, developed in coordination with the Project Team and ready for presentation to the task force at the first meeting.

Methodologies: Our team will approach work planning and scheduling using work break down and critical path identification to ensure that the resulting plan is feasible and there is mutual understanding of crucial milestones and due dates.

b) First Task Force Meeting - tentatively set for Saturday, November 7, 2015

Our team will deliver a draft agenda, including identification of meeting objectives to the Project Team in advance of the meeting described above. The first meeting of the task force will set the tone for their work, so our team will spend time to ensure the task force is sufficiently oriented (review of task force goals, overall timeline and expectations of

individual members, introduction of facilitation team and description of roles), gets to know one another and comes to agreement on ground rules for working together, and has clarity on next steps and assignments.

Inputs Needed: Review and input on draft agenda and meeting objectives, and advising our team on Project Team and/or County protocols to be observed in kicking off the task force.

Deliverable(s): Meeting objectives, agenda, materials and presentations for first task force meeting finalized by November 5, 2015. Meeting summary drafted and provided to the Project Team for input by November 10, 2015.

Methodologies: Our team will strike a balance in the first meeting between orientation, ice breaking/trust building, and launching the substantive work of the task force.

c) Guiding Task Force Input Gathering and Assignments between Meetings

Our team will conduct follow up with individual task force members between meetings to ensure they are comfortable with the process and are on target with assignments. The team will also follow up with any task force members absent from the prior meeting to ensure they are up to date on outcomes from the meeting. As needed or requested, our team will support task force members in preparing for and conducting public meetings, or with other tasks assigned to them.

Inputs Needed: Contact information for all task force members, and any County protocols to be observed by our team while in communities for public meetings.

Deliverable(s): Our team will follow up with every task force member after the first meeting, and on an as needed basis following subsequent meetings.

d) Regular Monthly Task Force Meetings

We envision structuring subsequent monthly meetings, beginning in December, around the key elements of the recommendations to the Council, namely: need for a permanent Commission, followed by development of recommendations on the mission, membership and scope of duties for the Commission. Meetings will focus on input coming from communities, and will drive to consensus on critical components (but not final wording) for each recommendation. Our team will reach out to task force members a week in advance of each meeting to remind them of the meeting and to provide them with the agenda and any materials for their advanced review.

Inputs Needed: Guidance on the extent to which the Project Team would like to be engaged in the development of agendas and materials for each regular task force meeting.

Deliverable(s): Meeting reminders, agendas and advance materials sent one week before each meeting. Meeting summaries drafted and circulated within one week of each meeting.

Methodologies: Our team will split facilitation duties so that Bookda takes the lead and Margi provides assistance with flagging areas for follow up, summarizing key discussion points, and confirming agreements and next steps.

e) Progress Report - February 1, 2016

Our team will prepare a draft progress report describing the task force process to date, key accomplishments, progress against the work plan, and remaining tasks. We will circulate the draft first to the Project Team by mid-December, 2015 for input, then make revisions before providing to the task force in advance of the January 2016 meeting for discussion. Working with the Project Team and task force, we will determine what supporting material should accompany the progress report to give the Council an appropriate level of detail regarding the task force's work.

Inputs Needed: Review and feedback on the draft report, and suggestions for additional supporting materials; and support to finalize the report with appropriate County branding, graphic design and printing/finishing.

Deliverable(s): Draft, revised and finalized progress report with supporting materials to Project Team by January 26, 2016 for finishing and printing.

f) Final Report and Council Presentation - May 31, 2016

Our team will begin an iterative process of drafting, seeking input, and revising the key elements of the final report with the task force during and between meetings in the February to May 2016 timeframe. The primary goal of the March and April meetings will be to finalize outstanding issues, gather any additional input needed, and identify supporting research to include in the final report. The final meeting in May 2016 will focus on input to a final draft of the full report (completed by mid-April), agreement on the process for presenting the report to the Council, and acknowledging and celebrating the task force for their service.

Inputs Needed: Review and feedback on the draft report; suggestions for additional supporting materials; and support to finalize the report with appropriate County branding, graphic design and printing/finishing. Coordination and collaboration on presentation to the Council and materials needed.

Deliverable(s): Draft, revised and finalized report with supporting materials to Project Team by May 24, 2016 for finishing and printing.

Potential challenges and mitigation strategies: The most significant potential challenge associated with this project is the possibility of conflict between task force members, which could lead to entrenched positions that leave consensus out of reach. Our team has extensive experience working with diverse groups on contentious issues, and will be vigilant in our approach to surfacing and addressing divergent interests to negotiate for solutions. We will employ appropriate negotiation and conflict transformation strategies to suit the situation, during and between meetings, to come to mutually acceptable outcomes.

Timeline

The first meeting of the task force should take place in early November, as close as possible to the November 2 start date for the facilitators. The first meeting should be held on a weekend day for three to four hours.

Subsequent monthly meetings should be set for two hours on a regular day and time (for example, 6:00-8:00 pm on the first Thursday of each month) so that task force members can make childcare, transportation and other personal arrangements well in advance.

Cost

The total cost for completion of this scope of work is \$23,500, broken down by major cost category:

<u>Description</u>	<u>Sub-total</u>
Labor (244 hours)	\$22,900
Printing and supplies	\$400
Travel for public meetings	\$200

This budget breakdown assumes that the County will provide or bear any costs associated with the following:

- Meeting space for the task force
- Interpretation services (if needed) for task force meetings, public forums, Council presentations and other task force-related events
- Translation services (if needed) for task force reports and presentations
- County branding and graphic design services (if needed) for task force reports and presentations
- Printing for task force reports
- Any additional work requested of the facilitation team by the County, outside the scope of work outlined in the RFP and this proposal.

Record of Performance

Project management

- Ms. Gheisar has more than 20 years of executive-level leadership experience that includes functional experience with finance, administration, program management, data-driven evaluation, and strategic planning. Her entire career has involved starting new organizations or rebranding and building new directions for existing organizations. She has worked for years with many groups to identify an idea and then to carry that idea forward, develop strategy, implement and manage large scale projects with multiple demands and deadlines.
- Ms. McClung has extensive project management experience, including managing million dollar field international development projects, and group planning processes. For example, Ms. McClung project managed the five-year strategic

planning process for Landesa, a global land rights organization headquartered in Seattle with country offices in India and China.

Facilitation

- Ms. Gheisar has facilitated many group processes. For example, Ms. Gheisar started the People of Color in Philanthropy Network and worked with multicultural and multiethnic coalitions of existing groups (Potlatch Fund, Blacks in Philanthropy, and others) to form an umbrella organization that served everyone's needs and also increased the power and results for all. Other examples include her work at PacMed and the Cross Cultural Health Care program to identify top solutions to problems around health care access for immigrant and refugee populations. Ms. Gheisar understands how to work effectively with diverse voices and needs, and how to facilitate group processes to find results and build lasting and trusting partnerships.

Negotiation and conflict resolution

- At the Cross Cultural Health Care Program, Ms. Gheisar gained extensive experience working with coalitions of diverse immigrant and refugee groups to identify common needs, clarify mission, and design and implement strategic plans. Bookda brings over 20 years of experience integrating interests of stakeholders from non-profit, grass roots advocates and social sector environments. Bookda is able to unite diverse stakeholders to co-create and achieve common goals and sustainable partnerships.
- Ms. McClung has experience with conflict identification, resolution and mitigation strategies. Ms. McClung is managing a \$1.2 million USAID-funded project implemented with three partners in Rwanda to mitigate and resolve women's intra-household property and inheritance rights disputes, and improve Rwandan legal and policy framework on gender based violence and women's land rights. Technical leadership of the project involves adaptation of Search for Common Ground's conflict transformation methodology for resolution of women's land conflicts.

List of Appendices

- A. Team CVs
- B. Writing sample

PROPOSAL FOR IMMIGRANT AND REFUGEE TASK FORCE FACILITATION



APPROACH TO WORK

Submit a two paragraph description of the Proposer's philosophy on how best to facilitate and mediate a process to achieve consensus.

Latina Creative Agency (LCA) believes that it's the diversity within our County that makes it a great place to live, work and play. While immigrants and refugees enrich our region, they also face unique challenges while learning how to obtain public services and engage with County entities. In order for the County to do their part to ensure fair and equitable access to services and to increase engagement among these communities, the Immigrant and Refugee Task Force must be able work together, communicate respectfully, and be comfortable with and empowered by the process. Our philosophy on how best to facilitate and mediate a process to achieve consensus is built on preparation, transparency and clarity.

We believe that the best way to facilitate and mediate a process starts with a good understanding of the problem we are trying to solve and the process all will embark on. It's important that the facilitator is neutral, inclusive, establishes clear expectations and holds steadfast to ground rules to ensure that all are participating on a level playing field and feel that the process is fair. Achieving consensus requires that the hardest and most uncomfortable topics are addressed head-on and when commonalities are identified, they are restated, documented and celebrated.

APPROACH TO WORK

Provide a narrative describing the Proposer's approach to accomplish the scope of work using no more than two pages.

(1) Define the scope of work and the major deliverables for tasks to be completed by the Facilitator.

The facilitator is tasked with coordinating meetings and materials, encouraging conversation, eliciting input, and managing an inclusive process that brings the Immigrant and Refugee Task Force to consensus in time for a final report due May 31, 2016. The scope of work defines the facilitator's top line duties as:

- Creating work plan(s) and schedule(s)
- Creating meeting agendas and coordinating Task Force meetings along with County counterpart(s)
- Establishing ground rules/procedures and facilitating meetings
- Soliciting input, reactions, discussion, recommendations and reactions
- Preparing/organizing materials and working with project team members who are presenting information
- Documenting the process throughout
- Writing draft and final reports
- Providing ongoing support and coordination of the project team, task force and process

(2) Identify any significant challenges that could arise from the work.

The most significant challenges that could arise are strong personalities and busy schedules. Task Force members are passionate about the communities that they represent and those with strong personalities could potentially quiet other members. Our facilitator will ensure that all voices are equally heard by establishing ground rules, expectations and managing the process with a strong voice. To ensure that demanding schedules are accounted for, we will identify holidays and other blackout dates, and use an online system to allow Task Force members to select first, second and third preferences, and quickly lock-in meeting dates for the life of the project.

(3) Describe and explain your approach to structuring the work on a task-by-task basis, including resources/information you would need from the County and the types of tools/resources/methodologies you would use; reference and/or provide previous projects as examples.

LCA employs an approach built on collaboration. We know that the project team is knowledgeable and passionate about their work; we also understand that projects are most successful when we put our heads together — their first-hand experience and our specialized skills.

Intake + Planning

We use all of our resources to ask the hard questions, read everything we can get our hands on that pertain to the Task Force's mandate. In preparation for in-person meetings with the project team, LCA will:

- Conduct initial research to understand the history, best practices, and proposed future of increasing the engagement of immigrant and refugee communities
- Review all available information provided by King County, including research data, demographic information, legislative information, and current/existing strategy documents
- Review project goals, needs, roles, and processes to better understand how we will work together
- Understand existing and desired community or organizational relationships
- Hold one-on-one, in-person discovery meeting(s) with individual Task Force members, to understand individual priorities, communication styles and answer any questions they may have to ensure they feel included and respected
- Facilitate an initial intake meeting with Task Force to understand priorities
- Schedule Task Force meeting dates and other milestone dates
- Request meeting room space from the County

APPROACH TO WORK

Coordination + Facilitation

We will take the lead on establishing and facilitating a process to achieve consensus and coordinating the details to make this happen.

- Creating a work plan
- Drafting and finalizing meeting agendas and other materials
- Facilitating Task Force meetings
 - Talk through rationales
 - Listen and receive feedback
 - Look for common ground and find ways to dispel or align disparities
 - Take notes
- Documenting meeting discussions, recommendations, and consensus
- Adapting plans, strategies and reports accordingly

We have worked with Latino Community Fund of Washington State and Washington Dental Service Foundation in a similar capacity. We are currently working with Washington Toxic Coalition, eliciting input from their executive team and board of directors and helping them find consensus around a sensitive and politically-charged matter, and the City of Seattle to obtain input from various multicultural and immigrant communities to understand how to better engage with and serve them.

References

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206-615-0374
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Latino Community Fund
206-354-1487
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Washington Dental Service Foundation
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lflores@deltadentalwa.com

Proposed Schedule

Date Range	Activities	Outcomes/Milestones
November 2 – Thanksgiving	Intake + Planning <ul style="list-style-type: none"> • Review of Information • One-on-One Meetings with Task Force • Identify Dates for Group Task Force Meetings 	<ul style="list-style-type: none"> • Work Plan • Meeting Agenda • Ground Rules & Procedures
1 st Week of December	Task Force Meeting: General Intake (2-4 hours) <ul style="list-style-type: none"> • Identify Topics to Further Discuss 	<ul style="list-style-type: none"> • Meeting Summary • Top Line Commonalities • Gaps to Bridge
2 nd Week of January	Task Force Meeting: Topic Specific (2 hours)	<ul style="list-style-type: none"> • Meeting Summary • Recommendations
February 1, 2016	Progress Report to County Council (1 hour)	<ul style="list-style-type: none"> • Feedback/Reaction
1 st Week of March	Task Force Meeting: Council Feedback + More Topics (2 hours)	<ul style="list-style-type: none"> • Meeting Summary • Recommendations
2 nd Week of April	Draft Report Sent to Project Team	<ul style="list-style-type: none"> • Feedback/Edits
1 st Week of May	Final Task Force Meeting: Wrap Up (2 hours)	<ul style="list-style-type: none"> • Meeting Summary • Adapt Draft Report
May 20, 2016	Final Draft Report Sent to Project Team	<ul style="list-style-type: none"> • Feedback/Edits
May 27, 2016	Final Report	

RECORD OF PERFORMANCE

King County believes that projects that have the following elements are similar in scope and complexity to this project. The Proposer should describe how their individual record of performance would benefit the project.

(1) Processes that demonstrate knowledge of community engagement, equity and inclusion concepts and best practices; experience working with multi-ethnic and multi-sector collaborations involving government, private business, faith-based, non-governmental community-based organizations, and service providers.

Two recent projects that demonstrate our record of performance around community engagement, equity and inclusion are: Make-A-Wish Alaska and Washington and Seattle Parks and Recreation.

Make-A-Wish Alaska and Washington

We used a community-informed approach to design a strategy to best communicate with a specific community and inspire them to take action. Our principal and project manager spent two days in Eastern Washington having open and honest conversations with community organizations, community leaders, media outlets and members of the community about their experiences, challenges and recommendations for the services that Make-A-Wish desires to improve and increase in the region. While multicultural communication strategy and implementation is our strength, we cannot claim to have in-depth knowledge of every community. Therefore we rely on community relationships and casual and/or structured conversations to elicit input. Once received, we look at the bigger picture and call-out commonalities to inform a strategy.

Seattle Parks and Recreation

The City of Seattle has already done a lot of work to create policies and procedures for City agencies to use to improve and increase services to multicultural, immigrant and other underserved communities. Using the City of Seattle Racial Equity Toolkit as a guide, we designed a community outreach strategy to ensure that we solicited input from various communities of color, as well as immigrant populations. In addition, we reviewed future-looking reports such as the Seattle 2035 Community Engagement Progress Report and the Seattle Economic Development Commission Inaugural Report (2014) to understand citywide goals and plans to ensure that our work wasn't happening in a vacuum. The results of both the community information gathering and the citywide research, informed the strategy to move our project forward in November 2015.

(2) Processes that involve formal and informal meetings to help parties resolve issues; and

In all of our projects of similar scope, we implement a process that involves both formal and informal meetings for both project planning and problem solving purposes.

- Informal meetings are useful for initial information gathering, as well as specific problem-solving among a small group (2-3 people) should topic-specific consensus not be achieved among a small group or between two individuals. These meetings are used to restate overall goals of the work, mediate discussion, brainstorm scenarios, identify commonalities and move to a compromise.

Formal meetings have a different tone. They are planned with a group in mind, facilitated to meet a specific needs and guided by an agenda. Should a compromise or agreement not be reached in an informal meeting session, a larger and/or more formal setting could force a resolution with input from the larger group.

RECORD OF PERFORMANCE

King County believes that projects that have the following elements are similar in scope and complexity to this project. The Proposer should describe how their individual record of performance would benefit the project.

(3) Processes that resulted in consensus recommendations to an elected body.

Washington Toxics Coalition is a passionate group of professionals made up of a core executive team and a board of directors. Their expertise spans legislation, science, fundraising, mobilization and communications. The group has been working together for decades and is very passionate about the work the organization does, as well as their individual roles and expertise.

In order to ensure that all were heard, we created an agenda and facilitated a two hour intake meeting with their core team and board of directors (15 total). We documented the process and all of the input received and distilled information into an initial report which we discussed with the core group leading the project. Together with the core group, we planned for the best way to present information to and solicit input from the board of directors. We also identified which products will need to be presented to the larger body for approval, and which would only need to pass through the core group.

In addition, for the project we are conducting with the City of Seattle, we requested a group meeting that included various members of the department's staff from those who answer the phones to the executive director. Our team was there just to listen, hear about their work, challenges and ideas. Following this meeting and our independent research and community outreach, we were able to produce an initial report with recommendations that was passed to the appointed official for approval.

COMMUNICATION

Please provide a sample document no longer than five (5) pages that demonstrates the Proposer's ability to communicate effectively to a variety of audiences. Sample documents should relate to projects that are similar in scope and complexity to this project.

We received permission from the City of Seattle Parks and Recreation to share the following information.

OVERVIEW OF THE ISSUES

During one-on-one interviews, we asked for recommendations on how to best communicate the process of scheduling athletic fields with people in their communities, responses were a mix of improved technology to in-person assistance and included:

- Overall most seem to understand that fields need to be reserved but not sure "how to" reserve them
- There seems to be a lack of information with regards to how to reserve athletic fields (who to contact and the cost associated)

We heard the following specific recommendations for improved communication and information sharing:

- In-language signage - at the fields themselves, community centers and community serving organizations
- Community centers - want to be able talk with those at the community center in person to be able to reserve local fields
- Online applications - only a small minority identified an online field reservation system as solution

We also asked for them to share their experiences scheduling or attempting to schedule fields, explain any barriers they faced, if any, and share any other feedback important to them. Specific takeaways included:

- Main barriers to using athletic fields is that there is little to no availability at local fields
- Majority of those interviewed mentioned that use of fields by groups "outside of the neighborhood" is a barrier to local groups reserving time
- Majority of people felt that the City (or their neighborhood) had enough fields
- Majority of people thought that it would be beneficial to convert more fields to turf
- Majority of people who have successfully scheduled fields reported a positive experience and could identify staff members by first name
- Most voiced concern that while fields are reserved by groups, they aren't always utilized and will sit empty
- Some have strong feelings that athletic fields are local assets and therefore local community organizations or citizens should be given priority for using fields within their neighborhoods

COMMUNICATION

- Some felt that the booking process was confusing and unresponsive (some request in November to book but had not heard back by January and after follow-up, said unavailable)
- A few thought that the cost for permits was a barrier

RECOMMENDED STRATEGY FOR ENGAGEMENT

LCA will further involve stakeholders to gain additional information through one focus group and one town hall/community meeting.

1. Focus Group

Location:
Use a facility at Miller Community Center as it's a central location, has on street parking and a parking lot and can be accessed via public transportation.

Recruitment/Advertising:
Closed session with participants recruited from sports leagues and community organizations.

Design/Goals:
Elicit feedback from those that have actually had experience scheduling or attempting to schedule athletic fields.

- Collect a mix of qualitative and quantitative data
- How they learned "how to" schedule an athletic field (online, at community center, from friend, etc.)
- The process of scheduling (get specifics)
- Recommendations for improving the process (get specifics)
- Feedback on the current and improved application
- What does the City need to know about the issue?
- What are ways to minimize any negative impacts?
- Anecdotal information regarding what they've heard from other members of community/league
- LCA will conduct focus groups in English and provide a bilingual facilitator that can encourage input from Spanish-speaking participants

Key Partners to Engage

- Mohamed, Somali Soccer League organizer - South Seattle
- Monica Perez of South Park Information And Resource Center - South Park
- Turning Point Seattle - North Seattle
- Seattle Sports Council Members

COMMUNICATION

2. Town Hall/Community Meeting

Location

Use a facility in South Seattle. It's an area that is rapidly changing, has very active community organizations, and is accessible by public transportation (both bus and light rail).

Recruitment/Advertising

- Open door policy to anyone who wants to attend and participate.
- Advise town hall with Spanish and English language fairs, emails and social media postings.
- Utilize community organizations to spread word to community members.
- LCA will conduct focus groups in English and provide a bilingual facilitator and staff that can encourage input from Spanish-speaking participants.

Design/Goals

Listening session to elicit anecdotal feedback from the community.

- Collect a mix of qualitative and quantitative data.
- What does the City need to know about the issue?
- What are you experiencing?
- What are ways to minimize any negative impacts?
- What opportunities exist for increasing racial equity?
- Recommendations for improving the process (get specifics).
- Anecdotal information regarding what they've heard from other members of community/league.
- Distribute and collect questionnaire to supplement open forum discussion.
- LCA will conduct focus groups in English and provide a bilingual facilitator and staff that can encourage input from Spanish-speaking participants.

Key Partners to Engage

- Luis Ortega, Founder and Director of Storytellers (Latino Community leader) - North Seattle
- La Bamba Fuerza Verde
- Latino Community Fund
- Rainier Beach Action Coalition
- Puget Sound Sage
- Parks and Recreation Community Centers in South Seattle

Online Survey

- While not part of our SOW for this project, we feel that an online survey would provide useful quantitative data.
- Spread widely via email, social media and through community groups and leagues.
- Provided to historical groups and others in the Park's database.
- Specific feedback on the current and improved application.

COMMUNICATION

DESIRED OUTCOMES

During our discussions with community groups and sports leagues, a few themes arose that we'd like to learn more about during the focus group and town hall. We recommend that the outreach and engagement plan to for the Hispanic and other underrepresented communities includes:

- Understanding specific barriers
- Hearing suggestions to potential solutions
- Collecting information that may improve access

Therefore, in addition to collecting information to improve the athletic fields application design and process, we will also collect feedback to inform any potential policy changes.

Key themes included the following:

1. Community Development and Equal Access - Community members regard athletic fields as community assets, which should be made available to members of that community.

We heard of instances where non-profits founded for building community and fostering youth leaders through sports could not gain access to the fields in their neighborhood (sometimes literally right across the street from public housing where most of the youth lived) and therefore had to move the program out of the area and figure out transportation for people who are already marginalized.

2. Environmental - This is a two-fold issue: energy conservation and public transportation.

There were numerous mentions of fields not being available to schedule but will sit empty during the reserved time with lights on, a waste of resources and energy. In addition, local organizations were passionate about outside groups traveling for damages (accident to South Seattle by car) to use fields.

These experiences, which speak more to policies regarding priority field scheduling and the lack of information regarding field utilization, seem to contradict the City's priority to improve neighborhoods, promote localization, ensure local access, and promote connectivity.

For example, both the Seattle Sustainable Neighborhoods Assessment Project Report (2014) and the Seattle 2035 Community Engagement Progress Report (2015) call for an urban village strategy to create active and healthy communities and advance sustainability. In addition, the 2005 Race and Social Justice Initiative was designed to, in part, increase access to information, resources and civic processes by people of color and immigrant and refugee communities, which includes

accessibility to facilities and services, as well as allowing for shared power between communities and the City agencies that serve them.

The insights above and additional information collected during the focus group and town hall may assist the City of Seattle Department of Parks and Recreation for any future planning should they decide to examine policies further and see a need to align athletic field scheduling policies with other City policies.