

County of Santa Clara

Social Services Agency

353 West Julian Street
San Jose, CA 95110-2335



DATE: February 12, 2020

TO: Board of Supervisors
Jeffrey V. Smith, M.D., J.D., County Executive

FROM: Robert Menicocci, Social Services Agency Director

SUBJECT: **Off Agenda Report – Office of Immigration Contracts related to Unmet Legal Civil Needs (Leg File # 99387) and Immigration Outreach and Legal Representation Services (Leg File # 99413)**

Introduction: On December 17, 2019, the Board of Supervisors (Board) approved the recommendations submitted by the Social Services Agency (SSA), in partnership with the Office of Immigration Relations (OIR) relating to the contracts for Unmet Legal Civil Needs and Immigration Outreach and Legal Reorientation.

At the request of Supervisor Chavez, the SSA and OIR are reporting back details on current performance and accomplishments for Unmet Legal Civil Needs, Immigration Outreach, and Legal Representation.

Background: The SSA adopted administrative responsibility for the OIR contracts on July 1, 2019, at which performance outcomes, utilizing the SSA's Logic Model methodologies, were incorporated into the 20 active OIR contracts.

On August 15, 2019, the SSA and OIR released two Request for Proposals (RFP) for Immigrant Outreach, Legal Representation, and Unmet Legal Civil Needs that resulted in 23 combined contracts. The goal of this solicitation was to organize services for improved coordination, improved quality using the "whole person care" principle, and "know your rights" curriculum for improved outcome measures.

SSA Logic Model Framework: The SSA's framework for measuring various performance measures, including outcome measures, stems from a Logic Model framework. A Logic Model is a top-level road map of the flow of materials and processes to produce the desired results of an organization or program. The model is very useful to organize planning and analysis when designing an organization and its programs, or, when designing outcomes-based evaluations of programs.

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES/IMPACTS
what resources go into a program	what activities the program undertakes	what is produced through those activities	the changes or benefits that result from the program
e.g., money, staff, equipment	e.g. development of materials, training programs	e.g. number of booklets produced, workshops held, people trained	e.g. increased skills/ knowledge/ confidence, leading in longer-term to promotion, new job, etc.

Current Activity: The SSA and OIR currently receive outcomes data from 20 contracts. Data is collected on population served, services provided, and outcomes measures using the SSA's Logic Model structure. As data collection requirements are new to the immigration services vendor network, the SSA and OIR continuously offer technical support and tools so vendors can comply with the expectations of the contract. Attached to this report are dashboards reflecting current performance and accomplishments for Unmet Legal Civil Needs and Immigration Outreach and Legal Representation services for the first quarter of FY2019-20. Upon reviewing details in the dashboard, you may note various improvement opportunities, such as, but not limited to, data on populations served, and outcome measures for select vendors that experienced challenges collecting and reporting data to the County.

Future Action: As intended by the solicitation for Immigration, Outreach, Legal Representation, and the Unmet Legal Civil Needs solicitations, the SSA and OIR have strengthened the structure of immigration services and unmet legal civil needs to improve coordination of service, to incorporate whole person care principles, and to ultimately improve outcomes. Each organization expects quarterly data reports, utilizing the SSA's Logic Model Framework and tools as part of the contract expectations that will start January 1, 2020, to continue to measure various performance measures and outcomes.

Resulting from lessons learned from previous efforts in collecting and reporting data from the Outreach, Legal Representation, and the Unmet Legal Civil Needs Community Based Organizations (CBO), the SSA and OIR will offer ongoing technical support to learn and adopt performance measures as part of the contract expectations. As an ongoing basis, the SSA and OIR will collect demographic data on population served, service provided, budget utilization, and outcome measures. Performance dashboards will be shared with CBOs to collectively improve services.

Continuous Quality Improvement (CQI) methods will be used to promote inclusion, transparency, and improvement. CQI is a management philosophy which contends that most things can be improved. This philosophy does not subscribe to the theory that "if it isn't broke, don't fix it." At the core of CQI is serial experimentation (the scientific method) applied to everyday work to meet the needs of those we serve and improve the services we offer.

Core Concepts of CQI

- Quality is defined as meeting and/or exceeding the expectations of our customers.
- Success is achieved through meeting the needs of those we serve.
- Most problems are found in processes, not in people. CQI does not seek to blame, but rather to improve processes.
- Unintended variation in processes can lead to unwanted variation in outcomes, and therefore we seek to reduce or eliminate unwanted variation.
- It is possible to achieve continual improvement through small, incremental changes using the scientific method.
- Continuous improvement is most effective when it becomes a natural part of the way everyday work is done.

Attachments:

- Office of Immigration Relations FY2019-20, 1st Quarter Dashboard
- Program Immigration Integration FY2019-20, 1st Quarter Dashboard

c: Chief Board Aides
Miguel Marquez, Chief Operating Officer
James R. Williams, County Counsel
Megan Doyle, Clerk of the Board

Social Services Agency Office of Contracts Management

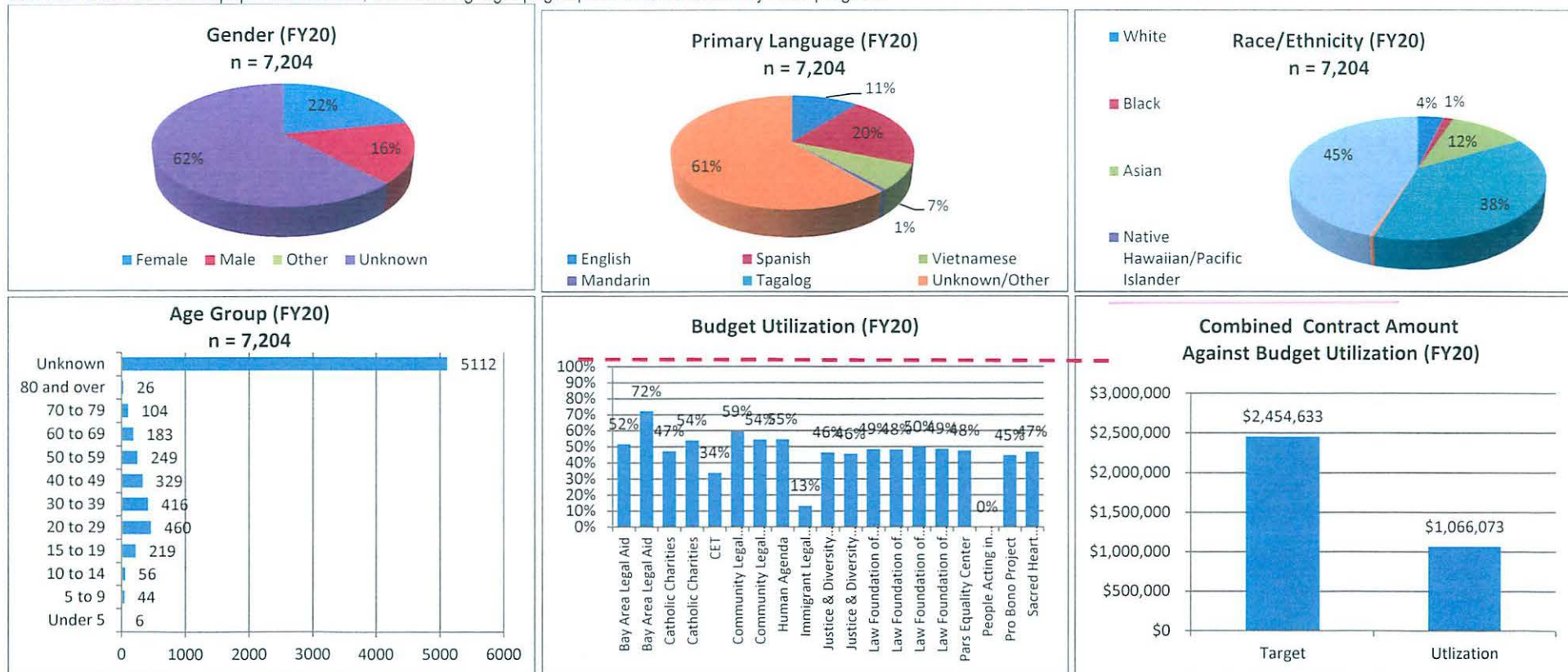
Office of Immigrant Relations (OIR) Dashboard



INTRODUCTION: Beginning on July 1, 2019, the Social Services Agency (SSA) assumed oversight of 29 contracts from the Office of Immigrant Relations (OIR). Services to Santa Clara County residents include a variety of immigration-related legal representation, services, and workshops.

This performance report includes a description of the service each program will provide, the interventions they will apply, data on demographic population served, budget utilization, and outcomes (as applicable) for each program. The report is intended to be used to assess programs for quality and effective delivery of service, and to apply Continuous Quality Improvement where areas of opportunity are realized.

Summary: The data from FY2019-2020 reports received thus far show that 7,204 people were served between 29 programs across Santa Clara County. The first page of this report provides an overview of the combined population served; the following eight pages provide more details by each program.

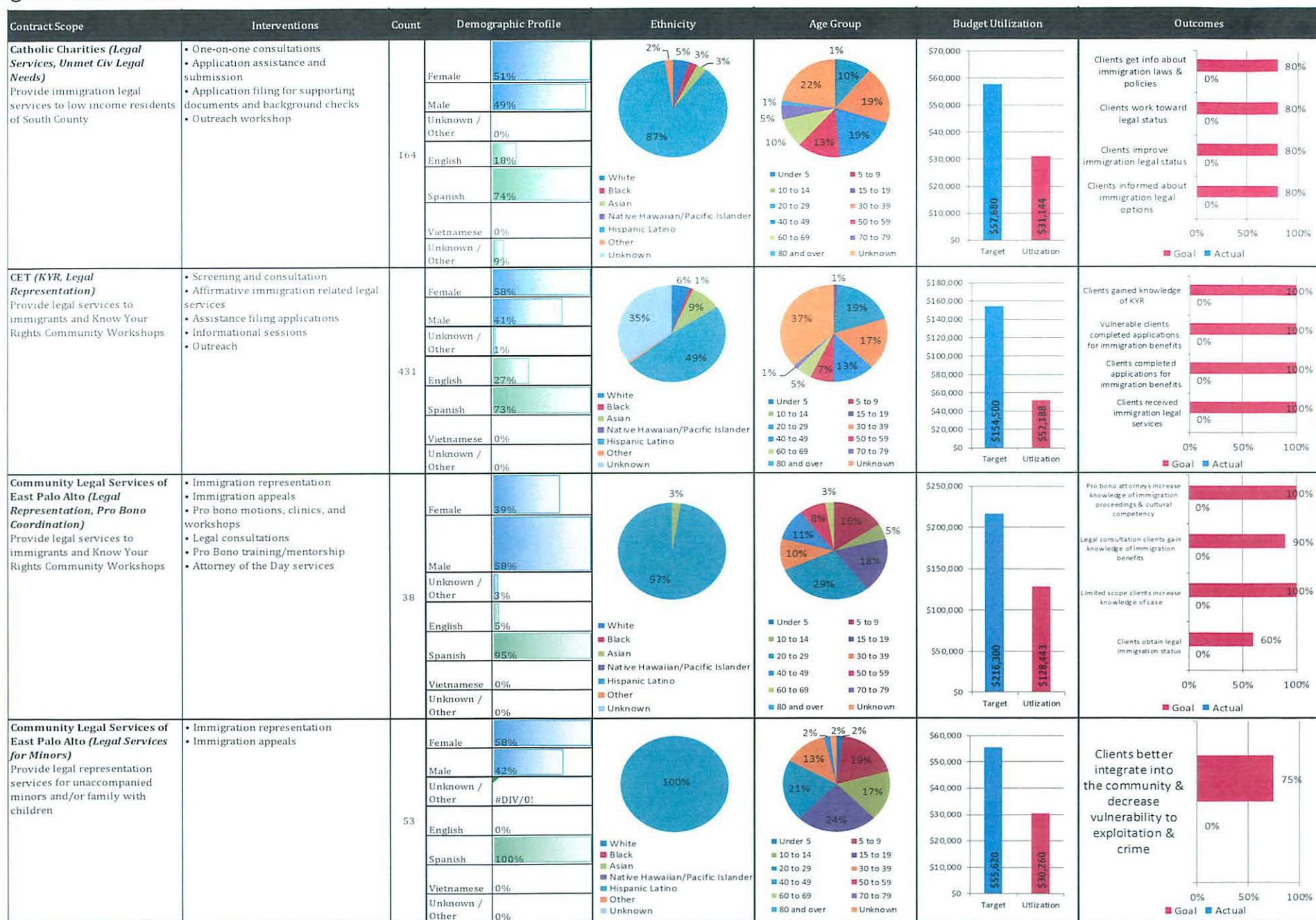


NOTE: The n value in the demographic charts above reflect the cumulative duplicated count of clients served for every quarterly snapshot in the current reporting period.

Office of Immigrant Relations (OIR) Program Dashboard



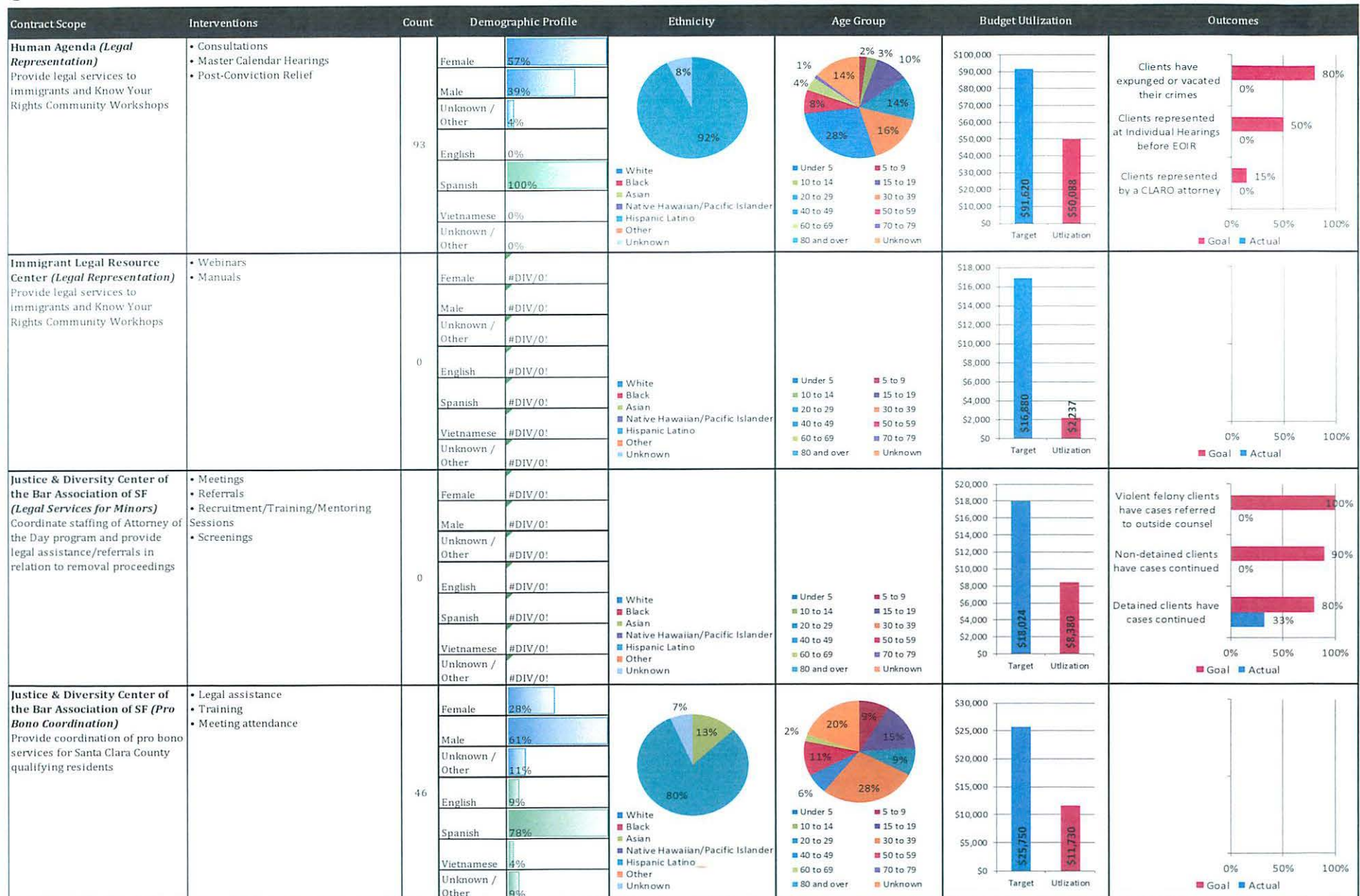
Office of Immigrant Relations (OIR) Program Dashboard



NOTE: Clients have not yet been served and assessed for outcomes.

Office of Immigrant Relations (OIR)

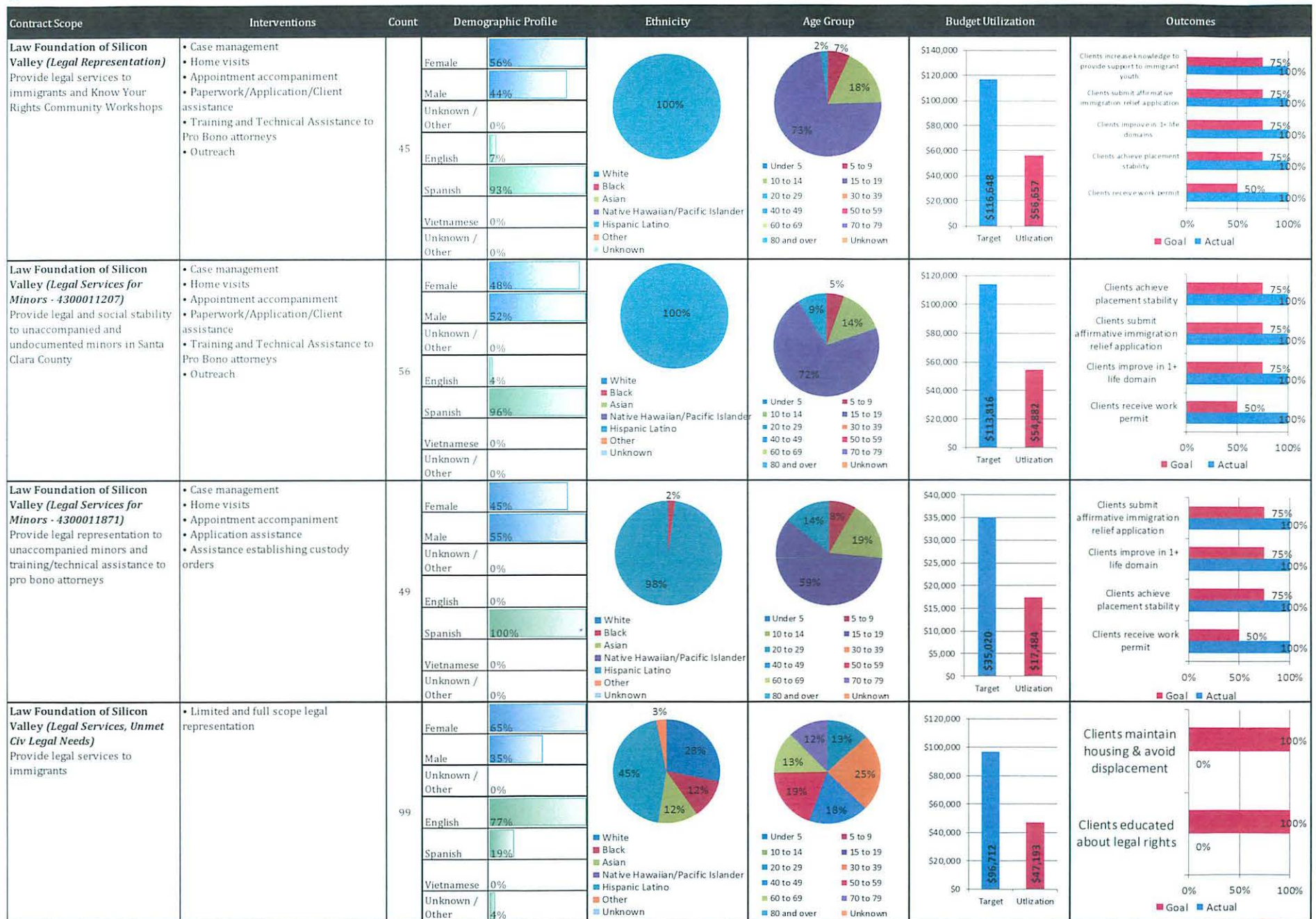
Program Dashboard



NOTE: Human Agenda has not served or assessed any clients for outcomes. Immigrant Legal Resource Center did not serve any clients in Q1 nor did their contract identify any measurable outcomes that are being tracked. As of 12/16/2019, Justice & Diversity Center of the Bar Association of SF submitted their Q1 report for their *Legal Services for Minors* contract but didn't provide any client data – SSA is awaiting a report resubmission. This vendor's *Pro Bono Coordination* contract did not clearly define any measurable outcomes that are being tracked.

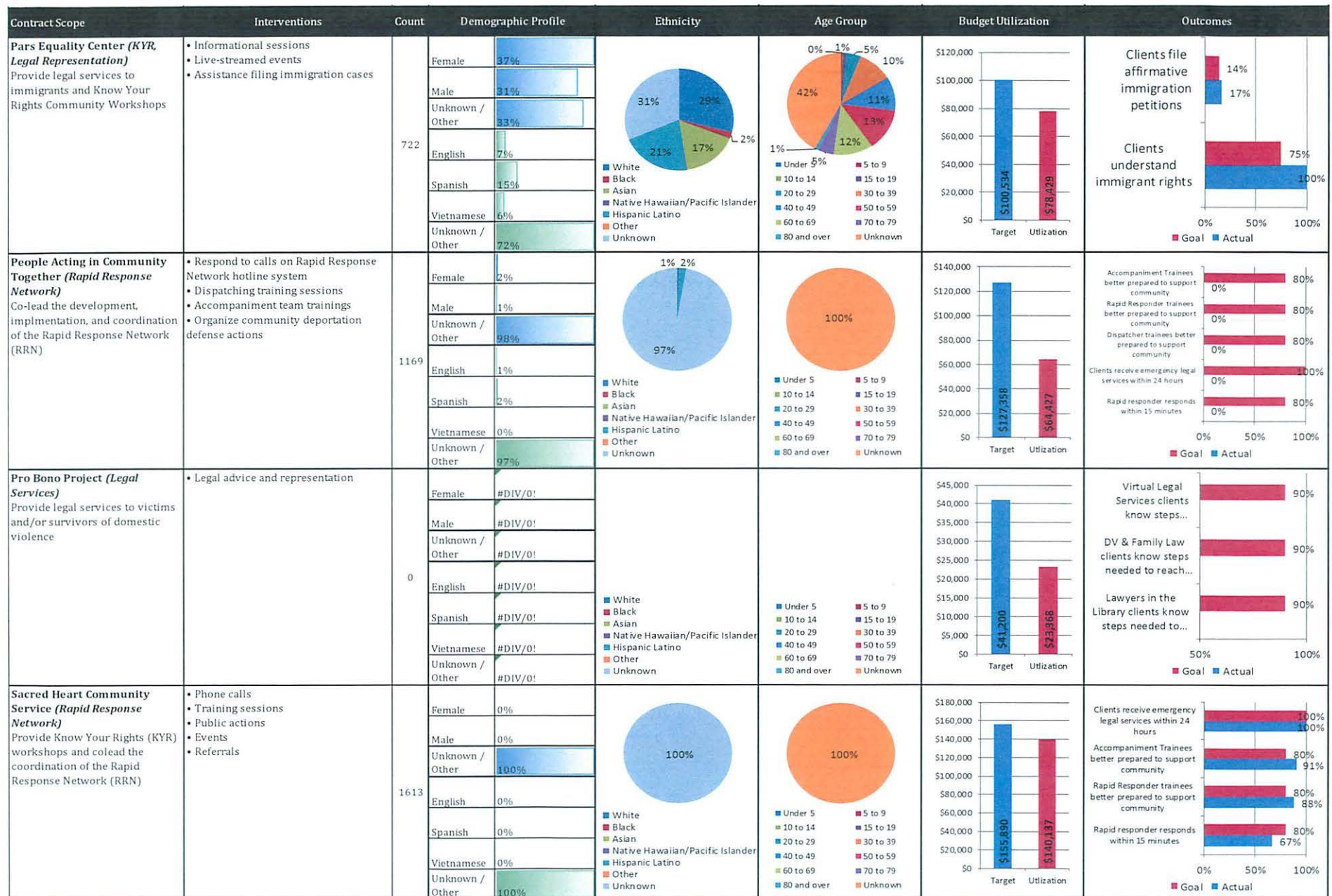
Office of Immigrant Relations (OIR)

Program Dashboard



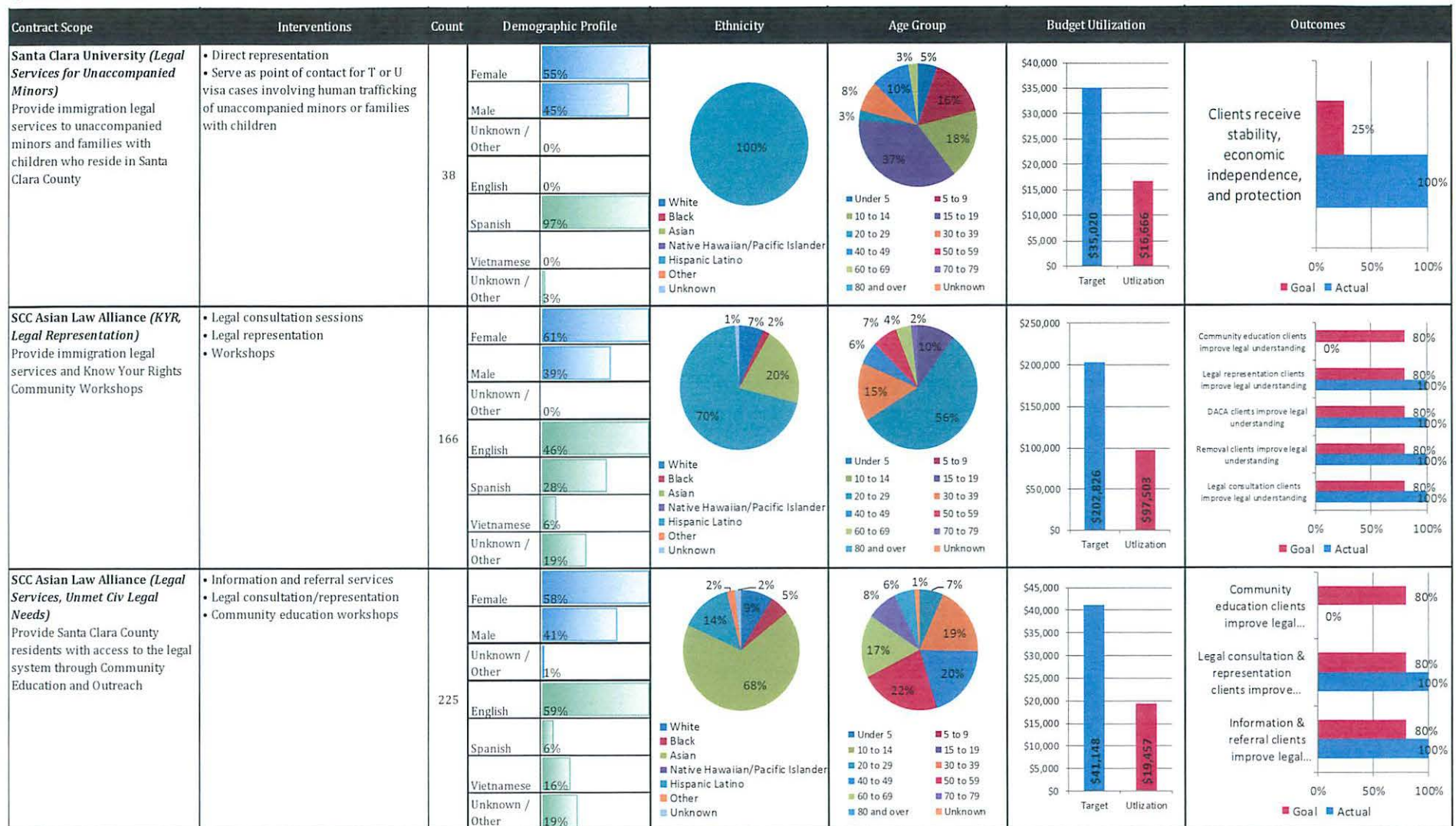
NOTE: As of 12/16/2019, Law Foundation of Silicon Valley has not served and assessed any clients for outcomes for their *Legal Services, Unmet Civ Legal Needs* contract.

Office of Immigrant Relations (OIR) Program Dashboard

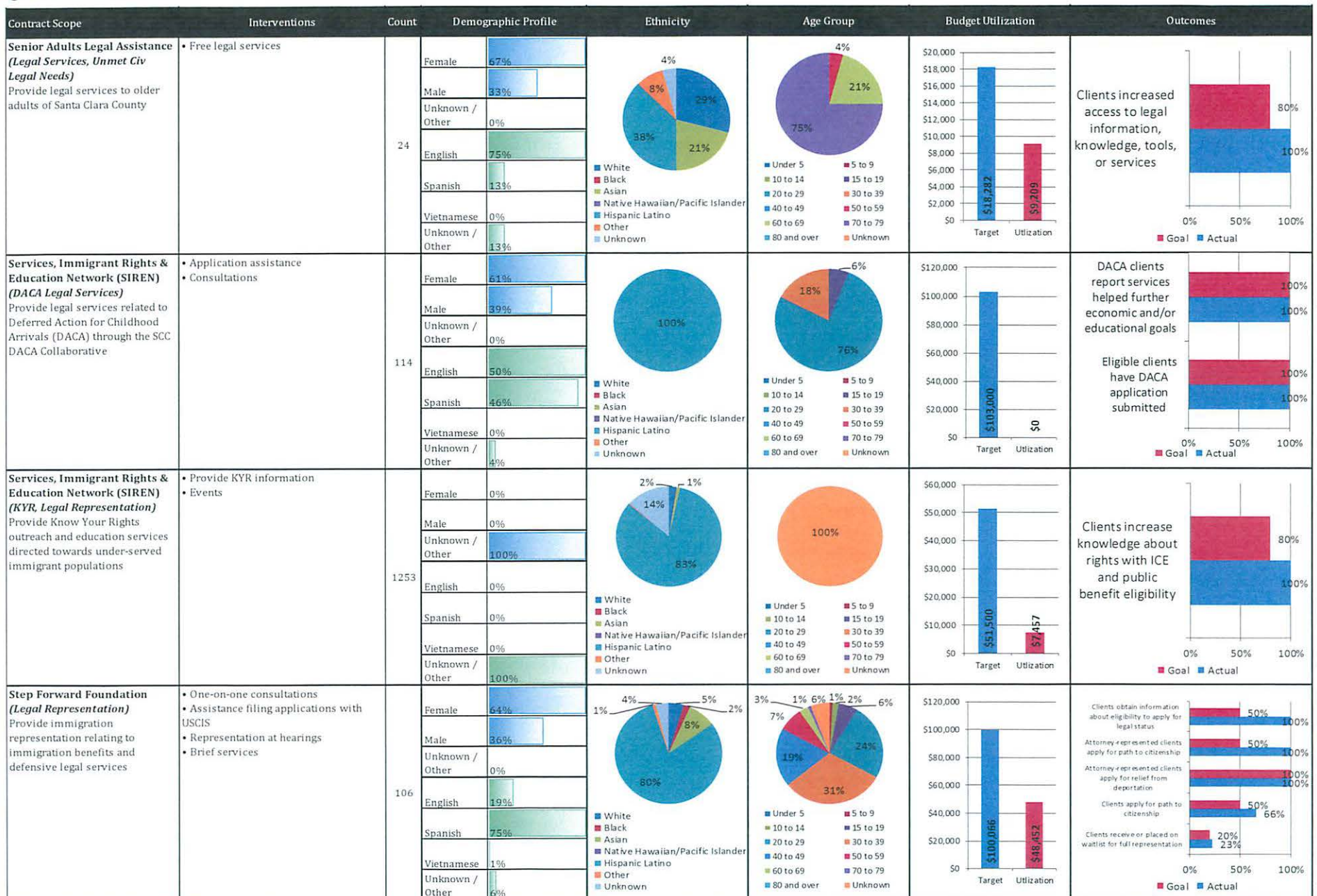


NOTE: As of 12/16/2019, SSA is awaiting the resubmission of the Q1 report initially submitted by People Acting in Community Together. Invoices have been submitted, but not approved. As of this same date, Pro Bono Project has not yet submitted their Q1 report. SSA is also await the resubmission of Sacred Heart's Q1 report.

Office of Immigrant Relations (OIR) Program Dashboard



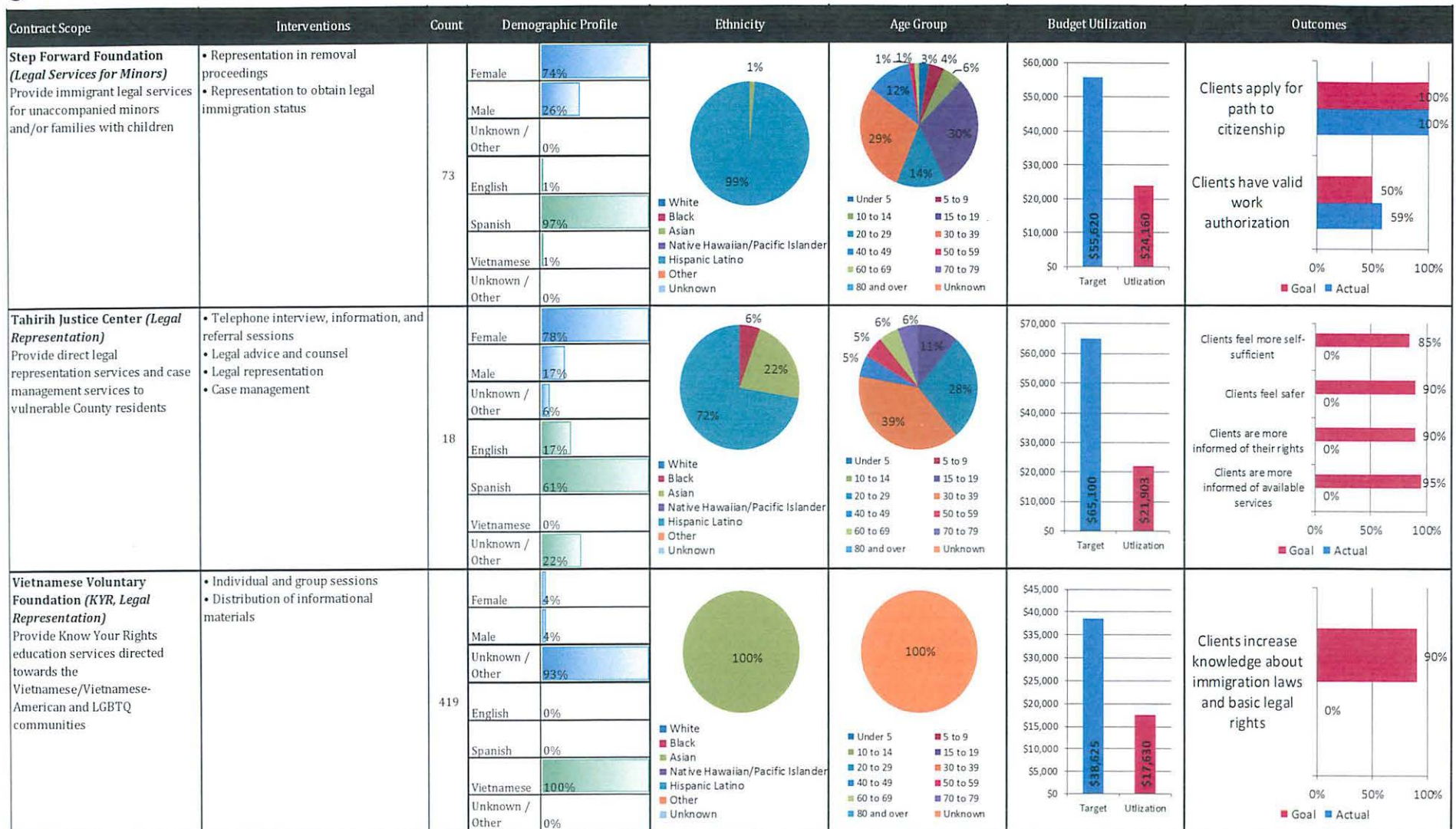
Office of Immigrant Relations (OIR) Program Dashboard



NOTE: As of 12/16/2019, SIREN has not yet submitted any Q1 invoices for their KYR/Legal Representation contract. As of this same date, a budget revision is currently pending before August and September Invoices can be submitted for their Legal Representation contract.

Office of Immigrant Relations (OIR)

Program Dashboard



NOTE: Tahirih Justice Center and Vietnamese Voluntary Foundation have not yet served or assessed any clients for any outcomes.

Social Services Agency Office of Contracts Management

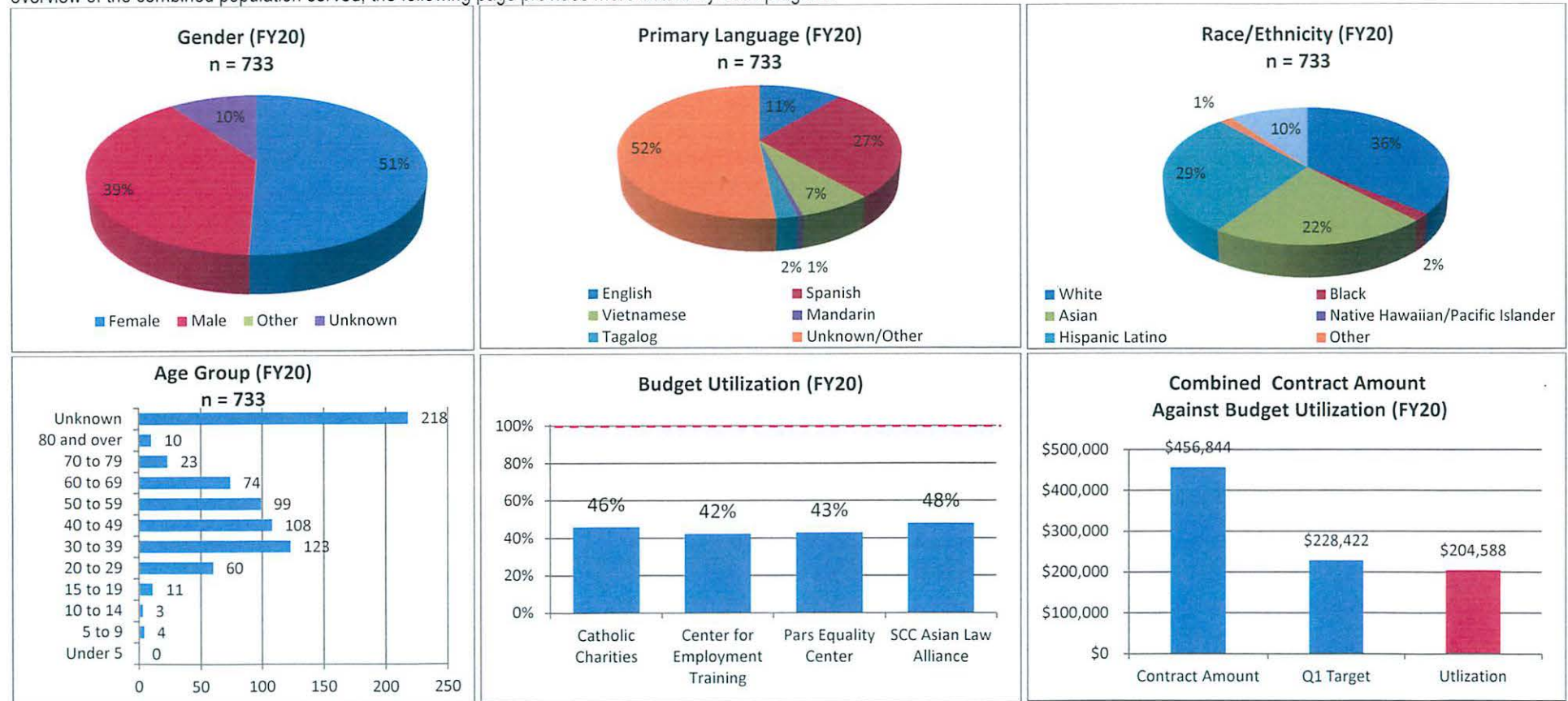
Programs for Immigration Integration Dashboard



INTRODUCTION: On March 19, 2018, the Social Services Agency (SSA) released the Programs for Immigrant Integration Services (PII) Request for Proposal (RFP) for Fiscal Year 2018-2019. Through this RFP, four programs were activated. The programs recommended for award represent each of the five Supervisorial Districts and focus on providing PII services to increase outreach, citizenship applications, and knowledge and understanding of legal options, resources, and rights and responsibilities for all immigrant and refugee residents of Santa Clara County.

This performance report includes: a description of the service each program will provide, the interventions they will apply, data on demographic population served, budget utilization, and outcomes (as applicable) for each program. The report is intended to be used to assess programs for quality and effective delivery of service, and to apply Continuous Quality Improvement where areas of opportunity are realized.

Summary: The data from FY2019-2020 reports received thus far show that 733 people were served between four programs across Santa Clara County. The first page of this report provides an overview of the combined population served; the following page provides more details by each program.



NOTE: The n value in the demographic charts above reflect the cumulative duplicated count of clients served for every quarterly snapshot in the current reporting period.

Programs for Immigration Integration (PII)

Program Dashboard

