

OFFICE OF RACIAL EQUITY: WELCOMING SAN JOSE PLAN 2.0 MONITORING AND EVALUATION PLAN

The Office of Racial Equity’s (ORE) monitoring and evaluation plan is the foundation for program evaluation for ORE’s three-year Welcoming San José Plan 2021-2024 (WSJ Plan). The explicit purpose of the evaluation plan is to ensure that collective efforts are accomplishing what is wanted and expected of the WSJ Plan. The evaluation plan forms part of a larger process that includes data collection and analysis – which provides the opportunity for ORE to incorporate data as feedback. In turn, this feedback is used to continually improve the scope of the work and to make adjustments to ORE’s goals and objectives over time. The need for a robust evaluation plan reflects the need to ensure that the strategies outlined within the WSJ Plan are not merely aspirational, but measurable and achievable.

The WSJ evaluation plan is unique in that it describes both the internal, direct work of the Immigrant Affairs (IA) team as well as the work of its community partners. As the IA team is not a direct service provider, it relies on the efforts and activities of frontline community partners in order to implement programming that advances the Plan’s strategies. The IA team then collaborates with those organizations as conveners, connectors, supporters, facilitators, and advocates to support this work and to influence City systems to be more welcoming and accessible to the immigrant community. Therefore, the evaluation plan tracks the quarterly progress towards all strategies, regardless of who is directly responsible for the individual activities that form part of that work. The entire WSJ Plan is comprised of 23 strategies across four major pillars. The four pillars are:

- Leadership & Communications
- Access & Engagement
- Educational & Economic Opportunity
- Safe Communities



For each of these pillars, the WSJ evaluation plan depicts a quarterly outline of each strategy, all actions undertaken for the strategies within that pillar, expected outcomes (in qualitative or quantitative measures of outputs, as appropriate), an assessment of progress, additional context, and the data collection tool used to measure quantitative outputs. Every quarter, each strategy is assessed for level of effort, focus population and reach, as well as leads, grantees, or partners who will be advancing those activities. Every activity is then assigned a color which is coded to indicate whether an activity is on track, in progress, not started, or on hold. Given the scale of the entire plan, the number of strategies, as well as staff and community partner capacity, not every

strategy will have activities every quarter. In those cases, strategies will be noted as on hold and deferred to a future quarter.

The evaluation plan also provides the framework by which external partners and direct practitioners in the field can provide feedback on the WSJ Plan's progress on an ongoing basis.



Evidence of Desired Results

The evaluation plan includes the evidence of desired results known as indicators. An indicator provides evidence that certain results have or have not been achieved.¹ An indicator is a specific, observable and measurable characteristic that can be used to show changes or progress a program is making toward achieving a specific outcome.² It is important to note that data indicators are not survey questions. Survey questions and the provided responses (i.e. multiple choices) are developed once data indicators are chosen.

Data Collection Plan

The evaluation plan describes the data that is routinely collected during the implementation of the quarterly activities. ORE has incorporated a data collection plan into the overall evaluation plan in order to regularly outline how the tools, instruments, and data sources will be used to collect the data as well as who will collect the data and the timeline for data collection and analysis. The data collection plan and its relevant instruments will evolve and develop over time

¹ Brizius, J. A., & Campbell, M. D. (1991). Getting results: A guide for government accountability. Washington, DC: Council of Governors Policy Advisors.

² <http://www.endvawnow.org/en/articles/336-indicators.html>

as implementation of the WSJ Plan's strategies call for additional more complex and sophisticated tools in order to assess progress over the three-year timeframe of the plan.

Sample of the Evaluation Plan

Below is a sample of one of the quarterly versions of the evaluation plan. This specific example depicts what a completed, end-of-quarter version of the evaluation plan would look like for the Leadership & Communications pillar. As this sample represents the end of Q2 of the current fiscal year, it does not yet contain information for each of the sections that will eventually form part of the evaluation plan, namely the Advisory Team feedback and Data Collection Tool. Nonetheless, these fields are included to provide an orientation for what the full plan will contain.

STRATEGIC ACTION PLAN FOR WEICOMING 2.0 PLAN: Evaluation Framework					
Pillar:	Leadership and Communications				
Pillar Goal:	Establish equitable systems, policies, and practices throughout the City that create a welcoming and inclusive environment that allows immigrants, residents of color, and all people of San José to thrive.				
KEY					
on track					
in progress					
not started					
on hold					
Strategy 1: Develop systems for identifying and advancing anti-racist, immigrant-friendly, and intentionally equitable policies, practices, and budgeting processes.					
Level of Effort:	High				
Focus Population/Reach:	City Leadership and Staff				
Leads or grantees/partners:	ORE's Racial Equity Team				
Action	Expected outcome(s)	Progress	Additional Context	Feedback from Advisory Team	Data Tool Collection
Work with each City department to establish equity policy/ guidelines (i.e. determine equity point of contact in each dept. to communicate w/ & relay info)	*At least half of City depts will have established equity policies, practices, and budgeting processes.	*12/1 presented to dept. heads (senior and executive staff) to introduce them to establishing racial equity plans w/in their dept. *All depts are required to have a draft racial equity plan by February 2022 *Racial Equity Plans for each dept. will be finalized by June 2022	ORE's Racial Equity Team has been developing resources, providing technical assistance, and has established a timeline for this work in order to effectively support each department.	N/A	N/A
Strategy 2: Develop and implement an intentionally anti-racist Diversity, Equity, and Inclusion training program, including unconscious bias, for City employees to improve quality of City service for all residents and foster improved connections between City representatives and our culturally diverse community.					
Level of Effort:	High				
Focus Population/Reach:	City Leadership and Staff				
Leads or grantees/partners:	Racial Equity Team				
Strategy to Date Progress and Potential Risks:					
Action	Expected outcome(s)	Progress	Additional Context	Feedback from Advisory Team	Data Tool Collection
Deferred until next quarter					
Strategy 3: Develop a robust communications mechanism with the County of Santa Clara and San José City Council offices to ensure consistent and timely messaging and information dissemination to the immigrant community, and a structure to discuss coordination of policy and procedures that impact the immigrant community.					

Level of Effort:	Medium				
Focus Population/Reach:	City & County Leadership, Immigrant-serving CBOs, City Council offices				
Leads or grantees/partners:	Immigrant Affairs Team				
Action	Expected outcome(s)	Progress	Additional Context	Feedback from Advisory Team	Data Tool Collection
Expand local Refugee Quarterly Consultation Meetings to incorporate City departments and other key stakeholders	*Creation of new format for quarterly consultation meetings * Increased awareness and better communication and collaboration between refugee-serving agencies and city departments	*Met with refugee agencies and the Refugee and Immigrant Forum to reach terms for the expansion of exisiting meeting and creation of the new format *Identified City departments that would be critical stakeholders to attend the meeting (Housing, PD, FD, etc).	New quarterly consultation meeting format will take effect in Q3.	N/A	N/A
Establish quarterly County Immigrant Affairs & SJC ORE Immigrant Affairs Team meeting	*ORE's IA team and the County Office of Immigrant Relations will have regular and established communication channel, to build/expand upon as needed.	*Met with OIR to establish quarterly "whole of team" meeting has been established between ORE and OIR	The new quarterly meetings will begin in Q3. The meetings will also serve as a framework for expanding communication systems between the City and the County.	N/A	N/A
Establish regular meetings between ORE and Council offices to ensure consistent updates and information-sharing	*ORE will have an initial framework for regular communication and information-sharing with Council offices.	*Monthly or Quarterly meetings have been established between ORE Director and all City Councilmembers.	N/A	N/A	N/A

Strategy 4: Create meaningful connections between long-term residents and immigrant and refugee communities through supporting neighborhood, cultural, art, and other local community events that focus on bringing people together and centering our immigrant and refugee residents.

Level of Effort:	Medium				
Focus Population/Reach:	All San Jose Residents				
Leads or grantees/partners:	Immigrant Affairs Team				
Action	Expected outcome(s)	Progress	Additional Context	Feedback from Advisory Team	Data Tool Collection
Create calendar of events for cultural & community events to begin outlining and identifying community events that can be amplified and promoted.	*Develop a calendar of events to track, monitor, and promote relevant cultural events	*Development of the calendar is in progress. The initial format of the calendar has been created and events are being added. Additional outreach is needed to ensure that identified events are comprehensive and reflect a wide-range of backgrounds.	*Additional work is required to identify the most appropriate location to host the calendar and to explore methods for allowing others to add events to the calendar.	N/A	N/A

Strategy 5: Continue City leadership's active participation in immigrant community events to foster real listening and authentic partnership through events such as World Refugee Day, Immigrant Heritage Month, Citizenship Day, naturalization ceremonies, flag raising and cultural celebration events.

Level of Effort:	Low				
Focus Population/Reach:	City & County Leadership & communications teams				

Leads or grantees/partners:		Immigrant Affairs Team			
Action	Expected outcome(s)	Progress	Additional Context	Feedback from Advisory Team	Data Tool Collection
Create a master list of immigrant-serving CBOs to identify and plan future cultural events and projects	<p>*Creation of this master list will help to identify and establish new relationship w/ communities not currently with City programming.</p> <p>*Development of a comprehensive list of CBOs will help ORE staff identify organizations to prioritize establishing new relationships to ensure representation.</p>	<p>*Development of the comprehensive list is in-progress. The initial format of the list has been created and populating of the list has begun. Additional work will be required to ensure that as many relevant organizations are identified and added.</p>	N/A	N/A	N/A

Strategy 6: Support legislation that protects immigrant rights, provides a pathway for citizenship, legal permanent residency, or protected status including comprehensive immigration reform. Oppose efforts that remove due process rights, undermine the humanity of immigrants and refugees, weaken data privacy or confidentiality rights, and separate or require long-term detainment of families.

Level of Effort:	High				
Focus Population/Reach:	City Council, State and Federal Legislators				
Leads or grantees/partners:	Immigrant Affairs Team- CNC				
Action	Expected outcome(s)	Progress	Additional Context	Feedback from Advisory Team	Data Tool Collection
Support advocacy and policy analysis of federal immigration legislation (i.e. budget reconciliation bill)	<p>*ORE will actively track and maintain situational awareness over all immigrant-related legislation on the federal level during Q3.</p> <p>*ORE will proactively address and support affirmative legislation regarding critical/priority immigration issues.</p>	<p>* ORE monitored over 115 federal bills, facilitated 4 Mayoral sign-on letters, and wrote 3 letters of support or public comments in support of priority legislation.</p>	N/A	N/A	N/A
Draft and introduce Federal Immigration Reform Council Resolution	<p>*The request from CM Esparza for a resolution is drafted by ORE, introduced, and approved by City Council.</p>	<p>*ORE drafted the requested resolution.</p> <p>*The resolution was introduced by CM Esparza in November and unanimously approved by Council.</p>	N/A	N/A	N/A
Establish bi-weekly immigration briefing for Mayor, City Manager, and Council Members	<p>*Develop a regular system to share updates, tools, resources, and sign on opportunities with Mayor, Councilmembers</p> <p>*Strengthened communication w/ City leadership and create a framework to regularly update city leadership on immigration issues.</p>	<p>*First briefing was sent out on Nov. 4</p> <p>*Second one out Nov. 15</p> <p>*Third one out Nov. 29</p> <p>*Fourth one out Dec 13</p>	Provides a high level overview of the most important updates to federal policy changes, local impacts, and current events and resources for our city leadership to be aware of and relay to their constituents	N/A	N/A
Launch educational campaign for the Central American Minor (CAM) Program	<p>*ORE team develops a campaign to effectively coordinate efforts to share resources that could help hundreds of Central American residents and their families.</p>	<p>*ORE highlighted CAM program through its spotlight series on 12/8</p> <p>*ORE developed a comprehensive CAM toolkit to support City leadership and community organizations in promoting the program and educating community members.</p> <p>*Launched the campaign in late December</p>	CAM program recently reopened in 2021 and there will be an increase of residents who can benefit from this type of information and these services	N/A	N/A