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Evaluation: Multicultural Institute's NFO Day Laborer Program

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Evaluation of the Multicultural Institute's North Fair Oaks Day Laborer Program

Executive Summary

The mission of the Multicultural Institute (MI) is to accompany immigrants in their transition from poverty and isolation to prosperity and participation. MI conducts its Day Laborer Program “without walls” in the North Fair Oaks neighborhood of Redwood City in San Mateo County. MI staff members, a constant and reassuring presence in the community, build trust and connections among the workers and with area residents, employers and other service providers. Staff works to ensure on-site health screening and negotiate other services such as dispute resolution support, nutritional services and recreational outlets. By helping employers and day laborers to make mutually-satisfying work connections, MI ensures that the community as a whole benefits from the language, occupational and social skills development that is made available to the workers.

In August 2012, MI engaged the services of a consultant firm to assist in evaluating its Day Laborer Program. Intended audiences include MI management, board, program staff and clients; San Mateo County; other community stakeholders and potential grant makers.

MI wanted to know:

- ✚ How well MI has done over six years in meeting County expectations,
- ✚ The value MI brings to the day laborer community and to the community at large,
- ✚ The depth of MI's reach into the day laborer and employer community,
- ✚ How MI can improve the program, and
- ✚ Any discrepancies between expectations/perceptions and MI response/performance.

The evaluation involved a close review of program documentation, staff records, and reports submitted to the County. Additionally, the consultants sent surveys tailored to program stakeholder groups: day laborers, MI staff, non-profit partners, Sheriff's Department personnel, employers and area residents and merchants. The evaluation culminated with an analysis of the findings and recommendations by the consultants.

An important objective of the evaluation was to determine the extent of the laborer's well-being as a result of their connection to MI and its Day Laborer Program in particular. An indication of a positive connection is the sense of security they feel while seeking work on the street, improved relations with the community and the respect accorded to them by the program staff.

Two different MI staff members are present on the street amongst the laborers for typically three hours every weekday; totaling 30 hours per week between the two. While also collaborating with other organizations, the staff has been highly successful in its performance overall. With regard to meeting the contractual requirements of the funding partner, MI has consistently exceeded all the levels of compliance required by the County. Two exceptions to the additional administrative guidelines specified in the scope of work are noted: (1) standardization of the assessment of laborer's employment

skills and (2) consistent, documented follow-up with employers. It appears that staff also falls short in the development of referral materials. However, MI's philosophy is that verbal outreach and informational flyers are preferable to generic, quickly outdated, global, referral materials. This approach is viewed as a sign of cultural competence. Thus, MI is confident that it is fulfilling the spirit of the guideline specified by the County in the scope of work.

Now, after six years, as the program enters a new phase, MI should determine which of its ongoing activities are needed and also consider new directions that it might undertake as it works toward its goal of long-term sustainability.

Organizational Background

The Multicultural Institute (MI), established in 1991, and headquartered in Berkeley, California, is dedicated to accompanying immigrants in their transition from poverty and isolation to prosperity and participation. MI accomplishes its mission by helping its constituents to transcend socio-political and economic inequities. MI programs promote mutually beneficial connections between diverse societal groups. Immigrant day laborers and low-income families are the central focus of MI's programs; all administered from the organization's headquarters.

The Day Laborer Program operated by MI since 2006 "without walls" in the North Fair Oaks neighborhood of Redwood City, San Mateo County, is emblematic of the MI philosophy that services should be brought directly to the community instead of waiting to see who will seek them out. This respectful and collaborative approach lends flexibility to the services that are offered and is also an efficient and cost-effective way to engage other community partners in providing their programs and services to this hard-to-reach population.

MI staff members are a constant and reassuring presence in the community; building trust among the workers and with area residents, employers and other service providers. They work to ensure on-site health screening and negotiate other services such as dispute resolution support, nutritional services and recreational outlets. By helping employers and day laborers to make mutually-satisfying work connections, MI ensures that both groups benefit from the language, occupational and social skills training that is made available to the workers.

Project Background

In spring of 2011 MI's leadership updated the strategic plan developed in 2005. MI recommitted to strengthening the organization's capacity to undertake and sustain *transformational change work* with its core constituencies. In August 2012, MI engaged the services of The Kahlo Group, a Peninsula-based consultant firm, to assist it in evaluating the Fair Oaks Day Laborer program. The impetus for evaluation was based on an in-house desire for an independent observer to assess how effective the program has been over the past six years and how it might be improved. In addition to the MI management and Fair Oaks program delivery staff, other intended audiences included other program staff, the board, MI clients; San Mateo County program overseers; other community stakeholders and potential grant makers.

In preparation for the evaluation, the following questions were posed:

- ✚ How well has MI done over the past six years with regard to meeting County expectations?
- ✚ What value does MI bring to the day laborer community and to the community at large?
- ✚ How deep is MI's reach into the day laborer community and into the employer community?
- ✚ How can MI improve its day laborer program?
- ✚ What discrepancies, if any, are there between stakeholder expectations/perceptions and MI response/performance?

Kahlo consultants, Wilma Espinoza and Rosalyn Lum, working closely with MI executive director, Father Rigoberto Calocarivas, proceeded to shape an evaluation plan. (See Appendix A)

The evaluation started with a close review of six years of project documents including weekly and bi-monthly staff reports, contract documents, summary reports, news articles and other written background information. After the desk review, the consultants developed survey instruments tailored to key program participants: day laborers, MI staff, non-profit partners, Sheriff's Department personnel, employers and area residents and merchants. With the exception of the day laborers and a few residents and merchants, the surveys were administered via an on-line survey program. Residents and merchants without Internet access received the survey by mail with subsequent follow-up by phone and personal visits. The day laborer surveys were administered in person, on the street, by independent bi-lingual surveyors.

History of the North Fair Oaks Day Laborer Program

Since 2006, the Multicultural Institute has supported day laborers in the North Fair Oaks neighborhood, an unincorporated area of San Mateo County neighboring the cities of Redwood City and Menlo Park. The MI Day Laborer Program is unique in that it operates "without walls." Prior programs that served day laborers in the neighborhood were conducted in a more traditional way, wherein laborers were encouraged to gather at a central location that was advertised to prospective employers. Many laborers were unwilling to congregate at the designated center. They preferred to remain on the street at their primary congregating points on 5th Street and Middlefield Road.

Laborers who wait for jobs "on the corner," are matched with employers seeking short-term assistance from skilled and unskilled workers. The Day Labor Program helps to resolve wage claim cases and it facilitates access to vocational, social and educational skills training to help the laborers build self-sufficiency. The Program also provides education and training, job placement assistance, cultivation of prospective employers, worker organizing, legal intervention and other critical assistance. In collaboration with county and other local health and social service agencies, it provides on-site health services including screening and treatment, food services, housing and various opportunities to integrate into the community. For example, each year the laborers are recruited and organized to volunteer at neighborhood events such as the North Fair Oaks Festival, the Christmas give-away and Pumpkin Patch.

How well has MI done over the past six years with regard to meeting County Expectations?

1. Requirements and Goals

Evaluation of San Mateo County's Human Services contracts with the Multicultural Institute from July 2006 through June 30, 2012 began by looking at contractual requirements established by the County. These requirements document the service levels agreed to by both parties. Because these evolved over the six years, not all of those listed were required for each of the six years. Table 1 summarizes the requirements for each of the three contractual periods (two-year increments starting July 1, 2006 and ending June 30, 2012).

CONTRACT COMPLIANCE						
SMC COUNTY HSA REQUIREMENTS AND THE MULTICULTURAL INSTITUTE						
	May 2006 Contract Jul 1, 2006 - June 30, 2008		May 2008 Contract Jul 1, 2008 - June 30, 2010		May 2010 Contract Jul 1, 2010 - June 30, 2012	
	Expected	Actual	Expected	Actual	Expected	Actual
1. Matched rate of registered job seekers to jobs	30%	55%	35%	49%	40%	68%
2. # Employers registered	at least 75	96	at least 100	157	at least 100	120
3. # Day Laborers registered		401		515		271
4. Day Laborer Outreach	35 / day	69 / day	35 / day	79 / day	50 / day	32 / day
5. Employer Satisfaction assessment	--	--	--	--	--	--
Employer and Employee Satisfaction Assessment	X		X		X	
6. Documentation			weekly	weekly	weekly	weekly
Number of workers contacted on the street	X	1633	x	1545	x	767
Number of workers using services or referrals						
Legal	X	190	X	266	--	347
Health/Dental	X	290	X	162	--	214
Food Bank	X	1436	X	2688	--	2648
Other	X	18	X	108	X	703
TOTAL		1934		3224		3912
% of increase / decrease of workers		11%		-6%		-26%
List of outreach services	--	Y	--	Y	X	Y
7. Meet with DL Committee and County to evaluate effectiveness of program	--	Y	X	Bi-monthly	X	Bi-monthly

Table 1 MI compliance with County requirements

Detailed records kept by MI were made available as either excel spreadsheets or printed reports.

Table 1 summarizes the expected levels of compliance against MI’s actual performance on a bi-annual (contractual) level. An “x” in the “Expected” column indicates that these activities were required by the County for that particular period but no service level was specified. A “-“ is an indication that no requirement was specified for that particular contract period, but may have been required in other contracts.

MI consistently exceeded the required levels of compliance with the exception of the last year of day laborer outreach. This is attributed to the lower number of laborers on the street, perhaps due to the economic downturn. With regard to “Employer and Employee Satisfaction Assessment,” there is no recorded documentation. MI staff says that follow-up with employers via phone call occurs within a week of hiring a laborer. However, their responses are not recorded. Similarly, records are not kept with regard to the day laborers’ level of satisfaction.

Table 2, below, illustrates additional guidelines for operating the program specified by the County. These are more administrative in nature. We indicate if these were met or not and the evidence used to arrive at a decision. Where possible, the evidence is attached to this report as an appendix.

ADMINISTRATIVE REQUIREMENTS	MET	EVIDENCE
Report every 2 months	Y	Bi-monthly meetings with County reps
Matching DLs with employers	Y	Documented and exceeded
Weekly Responsibilities		
3 hours/day on the street	Y	~ 30 hours / week
Developing job/training activities	Y	Small business training, ESL, E-bus
Health related activities	Y	Referrals and Partnerships - Appendix B
Ongoing communication with employers	N	Not documented
Contact with community members	Y	Strategic Activities - Appendix D
Contact with other shareholders	Y	County / Strategic contacts - Appendix D
Conduct street based outreach with DL and Employers	Y	Surveys
Work with County and community to resolve problems	Y	Survey results per Sheriff’s office and County partners
Standardize method of assessing employment skills/needs	N	Not documented
Collaborate with other organizations to provide information to workers	Y	Documented in two 18-month reports and in bi-monthly reports
Develop database and data collection forms	Y	Excel for database and forms provided for DL and employers
Facilitate worker and community team building	Y	Surveys

Table 2 Other project guidelines: defined weekly and administrative responsibilities

There is no evidence of a standardized method of assessing laborers’ employment skills. However, the two program staff members are in tune with the needs of the day laborers by virtue of being on the street, amongst the laborers for a total of at least 30 hours per week. And while MI does a great job of collaborating with other organizations to be able to refer day laborers to them; it is not clear that they are proactively providing this information to the workers or if referrals are only made when laborers seek assistance.

2. Detailed discussion of past six years

The following details the year-by-year requirements established by San Mateo County's Human Services contracts with the Multicultural Institute

Meeting the expected number of employers registered with MI per year

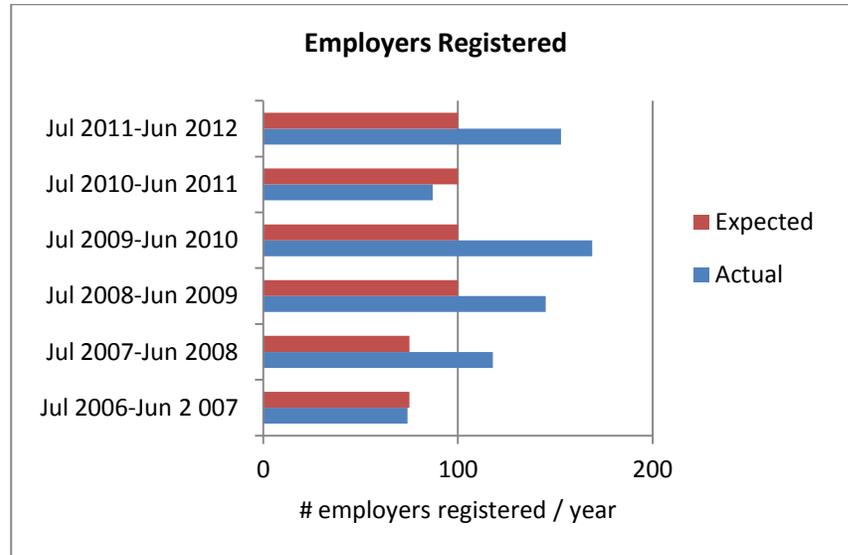


Figure 1 Number of Registered Employers

MI maintains a spreadsheet with information about each registered employer including name, contact information, type of business (residence or commercial), job date, time, salary per hour, type of work, number of laborers hired, and how they learned about MI.

Keeping track of the number of registered day laborers



Figure 2 Number of Registered Day Laborers

Each registered day laborer fills out a form with name, contact information and nationality. This information is kept confidential and not in a database.

Daily day laborer outreach

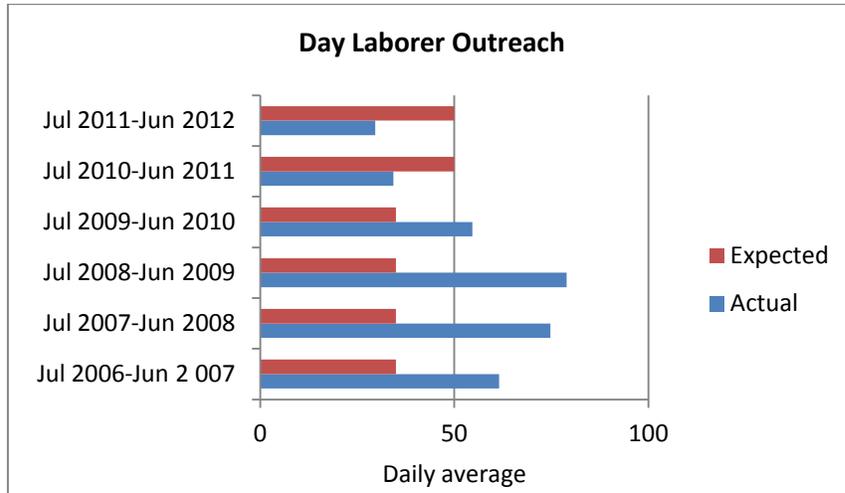


Figure 3 Average number of day laborers MI contacts per day

MI employees, Cesar and Henry, are each on the street three hours per day for as much as 30 hours total per week, talking with the laborers, helping or referring them to MI partners and County resources.

Number of day laborers on the street

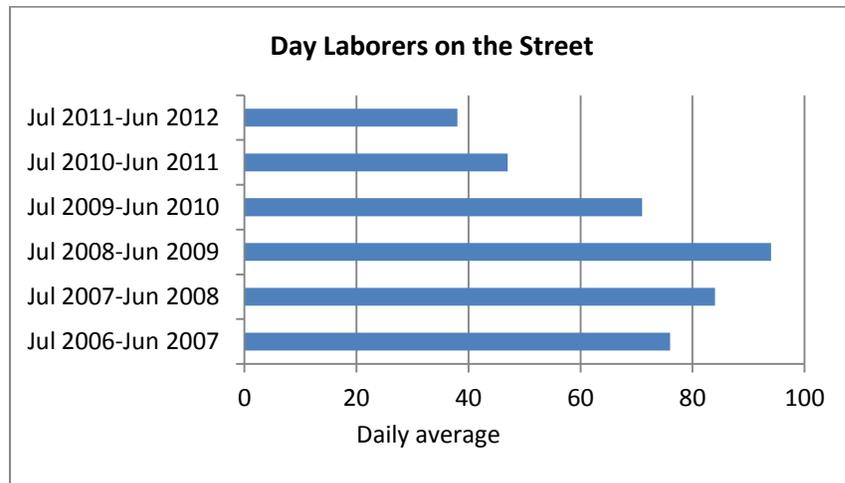


Figure 4 Average number of day laborers on the street per day.

MI monitors and maintains a record of the number of day laborers present on the street and seeking work each week day.

Number of job matches and legal, health/dental, food bank & other day laborer referrals

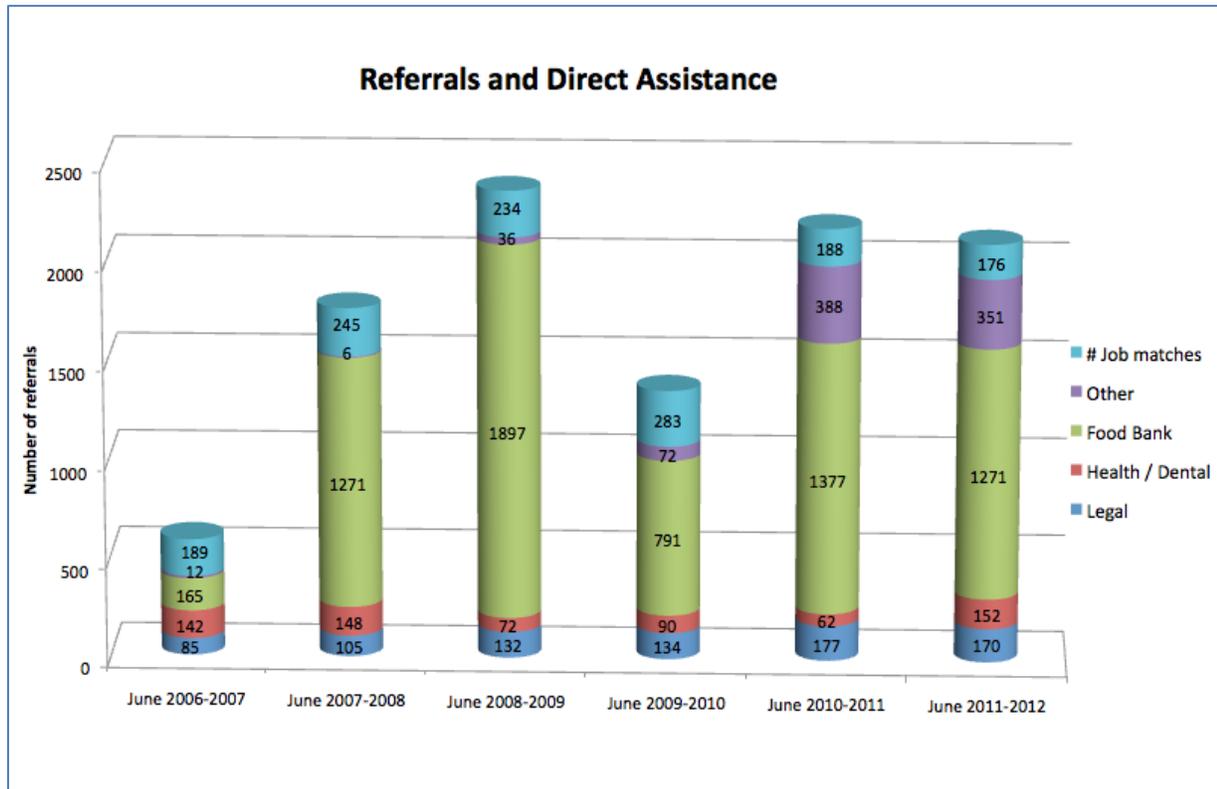


Figure 5 Cumulative Referrals and Direct Assistance

The columns in Figure 5 above show a compilation of health/dental, legal, food bank and other referrals plus the number of job matches made each year. The key is organized in the same order as the job matches and referrals. These activities reflect the core of MI's Day Laborer Program in the Fair Oaks neighborhood.

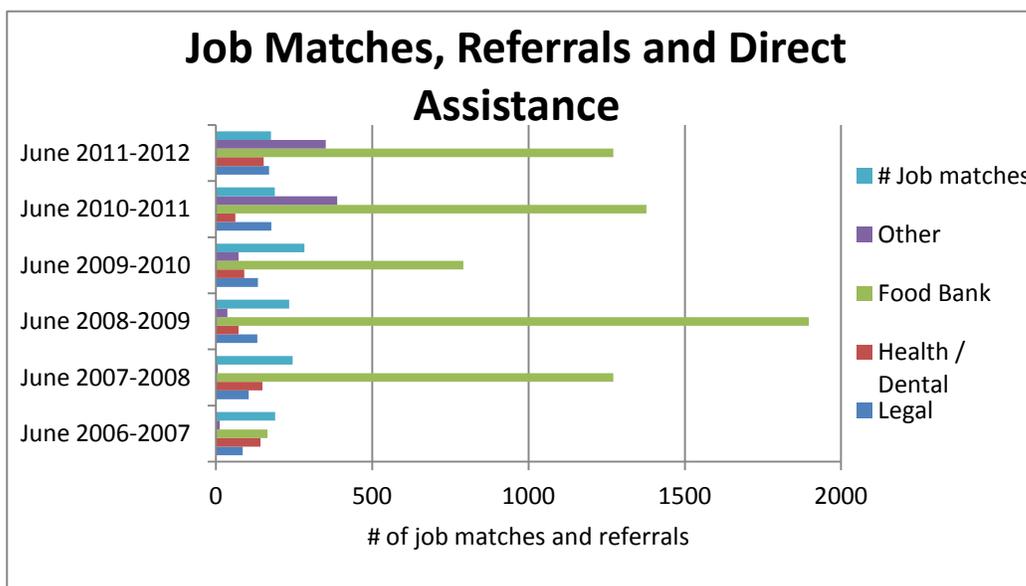


Figure 6 Referrals and direct assistance broken down

Percent increase / decrease of workers, # job matches

Yearly Changes of Day Laborers with Job Matches

	Jul 2006- Jun 2007	Jul 2007- Jun 2008	Jul 2008- Jun 2009	Jul 2009- Jun 2010	Jul 2010- Jun 2011	Jul 2011- Jun 2012
# Workers on the street (daily average for the year)	76	84	94	71	47	38
% increase/decrease from previous y	-	11%	12%	-24%	-34%	-19%
# Day Laborers Registered	323	478	546	515	253	288
% increase/decrease from previous y	-	48%	14%	-6%	-51%	14%
# Job Matches	189	245	234	283	188	176
% increase/decrease from previous y	-	30%	-4%	21%	-34%	-6%

Table 3 Yearly changes in day laborer statistics

The county requires MI to track the percentage increase / decrease of workers. MI has kept track of the overall number of workers on the street, the number who have registered with MI and the number of job matches it has accomplished. Since 2009, the number of workers on the street has steadily decreased. The number of those registered with MI also declined. While there were small declines in job matches during July 2008-June 2010 and during July 2011-June 2012; the time period of July 2010 – June 2011, with a 34% decrease, shows a dramatic decline in job matches from all other years. A likely explanation for this change is the downturn in the economy during that time and many employers deciding to delay non-essential projects.

Keep a list of outreach services

The success of MI’s referral services depends on the partnerships established by staff. Over the past six years, more than 56 partners and affiliates, including local and County organizations, have been contacted to assist day laborers primarily for legal, health / dental, food resources and other needs. Because of these partnerships, more than 10,400 referrals to these services transpired. See Appendix B for the list of partners.

Meet with Day Worker Committee and County to evaluate effectiveness of programs

Bi-monthly reports are presented by MI in meetings with County officials. The reports provide general updates on the number of day laborers on the street, the number and type of referrals made, number of employers registered, success stories, marketing plan updates, new contacts and partnerships, community activities, MI activities, and goals for the upcoming month.

Self-sustainability efforts



Figure 7 MI Strategic Activities over six years

Every month MI staff report on the activities in which they engage. These are mostly focused on the development of partner relationships, program planning and building awareness about the program.

Collaborate with other organizations to provide information to workers

It is not evident that a “wide range of information and referral materials that include employment, healthcare, social services, legal assistance, and other emergency assistance services” have been collaboratively developed by MI. Both staffers, Cesar and Henry, are certainly knowledgeable about the partnerships and organizations that can help the day laborers but beyond the distribution of informational flyers to day laborers, there is no evidence that they have developed referral materials. However, the use of verbal outreach and informational flyers (for upcoming events/opportunities), instead of generic and quickly outdated global referral materials is seen by MI as a sign of cultural competence shown by program staff. Staff regularly describe specific resources and provide one-on-one assistance in connecting a laborer to a service provider. This is more relevant to the laborer, (i.e., being walked over or receiving a piece of paper with specific information) than a generic or outdated referral resource. MI’s administration views this approach as effective fulfillment of the guideline specified by the County in the scope of work.

Work with County and community to resolve problems

Survey responses from non-profit partners and Sheriff’s Department personnel show that MI actively and positively affected problem resolution on all levels. Non-profit respondents indicated how MI had helped them make their services more accessible to day laborers and the Sheriff’s Department indicated that the number of reports of street

disturbances has gone down and that reporting has become a mutual activity amongst MI, laborers, and legal entities. When MI receives a complaint from a resident about someone who is not a registered laborer, the complainant is urged to contact the sheriff. Similarly, laborers are more confident about contacting legal authorities to report problems that they encounter.

[Conduct street-based outreach with both DLs and employers](#)

Cesar and Henry both maintain a high street profile to reach day laborers and to understand their needs. Nearly all day laborers surveyed indicate that they know one or both outreach workers even if they do not know the name of the program or of MI.

What value does MI bring to the day laborer community and to the community at large?

The multiplicative effect of county resources and synergistic effects from MI's work with other local entities were qualitatively measured through the use of surveys that asked about the value of MI's day laborer program in terms of impact on registered day laborers, day laborers as a group, and on the community. The stakeholder groups surveyed include non-profit partners, Sheriff's Department personnel, employers (residential and contractors), Human Services Agency personnel, merchants whose businesses are located where day laborers congregate, and MI outreach staff. We are pleased with the response rate. Overall, more than fifty percent of those who received the survey responded.

To explore the depth of MI's reach into the day laborer community and into the employer community, more than 52 day laborers responded to a survey administered in-person by 12 Spanish-speaking, independent surveyors. These surveys provide extensive demographic information, and respond to questions about the day laborers' well-being, and their thoughts about the program.

All groups were asked to give an example of how joint efforts have improved the well-being of the day laborers.

Some responses:

"It helps them improve their lives with health services and education." -- Samaritan House Clinic

"We bring information about how the people can start Business"— Renaissance Entrepreneurship Center

"We house them, feed them, support them with bikes / backpacks / etc." -- Catholic Worker House

"Each year for the last 3-4 years we have encouraged our partner that sponsors our Xmas Tree Giveaway to hire day laborers to help unload the trees." -- City of Redwood City Fair Oaks Community Center

"Samaritan House Clinic provides free medical exams, medications, x-rays and lab work as needed. At times our medical providers have asked if a day laborer is available to do

a few hours of work for them, so we give them a contact number to call and they make the arrangements.”-- Samaritan House Clinic

“National Latino AIDS Awareness Day – We offer free HIV testing on that day to Jornaleros [workers] who have never taken the test or who are at risk to have HIV infection.” -- San Mateo Health System-HIV/STD Program

“I have not worked patrol in several years but I worked prior to the implementation of the Multicultural Institute. Prior to the Multicultural Institute’s presence, we constantly received calls for service, i.e., day laborers blocking driveways, urinating in public, offending females etc. After the arrival of the Multicultural Institute, the calls for service basically stopped. I commend the Multicultural staff for the great job they do!” -- Sheriff’s Department

1. MI Partners

To help us assess MI’s performance of the Day Laborer Program, requests were sent to 13 MI non-profit and County partners, ten responded. When asked how well they were doing in six areas, all responses were either excellent or good (see Figure 8). “Average”, “fair” and “poor” were also offered as choices but no one marked any of those.

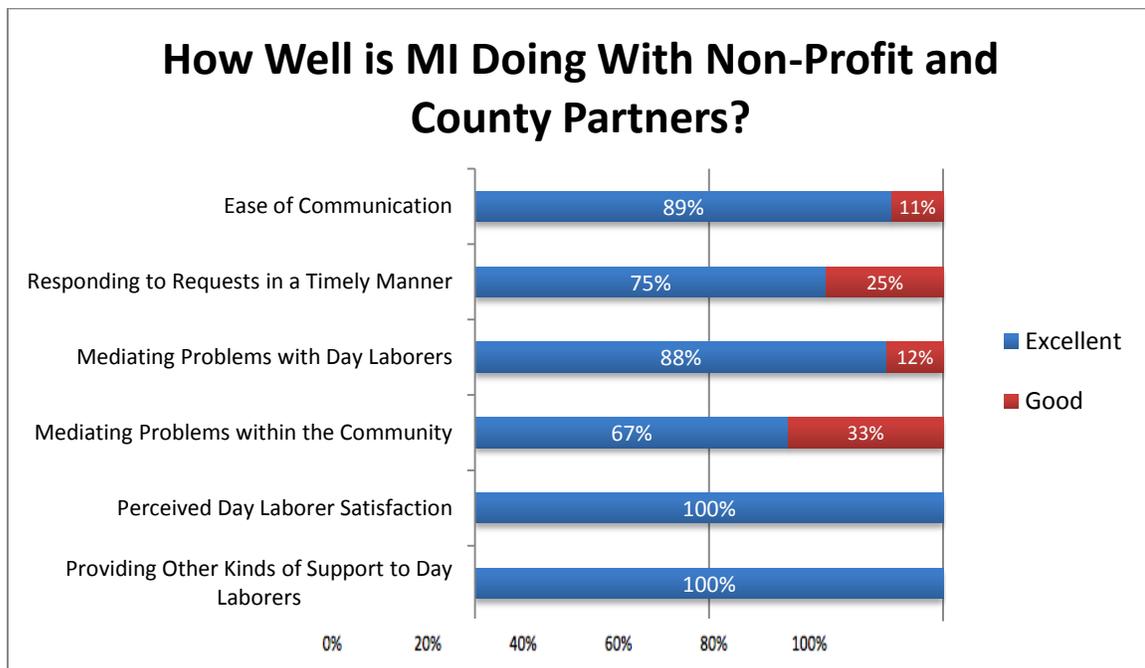


Figure 8 Rating how well MI is doing with Non-Profit and County Partners

The survey also asked an open-ended question, “What else could the Multicultural Institute do to help you improve support you provide for day laborers?”

Responses included:

“...I tend to want things done yesterday and I wish they [MI] were quicker...it's cultural and personal.” – Catholic Worker House

“Continue outreach and recruitment of potential employers.” – Fair Oaks Community Center

“Help them [day laborers] get the proper documents we require to become a patient of the clinic. Help them [day laborers] understand that keeping medical appointments is important to them as well as our volunteer physicians give up their personal time to help those in need of free medical care.” – Samaritan House Medical Clinic

Most comments lauded MI and its impact on the lives of the day laborer.

Non-Profit / County Partners

Respondents in this group:

- ✚ Samaritan House Clinic
- ✚ Renaissance Entrepreneurship Center
- ✚ Catholic Worker House
- ✚ Migrant Education - Region One
- ✚ City of Redwood City Fair Oaks Community Center
- ✚ San Mateo Health System-HIV/STD Program
- ✚ The Sheriff’s Department

MI’s interactions with all of its non-profit / county partners are collaborative; each knows what the other can do for them and either party initiates referrals.

One outstanding example of MI’s collaborative efforts with partners impacting the lives of day laborers was the initiative with the Catholic Worker House whereby two residences were opened and now provide housing for twelve men. In addition, many of the partners volunteer with MI’s fundraising and holiday activities, and provide extensive in-kind support, including food, housing, clothing, bikes, and free medical tests.

MI also influenced partner processes and policies. For example, the Samaritan House application process has been simplified and made more accessible for day laborers, the Migrant Education Program reports that its outreach approach to day laborers/young adults has improved, resulting in better services and aid to them, and where previously the San Mateo Health System-HIV/STD Program could not support day laborers with legal and health needs, it now refers day laborers to MI for subsequent support and follow-up.

The non-profit survey asked “If the Multicultural Institute sends you clients what are typical referrals?” Answers included those in need of medical/dental attention, immigration issues, and elderly care. For a full list of referrals, see Appendix C.

Another query was “If you send clients to the Multicultural Institute what are your typical referrals?” Answers ranged from those seeking job opportunities, to medical needs, but also young adults seeking guidance, legal representation, resolution of financial issues, and information about community resources such as housing, food and clothing.

Despite a deficit of referral materials, it is apparent that MI is fulfilling the requirement to “collaborate with other organizations in order to provide a wide range of information to employment, health care, social services, legal assistance and other emergency assistance services.”

Sheriff's Department

Although the Sheriff's Department is a County partner, we treated it as a separate group since the department interacts with day laborers differently. The origin of the county's call to finance a program assisting day laborers grew out of the perception that the presence of day laborers was a nuisance and potentially a policing problem. Therefore, the Sheriff's Department has a unique stake in the outcome of any day laborer program and potentially measures success by different criteria than partners concerned mainly with social services provision. The fact that the Sheriff's Department not only collaborates fully with MI but periodically uses MI to hire day laborers for community events is of note.

As a partner and employer of day laborers, three employees of the San Mateo Sheriff's department participated in our survey. The department works collaboratively with MI whereby both parties refer day laborer issues to one another and respond to them, sometimes jointly. In addition, the Sheriff hires / recruits day laborers for events sponsored by the Department.

The Sheriff's relationship to the day laborers is broader than that of other county partners because the Department's personnel work with the day laborers on the street as well as the merchants and neighborhood where day laborers congregate. Overall the department's interaction has been very positive, and this they attribute to MI's efforts.

"As a Deputy Sheriff, I encounter all types of people on a day-to-day basis, including day laborers. My interaction with the day laborers has been positive and I firmly believe it's because of the hard work of the Multicultural Institute."

"... prior to the Multicultural Institute staff becoming involved with the day laborers, we received numerous calls/ complaints regarding the behavior of the day laborers on a daily basis. Since the Multicultural Institute staff has been working with the day laborers, calls of concern or complaints regarding day laborers have essentially disappeared."

"In working with Henry and Cesar in North Fair Oaks area, we joined our efforts in dealing with a case in which a subject failed to pay a large group of day laborers. We worked together in explaining the criminal and civil process to the workers."

"Prior to the Multicultural Institutes presence, we constantly received calls for service i.e. day laborers blocking driveways, urinating in public, offending females etc. After the arrival of the Multicultural Institute, the calls for service basically stopped. I commend the Multicultural staff for the great job they do!"

"The Multicultural Institute has done a tremendous job with the day laborers. I have asked the deputies who patrol the area where the day laborers gather looking for feedback and I have only received positive responses. The Institute's hard work shows!"

"I would just like to thank Henry and Cesar for always answering my questions and assisting in making the community a safer place by educating and providing jobs for the labor workers."

"I also attend monthly Multicultural Institute meetings and learned how we can grow and work together."

MI also had a positive impact on the policies and practices of the department. By having someone to work with at MI, to refer repeated issues with day laborers, the Sheriff's

Department relied on MI to educate the workers to work together to solve non-criminal activities. The number of complaints dropped dramatically. Now, if law enforcement needs to get involved with the day laborers, a call is made to Multicultural Institute representatives first.

MI received excellent marks from all three respondents when asked to “Rate how well the Multicultural Institute is doing in the following areas.”

Sheriff’s Department Rating of MI			
Ease of communication	Excellent	Excellent	Excellent
Responding to requests in a timely manner	Excellent	Excellent	Excellent
Mediating problems with day laborers	Excellent	Excellent	Excellent
Mediating problems within the community	Excellent	Excellent	Excellent
Perceived day laborer satisfaction	Excellent	Excellent	Excellent
Providing other kinds of support to day laborers	Excellent	Excellent	Excellent

Table 4 Rating how well the Multicultural Institute is doing

The partnership between MI and the Sheriff’s department presents an ideal model of how a law enforcement entity and a non-profit organization can positively affect the community and its image of the day laborers as well as the relationship between the law and the laborers themselves.

2. Employers

The evaluation differentiated between residential and contractor employers. The Sheriff’s Department was also included since it hires day laborers to help with community events. Six residential employees, three contractors and three Sheriff’s Department representatives responded.

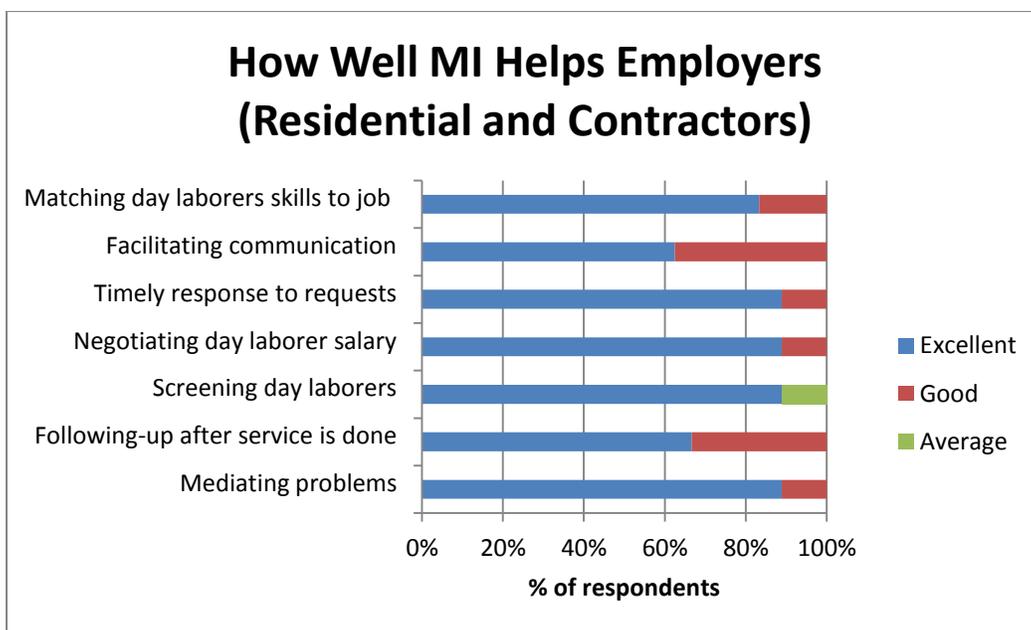


Figure 9 Employer satisfaction ratings

With the exception of two “good” ratings, the other residential employers reported that the help provided is “excellent.” The “good” ratings were ascribed to MI’s responsiveness to requests in a timely manner and in facilitating communication. “Fair” and “poor” were also presented as options in the survey, but neither was selected.

The vast majority of employers responded “excellent” to the screening of laborers, matching them to the job at hand, responding to requests in a timely manner, helping to negotiate salaries. Post-job follow-up is rated across the board as “good.” When asked about MI staff support in mediating problems, one respondent rated it as “good.” The others did not reply to the question; we assume this means that they have not experienced problems that required mediation.

Only two of these questions applied to the Sheriff’s Department role as an employer. These had to do with MI’s response to requests in a timely manner and mediating problems with day laborers. All three respondents rated MI’s service as “excellent”.

Residential Employers

Surveys were sent to 11 residents who have hired day laborers through MI. Six responded. Three indicated that they have hired day laborers more than once. Two said that they hadn’t and one did not reply to this and four subsequent questions. However, the five who did respond indicated that they would hire day laborers again; they did not encounter any problems with the people they hired and they would recommend hiring through MI.

Residential Employer Hiring Practices					
Have you hired day laborers through the Multicultural Institute more than once?	No	No	Yes	Yes	Yes
Would you hire a day laborer again?	Yes	Yes	Yes	Yes	Yes
Have you hired the same day laborer more than once?	No	Yes	No	Yes	Yes
Have you encountered problems with day laborers?	No	No	No	No	No
Would you recommend hiring day laborers through the Multicultural Institute’s program to others?	Yes	Yes	Yes	Yes	Yes

Table 5 Residential employer hiring practice

The jobs for which laborers were hired among the six residential respondents, include moving, gardening, landscaping, construction and plumbing. One respondent indicated that the laborers were working alongside a construction contractor. The contractor was so impressed by the job performed that he hired two of them to help with additional work on the project.

In recounting their experience with day laborers, the respondents were effusive in their responses. They have found the workers to be skilled, reliable, cooperative, prompt, courteous and hard working. They are more confident going through MI than hiring someone looking for work at the Home Depot parking lot. *“It feels safer and I am getting workers who are screened.”* MI’s support with communicating in Spanish and in coordinating the job assignment is also valued.

“Cesar & Henry gave me the name of the person; who immediately returned my call and it's been fantastic! I have a ‘honey-do’ list [that] my husband is happy [that] Mr. Cosme, [the worker we hired,] is taking care of!!! This guy was definitely matched for the needs that we had!”

The respondents were asked how MI might improve its services. One advocated building greater awareness about the program. Another indicated that she would like to be able to meet workers at a location closer to her home – at the train station for example. Additional comments from two respondents indicated a commitment to continue to hire laborers through MI whenever the need for help arises.

Contractors

Four contractors received a survey via e-mail and three responded. One respondent indicated that he seldom hires day laborers but he has rehired the same workers at least three times. Another contractor hires laborers in accordance with the size of job he has contracted. He estimates that he hires laborers to perform various jobs for up to 180 work days per year. The third respondent hires laborers every few months for two to three days at a time and four hours per day. Jobs range from shop and construction site clean-up to home repairs, updates and remodeling. All three respondents heartily endorse the idea of going through MI for the hiring process. Based on their experience, they believe that MI helps them employ better qualified workers who tend to work hard to get the job done. On occasion, some laborers are not as capable as would be desired.

Outreach by MI staff tends to be the best way for contractors to find out about the Day Laborer Program.

Sheriff's Department

One, of the three departmental respondents wrote, *“As a Deputy Sheriff, I work with all kinds of people, including day laborers. My interaction with the day laborers has been positive and I firmly believe it's because of the hard work of the Multicultural Institute. The Sheriff hosts a festival every August and we hire day laborers for this event, requiring little supervision. I have partnered with the Institute for approximately one year. I have not had an issue arise with the day laborers in that time. The Institute has referred me to two or three very minor issues needing very little attention.”*

3. Merchants

Surveys with self-addressed, return, envelopes were sent to six merchants whose names were provided by MI. An additional survey was hand-delivered to a merchant whose name was not on the original list. Ultimately, after follow-up by fax and in person, four surveys were completed. All of the merchants come in close contact with laborers on a daily basis. Two indicated that the laborers wait for work within two blocks of their business. Two see laborers just outside of their entryways and – when it rains – even closer to the door. They seemed to be aware of the laborers' presence throughout the neighborhood.

One reported that while most merchants coexist well with the laborers; she was aware that one merchant in particular had been irritated by the laborers' proximity to his market and their intimidating effect on his customers. In response to this report, the evaluation

consultants made an extra follow-up effort to that business owner who had already received the e-mailed survey. The survey was re-sent via fax and delivered in person to encourage him to respond. This was to no avail. However, a review of the monthly reports filed by MI staff, noted this incident and their successful mediation efforts. Subsequent reports indicate that the merchant has been a frequent donor to MI and has not reported any further problems with the laborers.

Two of the respondents have hired laborers on occasion; two have not. They all reported that the laborers are among their customers, although one did indicate that this is “almost never” the case.

When asked about how the laborers relate to them, the merchants praised their respectful behavior. They are seen as dedicated workers and one merchant even reported how they volunteer to help her unload her truck when she brings merchandise to her store. Not one of them could recall a time when they encountered problems with the laborers. Three merchants are well-aware of MI and the support it provides to the laborers. Those who are familiar with MI know about it through multiple sources; county programs, festivals, the local community center, the laborers themselves and directly through the MI staff. In response to the question if they had ever donated funds or in-kind goods to MI, all four replied in the affirmative.

For the three merchants familiar with MI, the organization is valued for its help in communicating with the laborers. Two who have had closer contact with MI indicated that it is excellent in responding to requests related to the laborers in general and in providing follow-up. One merchant in particular responded in detail as to her understanding of what the MI does to help day laborers. She related that MI staff “*help them to open bank accounts, advise them to keep the area litter-free, to respect passersby, not to consume alcohol or drugs in open air; to be respectful.*” Another noted that “*Workers are always outside waiting to be hired and staff members always check-in on workers.*” She also reported that she has donated food for festivals and for meals done for laborers

The one merchant who did not know about MI indicated that there is “*Not much that can be done; they’ve always hung out. There used to be a day laborer house on Middlefield, but the workers weren’t picked up there.*” Perhaps this is the best endorsement for a program “without walls” and the MI’s decision to meet the laborers where they are rather than asking them to report to an established facility and meeting with their reluctance to leave the place where they are most comfortable.

The one merchant who is unfamiliar with the MI program views the laborers’ presence in the neighborhood as “neither good nor bad.” One indicated “*most of them are my clients. I don’t have any problems with them.*”

One, a big fan of the organization, was more effusive, “*It is an excellent organization. Staff’s commitment of service towards the day laborers and the community at large is outstanding. It’s reassuring to have the program so well coordinated and run - outstanding leadership. We are proud sponsors of the programs!*”

4. MI Staff

Both workers assigned to the Fair Oaks Day Laborer program responded to the staff survey. One serves as program director and the other as program assistant. Both have worked with the Fair Oaks program from the beginning. Both are very clear about the mission of MI and their specific job assignments. Based upon the thoroughness of their responses; it is evident that they were pleased to be asked to contribute their thinking to the evaluation. Their passion for the work they perform comes through in their responses.

Following is how one described their role: *“Above all else gain the trust and confidence to allow day laborers to seek our advice and guidance for a variety of situations. Individuals have sought our advice in dealing with employers who have failed to pay, legal advice for certain predicaments they have encountered with local law enforcement, medical referrals on how to find or receive medical attention. These are only a few examples of what we have helped individuals with. However, in order to reach that point the individuals must be able to trust you.”* His colleague underscored his description, *“We treat day laborers as individuals, with their own name and unique history and background. We establish with them a friendship based on mutual trust. We try to cover the full range of needs they have without falling into paternalism. We go where they are instead of bring them to our office.”*

What MI Does Well

When asked to share examples of what MI does well, both workers offered a myriad of examples:

“Most recently, we have been able to provide individuals with affordable housing. Testimony from these same individuals have advised us how grateful they are, because they are able to save more and send more money to their families back home. The living conditions are better than what they previously experienced. Their living situation has improved, there is no over-crowding and at the same time rent is considerably affordable. With the occasional pantry items that are given the guys do not have to pay too much out of pocket, except for items they personally want.”

“On various occasions individuals have expressed pain and had no one to turn to. In the last month to month and a half an individual was on the street and suddenly felt ill with pain in his abdomen. He didn't know what to do, except to call us. He was taken to the Emergency Room by MI and had emergency surgery to have his gall bladder removed. When we saw him again he relayed to me his thankfulness and said that if it wasn't for us he's not sure what would have happened to him.”

“We have often helped individuals who have worked with employers who refuse to pay. Many unaware individuals wanting to forfeit their money owed for fear of deportation sanctions. However, with the trust and confidence instilled in us we have been able to assist in getting the employer to pay. Often times setting up Small Claims Court Cases or Department of Labor and Standards Enforcement Claims to obtain their wages.”

The staff members believe that perhaps the improvements they bring about in the lives of the day laborers might be minor. Yet, they view themselves as the bridge linking the workers to the community. *“ ‘Community’ refers to everything that encompasses their daily lives, such as dealing with employers, law enforcement, businesses, roommates,*

etc.” Thus the staff members become mediators, translators, guidance counselors, therapists, lawyers, doctors, confidants, etc. “Some laborers have even commented that not everyone is going to care about them, the way we do.”

Asked for an example of how the life of a day laborer was improved as a result of staff action, the example of Alvaro was provided. Alvaro is a laborer from Guatemala who has been in the United States for about six years. He was suffering from a serious back problem. He had no alternative but to undergo surgery. The staff was able to arrange for him to have his surgery done at no cost at Stanford Medical Center. He experienced a complete recovery and was able to start working. For the past year he has benefited from the housing program for day laborers that MI has helped to establish.

The greatest difficulty that they encounter is in having to assist with complex legal problems (e.g., workers compensation, ICE deportations, when a laborer is jailed, or when they need to collect on a judgment.) They recognize that they have learned a lot such as being able to lend assistance with Small Claims Cases and Labor Commissioner Claims and offering guidance in other situations. However, they find that there are situations where the legal system is just too complex for them.

[Services That Would Benefit Day Laborers](#)

The day laborers have indicated to staff that they could benefit from training that would help them acquire job skills. Other areas of training that they have identified are how to deal with their immigrant status and how to use technology to help them perform their job.

The biggest problem encountered by day laborers is dealing with the misconceptions of individuals who have never hired a day laborer. Complaints about day laborers are filed with local law enforcement and the Board of Supervisors. The biggest problem comes when complainants are unable to distinguish between those who are looking for work and others who are merely loitering and engaging in offensive behavior. Everyone seen on the street is grouped together. When neighbors complain to staff about someone who is not a day laborer, they are advised to call law enforcement to report the problem.

[Employers' Misconceptions](#)

Some employers view day laborers as not well qualified, unreliable and unaware of their civil and labor rights. Consequently, the workers have to beware of efforts to exploit them.

[Employer's Concerns](#)

One of employers' greatest concerns is that the workers are undocumented and they fear being exposed to legal problems. They do not understand how the Day Laborer Program functions. Another concern is that because the work being done is not insured or bonded, damages to property will not be covered. Yet another problem that has to be overcome is prospective employers' distrust of the laborers and having to allow an unknown individual into their home. They also assume that a language barrier and inability to communicate effectively will cause the job to go array or that the workers will not have the skills necessary to perform the work. Some employers prefer to hire day laborers off the street so that by not going through an organization, the laborer will not ask for a fair wage.

[How MI Helps to Resolve Problems](#)

The Best Western Motel on 5th Avenue complained to law enforcement about the laborers soiling the wall of the motel and wanted them removed. The deputy advised MI so staff contacted the motel manager directly. The issue was that the motel had just been painted and the guys were putting their feet on the wall and had scuffed and dirtied it by the next day. After MI staff spoke with the individuals in the area about the problem, they all agreed that the motel's complaint was understandable. MI and the laborers agreed that they would repaint the wall at no cost to the business. When staff advised the motel manager about this, she was confused; she was not expecting that response. Since that incident, MI has not had any further complaints from the motel.

A couple of years ago MI sent a day laborer to perform a plumbing job. The employer was not happy and the worker returned to resolve the problem. Later, the employer called back asking for the same day laborer to do another repair that had not been included in the previous work assignment. She did not want to pay again, but MI explained the reasons why she had to pay for this new job and she finally agreed. In this case MI communicated with both the employer and the day laborer to hear both versions and then they mediated with the two to ensure that the solution was fair for both.

[Top Service Organizations](#)

San Mateo County is viewed as the most important organization for the Day Laborer Program. The County funds the program and provides office space for staff. It also provides social services including medical assistance for those in need.

Catholic Worker House provides bicycles, soccer balls and various other material needs for the day laborers. It has also established two housing projects (including food and furnishings for the tenants).

Samaritan House operates a medical clinic that offers free access for the laborers.

San Mateo Credit Union provides financial education and access to financial services including free accounts as well as monetary support for jerseys, sports activities and events such as "*Navidad Jornalera*", the day laborer's Christmas celebration. It also contributed toward MI's capital campaign for its headquarters.

Second Harvest Food Bank provides food for the laborers' soccer activity and for the housing project.

[Support from MI Management](#)

Both Day Laborer Program staffers assigned a "5," the topmost rating, to the survey query regarding the level of support they receive from the organization's management.

[Staff Training Needs](#)

Once judgment in favor of a laborer is entered in a Small Claims Court case, it is up to the individual to collect. The two staffers indicate that they could benefit from training to help them assist the laborers to collect money owed to them. Other staff training needs are in office management, marketing, and in issues of housing and dealing with landlords.

5. Day Laborers

Fifty-two day laborers were surveyed on the street by 12 independent, Spanish-speaking surveyors. The laborers were contacted in the areas of 5th Street and Middlefield Road in Menlo Park where day laborers, registered with MI, congregate.

General Information

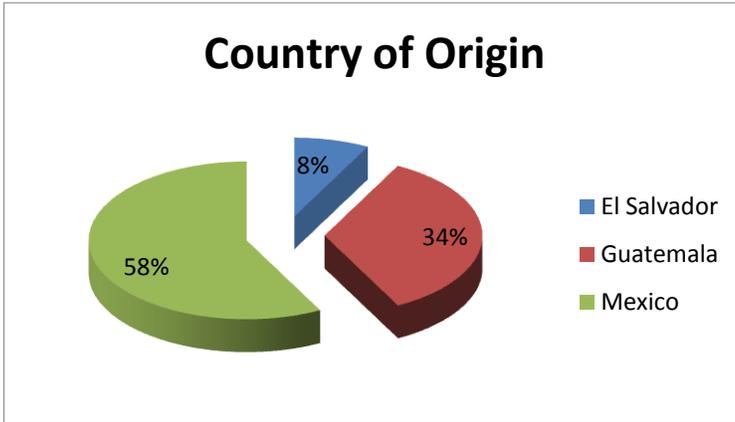


Figure 10 Countries of Origin for 52 day laborers surveyed in Redwood City and Menlo Park in San Mateo County

Countries and State/Countries of Origin

Mexico

Baja California	1
Chiapas	1
Estado de Mexico/DF	4
Nayarit	1
Sinaloa	1
Guanajuato	2
Hidalgo	2
Jalisco	2
Morelos	2
Zacatecas	2
Oaxaca	3
Puebla	3
Michoacan	6
Total	30

Guatemala

Ciudad de Guatemala	5
Peten	1
Quetzaltenango	1
Chimaltenango	1
Santa Rosa	1
Suchitepequez	1
Baja Verapaz	2
Jutiapa	6
Total	18

El Salvador

La Libertad	1
La Paz	1
Santa Ana	2
Total	4

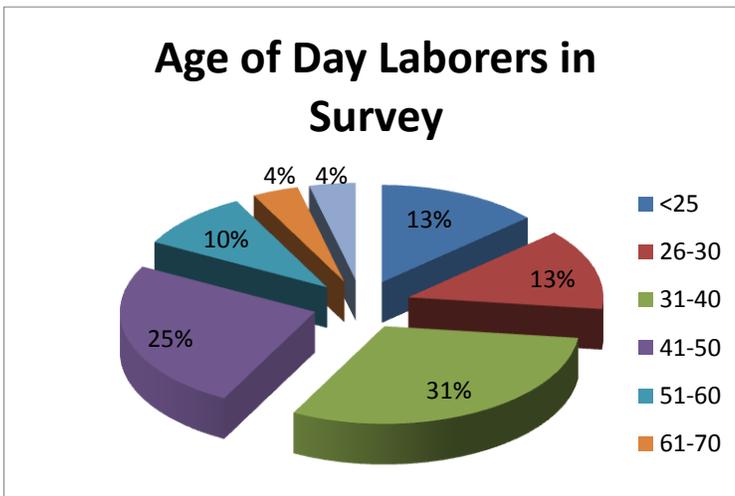


Figure 11 The average and median age of the day laborers surveyed is 40

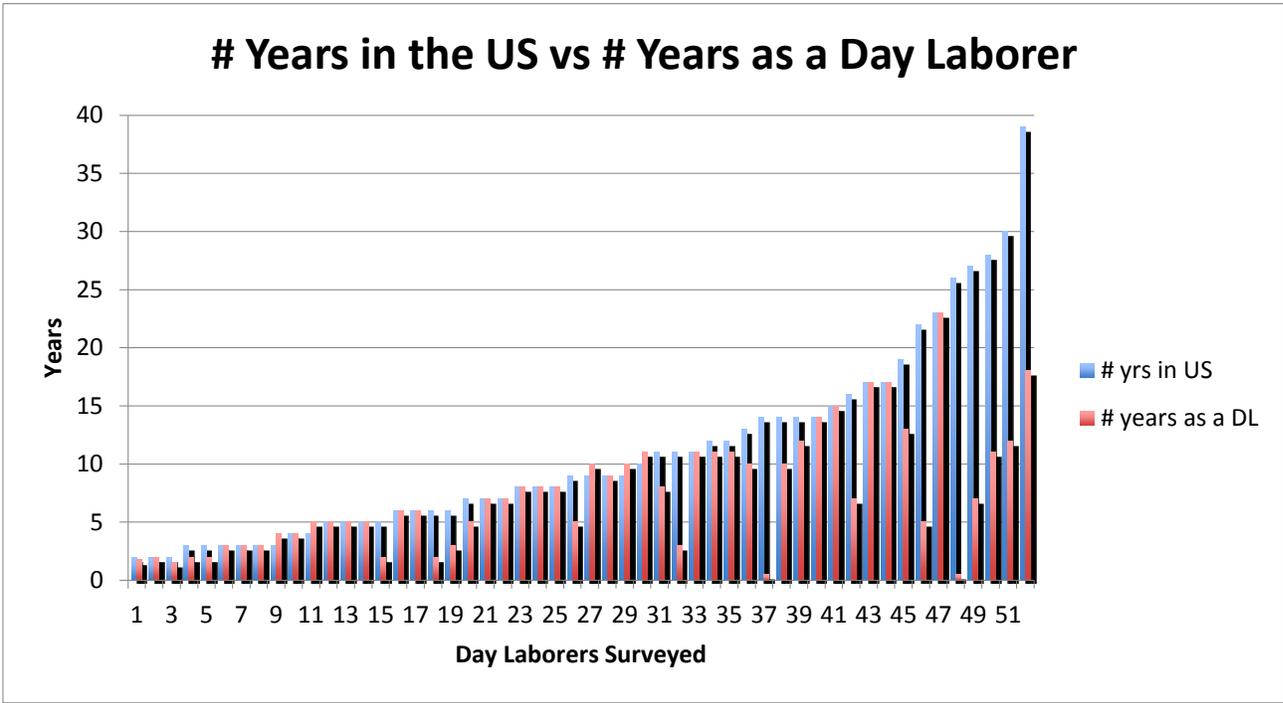


Figure 12 In general, the less time in the US, the more time is spent as a day laborer

Day laborers were asked how many years they have been in the US and how many years they have been a day laborer. Sixty percent of those surveyed have spent 85-100% of their time in the United States as day laborers. The number of years they have resided in the United States, ranges from 2-39 years, the average is 11 years. The average number of years spent as a day laborer is 7.5 years.

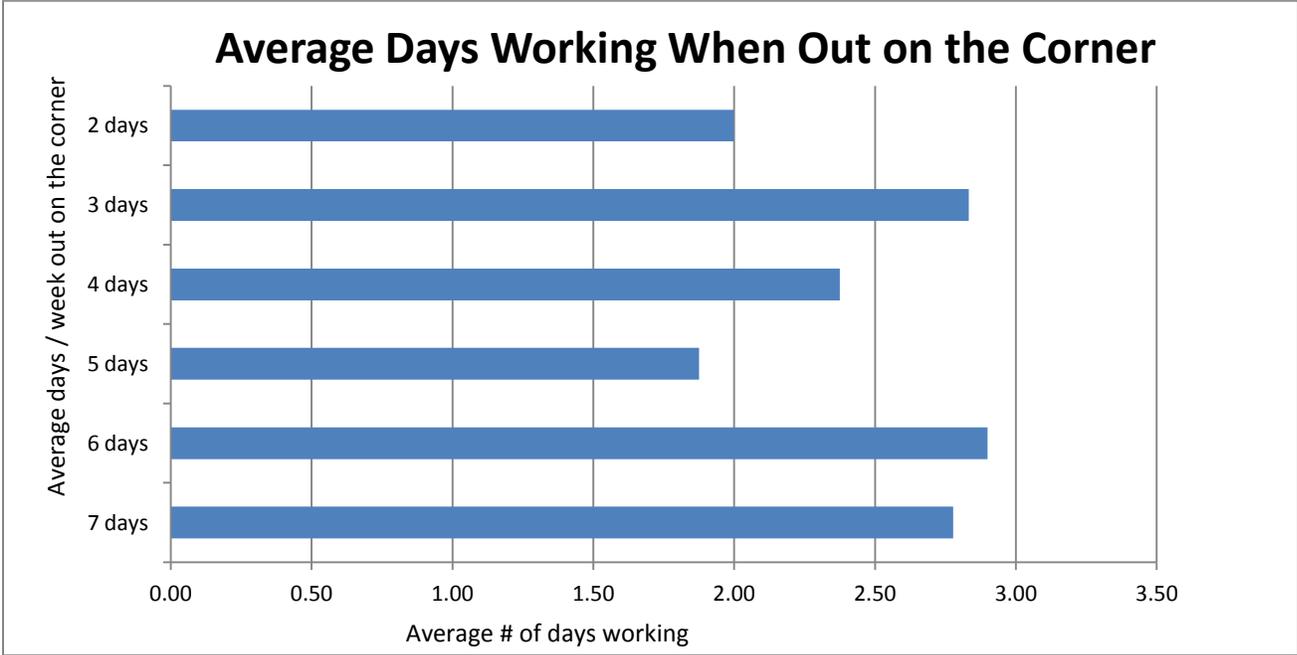


Figure 13 Amount of time spent on the street waiting for a job versus the number of jobs per week

Day laborers were asked typically how many days they looked for work on the street contrasted with how often they generally got work. Thirty-five percent of the day laborers surveyed spend seven days a week on the street waiting for a job and work three days out of the week. Day laborers were also asked how many days of work they got specifically in seven days prior to the day interviewed. Interestingly, when asked how many days the day laborer worked in the past seven days, 81% of the respondents worked as much or more than their usual average number of workdays for the week. This is perhaps a sign that the economy is picking up.

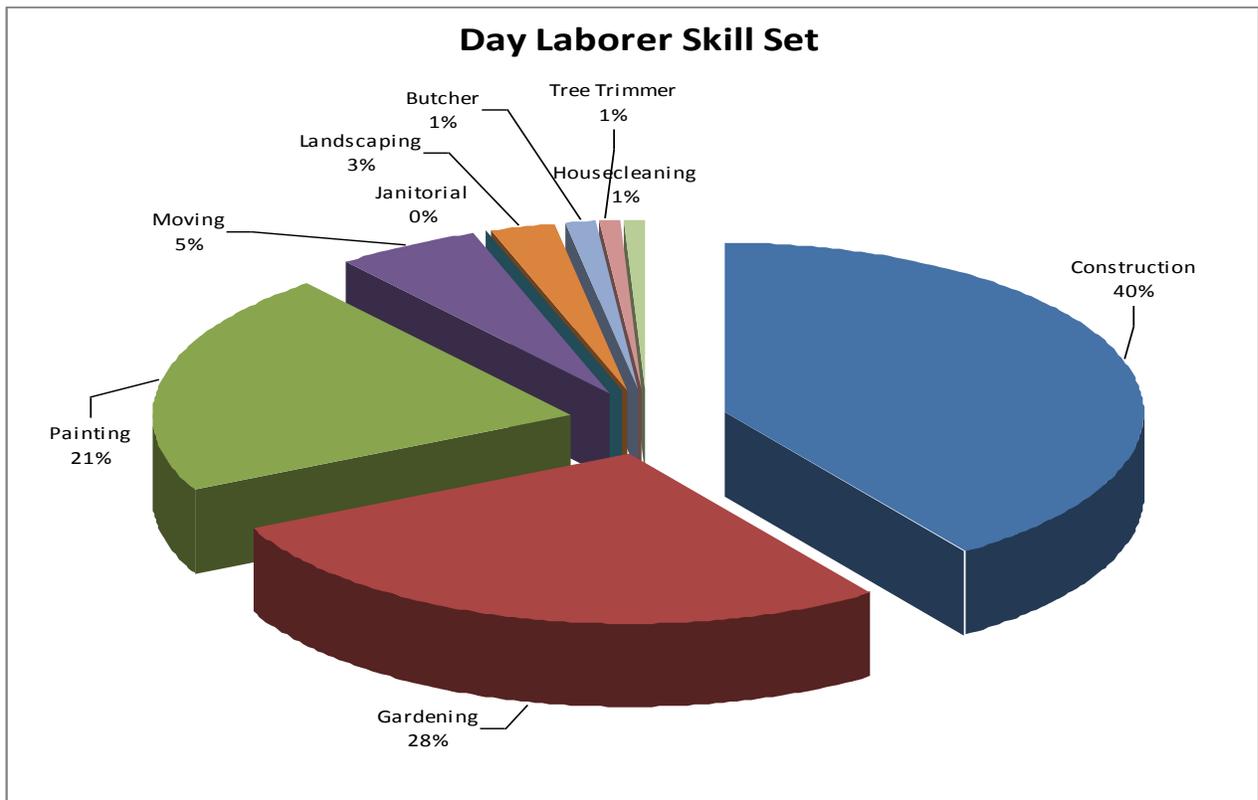


Figure 14 Day Laborer Skill Set

Sixty-two percent of day laborers declared more than one skill set. The construction category includes carpentry, demolition, laborer, paver, roofing, tiling, fencing, flooring, plumbing and sheetrock skills. When laborers were asked what jobs they performed in the past month, the jobs listed were within their skill set. This is an indication that they are working in their area of competence.

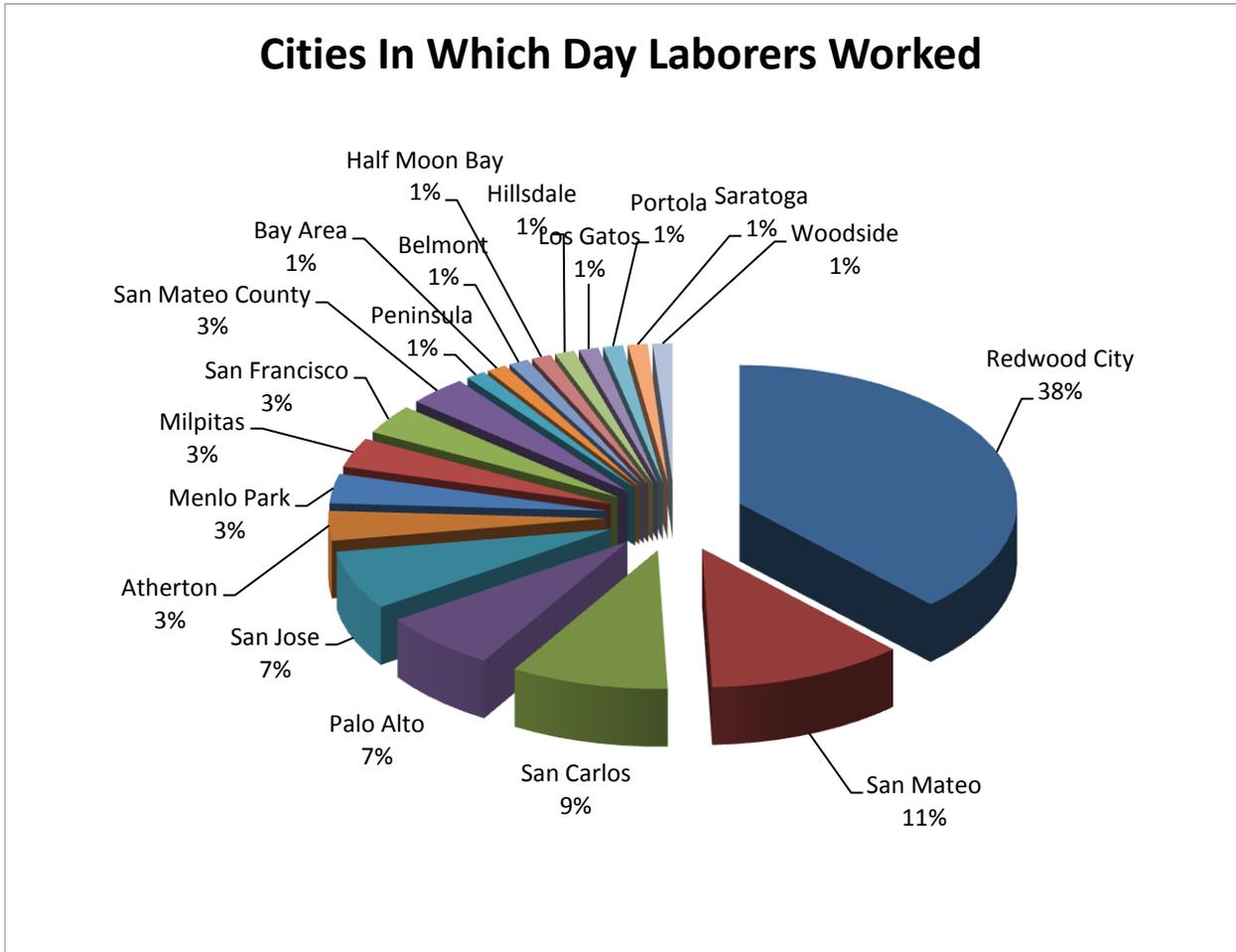


Figure 15 Day laborers work in cities within and outside of San Mateo County

Workers interviewed at the North Fair Oaks hiring site area (adjacent to Redwood City but an unincorporated area of the County) seek work at many area cities and even areas outside San Mateo County.

When asked if they looked for work at other locations, 23 percent said they did. Other locations included: San Francisco, Burlingame, San Mateo, San Carlos, San Jose, and Palo Alto. Hiring site locations included store lots like Home Depot, U-Haul, construction companies, and supermarkets.

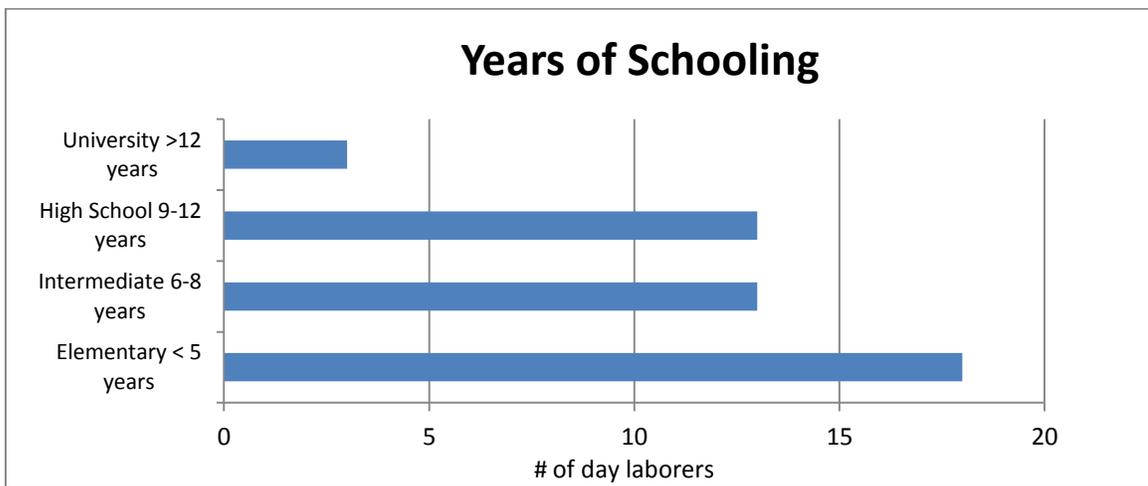


Figure 16 Number of years of schooling

Forty-eight day laborers responded to the query about the number of years of schooling they have completed: 38% have less than 6 years of schooling, 28% 6-8 years, 28% 9-12 years, and 6% had 13 years.

Day Laborer Experiences

When asked to provide an open response about the advantages of being a day laborer, they listed:

- ✚ Learning new skills / trades
- ✚ Learning to relate
- ✚ Not having a boss
- ✚ Having our own schedule
- ✚ You can get work for a long period of time
- ✚ Independently obtain work
- ✚ Like the work
- ✚ Being paid in cash
- ✚ The pay per day
- ✚ Working with employers that feed us
- ✚ The community services
- ✚ Sometimes employers pay well
- ✚ I can work outside in the open air
- ✚ One does different jobs
- ✚ They don't ask you for a social security number and they pay in cash.
- ✚ The pay is a little better, more than minimum wage

Eight respondents see no advantages – they are day laborers out of necessity.

“Truth of the matter there isn't. There's no money, there's no committee/board of appeal and I have to maintain my family in Guatemala (4 children).”

“There are no advantages.”

When asked about the disadvantages, day laborers were asked to select from a list and to add others to the list:

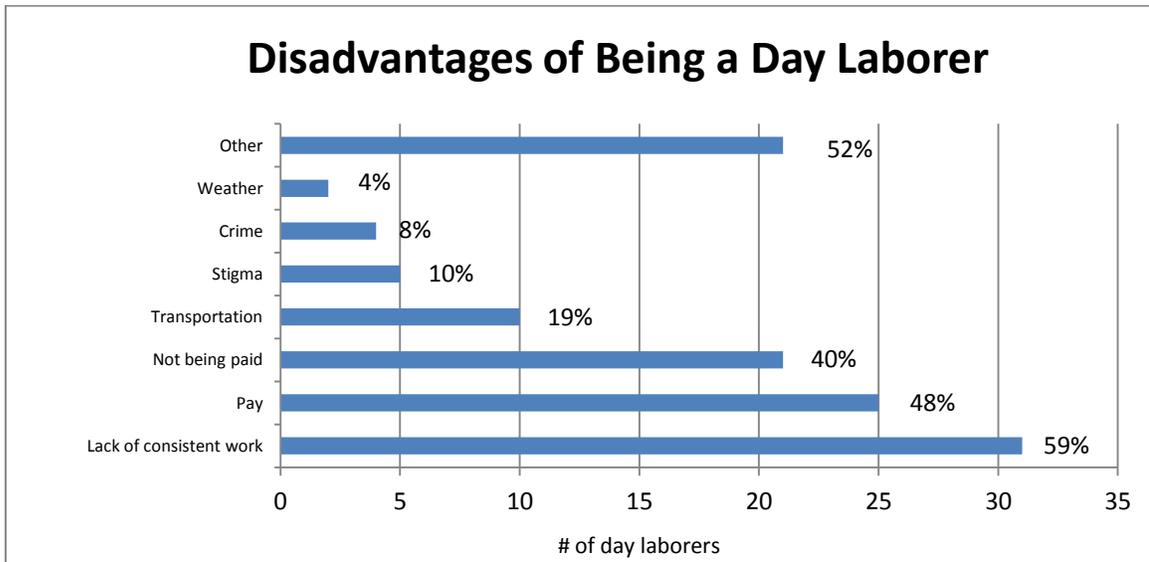


Figure 17 Disadvantages of being a day laborer

Lack of consistent work was the number one disadvantage mentioned by 59% of the laborers. Other disadvantages mentioned include: discrimination (age, taunts -- especially by people of their own race), abuse by employers leaving them stranded, heavy work, the economy, having to go to court.

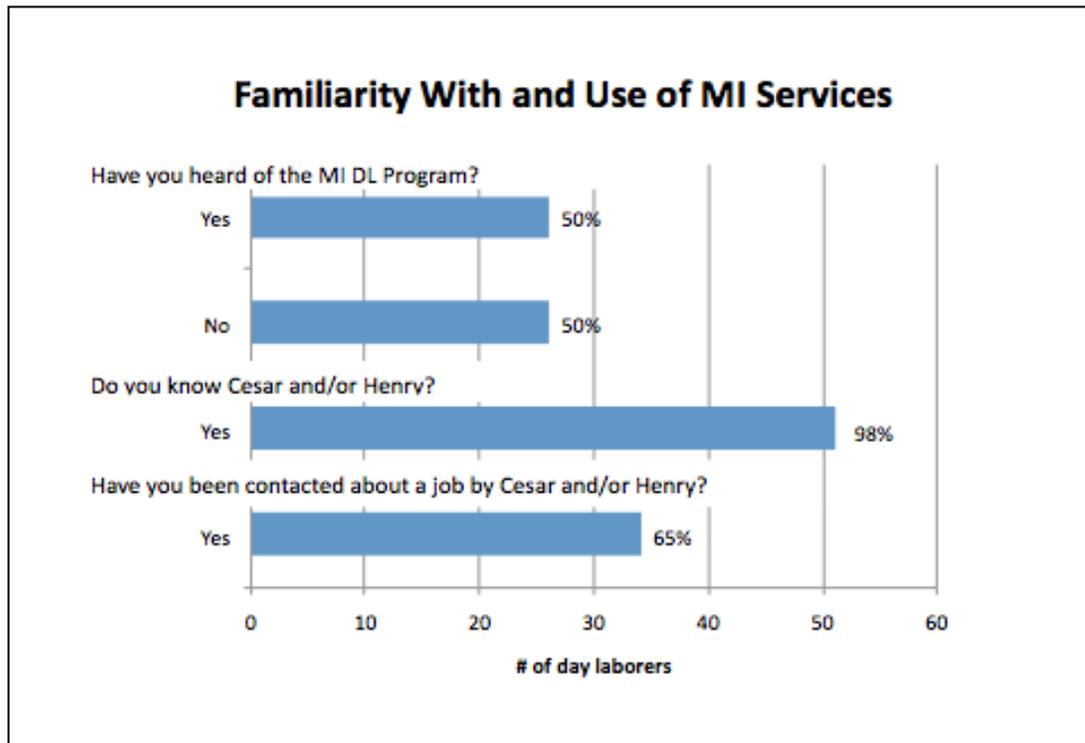


Figure 18 Familiarity with the MI Program

When asked if they had heard of the Multicultural Institute’s Day Laborer Program, only 50% of the laborers knew the program by name. However, when asked if they had heard of Henry and Cesar, all but one said yes.

6. How MI can improve the program

Figure 19 catalogs the needs listed by the day laborers. Dental and medical care are at the top of the list.

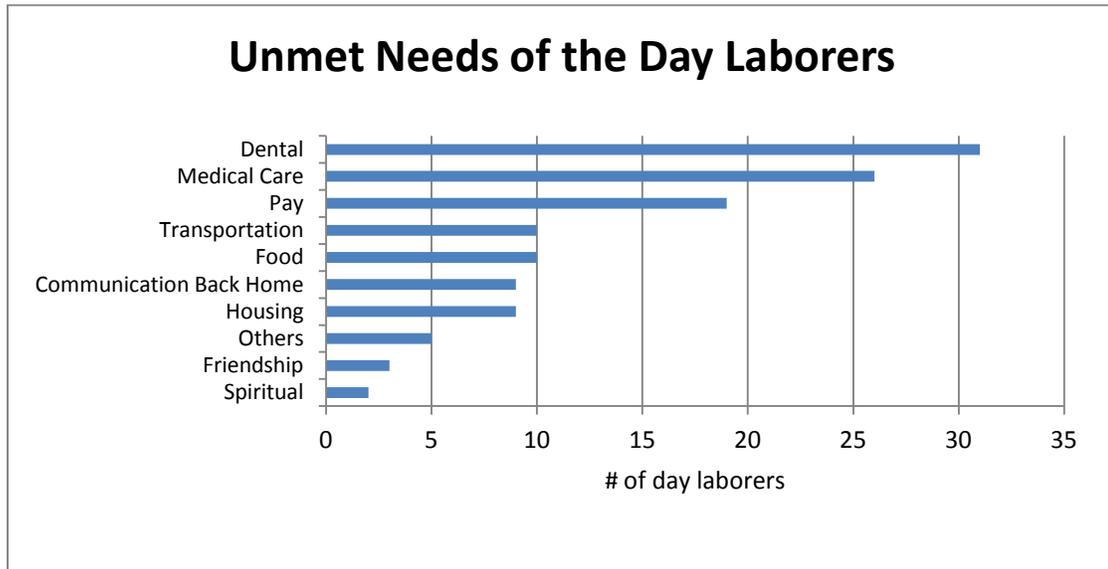


Figure 19 Medical and dental care are day laborers' greatest un-met human service needs

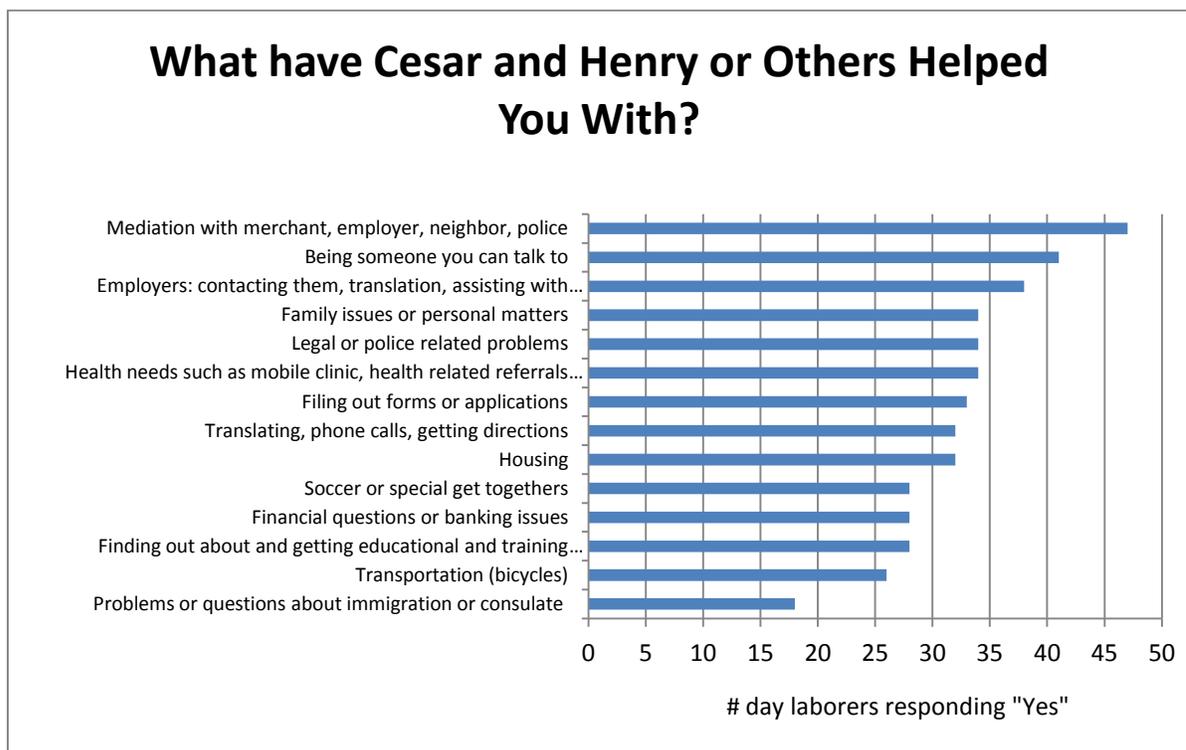


Figure 20 Help provided to day laborers by Cesar and Henry

Figure 20 represents the services day laborers selected from a list when asked what Cesar and Henry helped them with. Response to the health needs of laborers is excellent but the assistance provided by MI possibly has an even broader impact on the day laborer's needs.

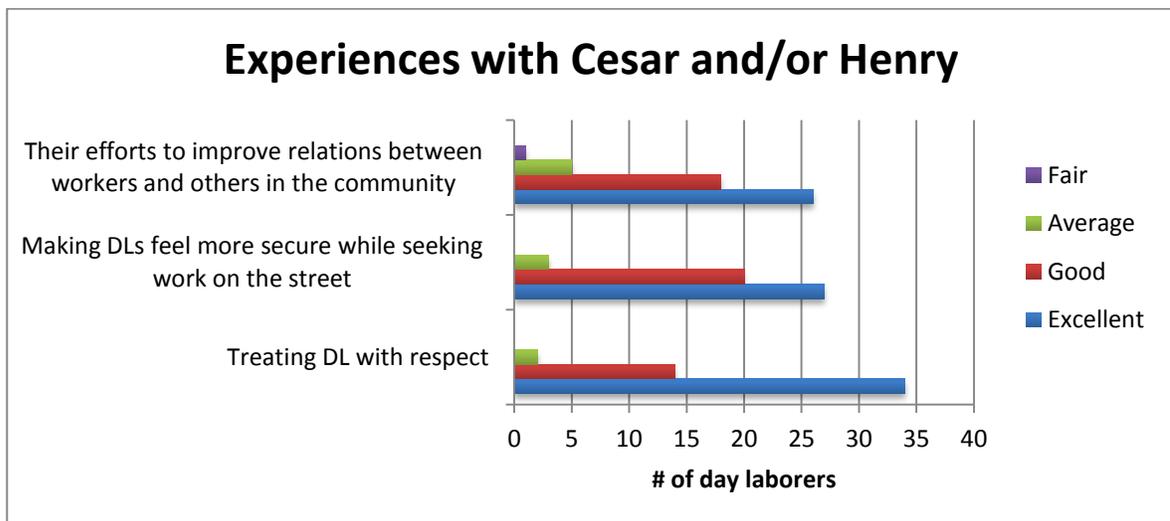


Figure 21 Overall rating of Cesar and Henry

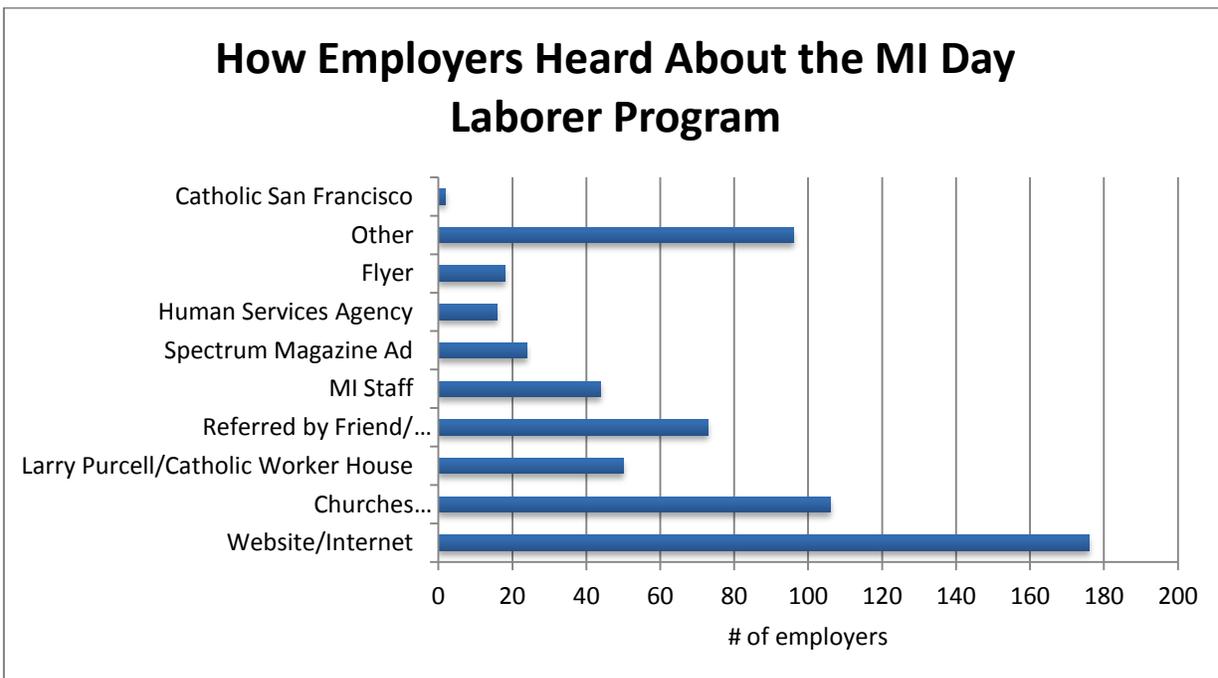


Figure 22 MI captures how employers heard about their Day Laborer Program

MI captures, whenever possible, how registered employers heard about the Day Laborer Program. The website is reported as the most effective source of information about the program (see Figure 22). When asked in prior surveys, however, employers and merchants most often heard about MI through MI staff and from county employees or programs. This discrepancy might be attributed to the small sample size of employers surveyed.

Conclusion and Recommendations

The primary objective of the evaluation was to determine the extent of the laborers' well-being as a result of their connection to MI and its Day Laborer Program.

MI also wanted to know:

- ✦ How well MI has done over six years in meeting County expectations,
- ✦ The value MI brings to the day laborer community and to the community at large,
- ✦ The depth of MI's reach into the day laborer and employer community,
- ✦ How MI can improve the program, and
- ✦ Any discrepancies between expectations/perceptions and MI response/performance.

There is every indication, MI has met and exceeded the program's expectations. Despite the difficult life they experience, day laborers receive a great benefit from their connection to the program. The community is also made more livable as a result of the program's existence. MI's reach into the day laborer community in North Fair Oaks appears to be wide-ranging. Yet, it can do more to expand its reach into the employer community. Before any further improvements or enhancements can be made to the program over the course of the next three to six years, MI will require additional funding. The evaluation did not discover any outstanding discrepancies between program expectations and MI's performance.

The following provides greater detail about the findings and makes recommendations for consideration by MI.

The value MI brings to the day laborer community and to the community at large

Not surprisingly, the survey confirms that despite the significant support represented by the efforts of MI and its partner organizations; life as a day laborer is marked by considerable hardship. Work opportunities are sporadic and unpredictable. Laborers experience discrimination on several levels due to their immigrant and day laborer status. They endure taunts, even by people of their own race. Employers abuse them by leaving them stranded, requiring heavy work, assuming they can be underpaid and that they are unaware of their rights. Having to go to court to fight for their rights is extremely stressful.

Indicators of the positive contribution that MI makes with regard to their well-being include the sense of security they can feel while seeking work on the street; improved relations with the community and the respect accorded to them by the program staff.

How MI can improve the program

There are many opportunities to help day laborers vastly improve their lot in life. Gainful employment is the utmost priority for them. To that end, MI can set the following goals:

- ✦ Help the laborers find more permanent jobs or at least more repeat opportunities to work and to increase the number of hours at work.
- ✦ Continue to help them learn more work-related conversational English.
- ✦ Make it easier for laborers to get to work assignments rather than requiring employers to have to go to North Fair Oaks to pick them up.
- ✦ Help those who qualify to obtain licenses to operate cars and trucks.

Dental and health care were identified by the laborers as their greatest unmet social needs. Staff should recruit dentists willing to provide emergency care and organize an annual health fair to provide preventive care for the laborers. One partner suggested a “health van” periodically stopping by for routine checkups. In fact, program documentation confirms that visits by a health van is already a current practice for MI.

The establishment of two residences is admirable albeit they only provide housing for twelve persons. More safe shelters and housing are needed for the laborers.

Staff need to increase their ability to provide legal assistance in a range of issues including small court claims, landlord problems, and responding to immigration notices.

How well MI has done over six years in meeting County expectations

With regard to meeting the contractual requirements of the County of San Mateo, two exceptions are noted if all the guidelines listed in the scope of work were to be interpreted literally: (1) standardization of the assessment of laborer’s employment skills and (2) development of job/training activities and referral materials. Otherwise, MI has consistently exceeded the levels of compliance required by the County.

The depth of MI’s reach into the day laborer and employer community

The program already performs well beyond its contractual obligations. Staff is able to leverage County support to provide services far beyond the contracted scope of work.

What more can MI do to improve the program?

A huge vulnerability of the program is the almost exclusive reliance on one source of funding. A top priority for the organization is to secure funding for this extra performance above and beyond its current income.

Beyond that, at minimum, the program should develop a laminated “business card” that could be distributed to registered day laborers and to those who have not yet formally affiliated themselves with the program. The card could provide the laborers with contact numbers for MI and information on other emergency services that they should know.

MI should do more to build awareness of the program. Staff has already established a great reputation within the neighborhood, with law enforcement, other non-profit organizations and amongst the day laborers and employers registered with the program.

Once the current funding gap is accomplished, we have identified several steps that MI should consider:

Work toward expanding the number of registered laborers and employment opportunities for them. Outreach and publicity materials directed toward both groups could easily be developed by quoting the testimonials from the many satisfied respondents to the surveys that were administered as part of this evaluation.

Focus on building the program’s sustainability and helping it become an institutionalized program within the community. Right now, the program’s success is totally reliant on the two program staff members – their visibility in the community and the personal

relationships that they have cultivated with non-profit partners. This personal approach is highly effective. However, if one or both staff members left the program at this time, the organization would have to engage considerable energies not only in rebuilding relationships and re-establishing trust but also, because beyond the use of intake forms, there is not enough evidence of defined program procedures that could be followed by new incoming staff.

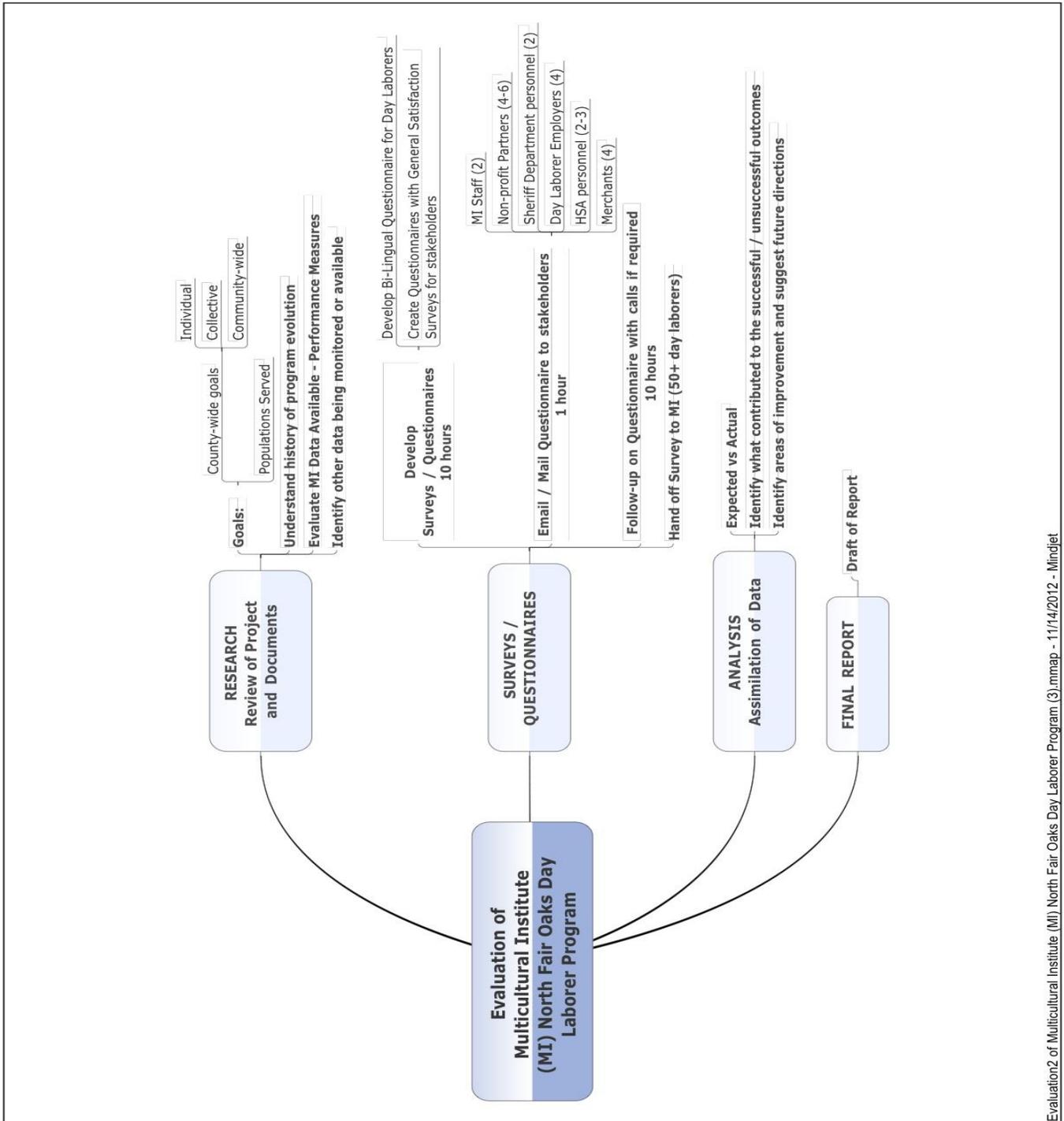
Leverage the program's good reputation and its record of in-kind support from local businesses to diversify its sources of support. Latino-serving organizations in San Mateo County are not well-known within the Bay Area's rich philanthropic sector – this at a time when national attention is finally being focused in this demographic. Now is a good time to engage in an aggressive campaign for program funding and general support. Additionally, local businesses have indicated their support for the program through their in-kind contributions. MI has to do more to recognize that support in order to cultivate them to also provide monetary support.

Organize a community advisory board comprised of satisfied residents, businesses and employers as well as corporate and governmental representatives, etc. There would be no need to convene the group more than two times per year. Rather, as individual members of the group, they could be seen as “ambassadors” for the program and be encouraged to be “eyes and ears” for it. They should be encouraged to contact staff whenever they see or hear something that they think the MI should be aware of or when they identify potential opportunities for funding.

Six years after its start, the program “without walls” is ready to enter a new phase. The Multicultural Institute has largely achieved everything that it set out to do. At this point, MI should consider the above recommendations and elect those that it will pursue over the next three to six years as it works toward its mission of accompanying immigrants in their transition from poverty and isolation to prosperity and participation and its long-term goal of program sustainability.

Appendices

A. MI Program Evaluation Plan



B. MI Partners and Affiliates

Legal

DLSE Office of the Labor Commissioner
International Institute
Legal Aid Society
Mental Health Department
San Mateo County Sheriff's Office
Stanford Community Law Clinic
United Way
Victim Center

Medical

Alcoholics Anonymous
Ash-Kickers Program
Daly City Optometrist
Network of Private Providers
Edison Clinic
Fair Oaks Clinic
SMC Health Care for the Homeless Program
Healthy Kids
Mills-Peninsula Medical Center
/Operation Access
N.I.G.H.T. Program Testing Van
San Mateo Hospital
Sequoia Hospital
SMC Mental Health Department
SMC Mobile Health Clinic
Well/ACE Program
Willow Clinic / Dental
Palm Avenue Detox
Samaritan House Clinic

Food Banks and Emergency aid

Second Harvest Food Bank
Shelter Network
Food and Shelter Workgroup
Catholic Worker House
St. Anthony's Dining Room
St. Francis Center
El Buen Pastor (Good Shepherd)
Episcopal Church

Others

San Mateo County Human Services Agency
County of SC, Clerk Recorder
EDD Office
Jobs for Youth
NFO Library
North Fair Oaks Community Center
Peninsula Works
Sequoia Adult School
Single Stop
St. Vincent de Paul
Veterans Memorial Senior Center

C. Referrals and Services Provided to Day Laborers

Referrals and Direct Assistance						
	June 2006-2007	June 2007-2008	June 2008-2009	June 2009-2010	June 2010-2011	June 2011-2012
Legal	85	105	132	134	177	170
Health / Dental	142	148	72	90	62	152
Food Bank	165	1271	1897	791	1377	1271
Other	12	6	36	72	388	315
# Job matches	189	245	234	283	188	176
Total Cases	593	1775	2371	1370	2192	2084

Legal Case Referrals

Borrowing Money Advice	Labor Commissioner forms
Case Clarification/Advice	Labor Commissioner Mediation Meeting
Child Support	Labor Laws - Dismissal Advice
Child Support Forms	Labor Rights Advice / Unfair Dismissal
Court Counseling/preparation - child support	Lawyer Appointment Assistance
Crimes - Sheriff Office (money stolen, car stolen, problem with neighbors)	Letters and Phone Calls to Labor Commission
DLSE Case Advice	Mental Health Department
DLSE Forms	Notary
Employer Contact - Wage Claims (Calls and Letters)	Payment Debt Agreement Document
Extortion	Police / Criminal Cases
Family Court Services	Police Case Advice
Family Law Facilitators	Police report - day laborer assault
Filling Out Disability Forms	Restraining Order Advice
Forms for California State Dept of Labor	RWC Court Orientation
Housing Issues - Phone Calls/SMC Housing Dept/Legal Aid SMC	San Mateo Police Dept (telephone threats)
ICE assistance	Small Claim Follow-up
Immigration Assistance - Procedures	Small Claims Forms / Advice
June 2010 report - women day laborer	Telephone Fraud Assistance
	Time Sheet Preparation
	Traffic Ticket/Accident Advice/Car Insurance
	Unfair Dismissal Advice
	Victim Center
	W-2 Forms Case - Advice
	Wage Claim Advice
	Work Injuries
	Workers Comp Advice /Mediation/Follow-up

Medical

Alcohol & other drug abuse counseling
Assistance with medical appointments
Daly City Optometrist
Financial Aid Forms
Health Care for the Homeless Program
Information Survey and Prostate
Cancer
Medical Clinic
Medical Debts
Medical forms filled out
Mental Health Interface / SMC Mental
Health Department

Mills-Peninsula Medical Center /
Operation Access
Operation Access
Optometrist in Daly City
Otorhinolaryngologist
Palm Avenue Detox
St. Anthony's Dining Room for flu
vaccine
Visiting sick day workers
Walker for Elderly
Well Program
Willow Clinic / Dental

Food Bank

Second Harvest Food Bank

Other

Airline Ticket Assistance
Appellation letter for unemployment benefits
Assistance w/Online job ads
Assistance with newborn
Assistance with Police Reports
--wallet found on street
Bikes
Borrowing money advice
Brown Bag for Families
Bus Passes
Business Cards
Car Insurance
Car permit renewal
Carrier Studies / Migrant Program info and advice
Census Questionnaires
Christmas Gifts & Stocking with Toiletries
Clothing
College Application
Computer Classes / Chicana Latina Foundation
Consulate Procedural Assistance
DMV Process Forms
Employment Information
Exam Certification Assistance
Family Counseling
Financial Assistance - filling out forms
Financial Assistance Forms / Advice /
Financial Information / Education
Food and Cleaning Supplies to Disabled Worker
Food and Shelter Workgroup
GED / ESL reference

House Flooding Assistance
Housing Assistance / Advice
Info about Day Labor Centers in LA
Interview (Coaching)
IRS Procedures / Advice / Tax Declarations
Job Application Help
Job Cost Estimate Preparation / Forms
Job Offer --calls
Literacy Classes
Management of Checking and Savings Account
Maps / Transportation
Medical Forms Assistance
Migrant Education Program - Info / Referral
Moving Assistance
Permanent Job Assistance - PJA
Quit Smoking Program
Rental
Rental Payment Assistance and Application Forms
School Supplies Provision
Selective Service Forms
Shelter Network
Stroller and Car Seat
Tax Declaration Guidance /
Tax preparation
Time Sheet Preparation
Translations - telephone conversations and working
agreements
Traveling with health issue advice
Unemployment Application / Assistance

D. MI Strategic Activities

MI STRATEGIC ACTIVITIES

Categories	Actions	#	Total
PROGRAM PLANNING			296
ESL/VESL	NFO Adult Education Meeting	1	
	Sequoia Adult School / ESL Project	4	
	Notre Dame de Namur re Vocational ESL Project	3	
	Canada College /Vocational ESL on the Corner Project	3	
	International Institute	1	
	VESL survey	1	
JOBS	El Buen Pastor (Good Shepherd) Episcopal Church	2	
	St. Anthony's Parish re finding jobs for DWs	1	
	Mt. Carmel in RWC	1	
	St. Pious	2	
	St Matias	2	
	Deanery	1	
	Chavez Super Market	2	
FINANCIAL SUPPORT	San Mateo Credit Union	36	
	San Mateo County	36	
	NFO Business Owners	42	
	Recology	6	
	Deanery	?	
	Spectrum Magazine	6	
	NFO Festival	14	
IN-KIND	Levi Strauss & Co.	12	
	Christmas Event contributors	14	
	HSA employee	1	
	HSA for Casa de Bien y Paz	1	
	Catholic Worker House	27	
	San Mateo Credit Union	1	
	NFO Festival	3	
	St. Francis Center	1	
	Carniceria Guadalupana	1	
	Waterfront Restaurant	2	
	Vega's Market & Grill	2	
	Second Harvest Food Bank	1	
	Good Shepherd Episcopal Church	1	
Good Shepherd Presbyterian.	1		
PROGRAM SUPPORT	County Committee Meeting	36	
	Office of Supervisor Rose Jacobs Gibson	12	
	SMC Board of Supervisors Public Meeting	12	
	Survey on safety and workplace accidents	3	

	Census promotion 2010	1	
PARTNER RELATIONS			1483
FOOD /SHELTER	Second Harvest Food Bank	3	
	Shelter Network	2	
	Food and Shelter Workgroup	5	
	Catholic Worker House	312	
	St. Anthony's Dining Room	312	
	St. Francis Center	2	
	El Buen Pastor (Good Shepherd) Episcopal Church	1	
FINANCES	San Mateo Credit Union	45	
	Wells Fargo	1	
SAFETY	Sheriff's Office	40	
HEALTH / HOUSING	Site visit to Samaritan House Clinic	180	
	Meeting Katie Troxler / Health Care for the Homeless	2	
	Health Department SMCAP	60	
	HSA, Housing, & Health Departments	36	
	MI Housing Project for DL	72	
	St. Vincent de Paul	6	
	RWC Catholic Worker House	120	
	Fair Oaks Community Center	6	
	John Joy Site Visit	3	
	Community Overcoming Relationship Abuse (CORA)	1	
	Cal/OSHA	2	
	DW stress survey led by Prevention Resource Ctr	1	
	Volunteers for Christmas event	29	
	Volunteers for pumpkin giveaway	5	
	Dental Meeting		
LEGAL	Legal Aid Society Berkeley	1	
	Labor Commission	10	
	El Buen Pastor (Good Shepherd) Episcopal Church	17	
	Stanford Community Law Clinic	50	
	Aaron Thacker	100	
	International Institute	30	
	Legal Aid Society of San Mateo	12	
	Small Claims Court	1	
	Mtng employer re wage claim case	1	
JOBS	HERO (Home Energy Retrofit Occupations)	1	
	Green Job Academy	1	
	Renaissance Entrepreneurship Ctr re trng DWs	1	
	Peninsula Interfaith Action	3	
	Mt. Carmel in RWC	4	
	Single Stop Program	1	
	Ming wi Roger Hagman & John Denniston / JPA	2	
	Work Comp Spec site visit	1	
	DWs hired by NFO Festival	1	

EXPLORATION OF SUSTAINABILITY OPTIONS 58

Grove Foundation	1
Silicon Valley Community Foundation	10
Wells Fargo Foundation	1
Koshland Program of SF Foundation	14
Redevelopment Department - EPA	6
San Mateo Credit Union	2
County of San Mateo	24
Meeting with Debbie Torres & Roberta Deis	2

AWARENESS / PARTNERSHIP BUILDING 174

SMC Complete Count Committee	16
NFO Festival	15
RWC 2020	1
Redwood City Planning	2
NFO Community Council	5
NFO Community Planning	38
Master's Degree Thesis Student	1
International Institute Site Visit	1
Deanery	2
Chavez Super Market	6
Shared info re. Guatamalan DLs for book	1
Met with professors studying DLs	1
Progresso Financiero	1
Salvadoran Credit Union	1
Citibank Menlo Park	1
Mexican Consulate	2
Salvadoran Consul	1
Principal of Hoover School/Gardening Club Volunteers	2
Peninsula Clergy Network	4
Peninsula Interfaith Action	2
East Palo Alto Day Workers Site Visit	24
Site Visit to Puente de la Costa Sur – Pacifica	1
Site Visits to DLs at San Carlos Home Depot	9
Vigil pro immigrants	1
Mountain View Day Labor Center	4
Site Visit by Migrant Ed. Program	3
Distribution of Flyers to Day Laborers	11
Information Dissemination about DL Program	9
Notification from lawyer re potential volunteers	1
Resident complaint	1

SPECIAL RECOGNITION

Koshland Program 2009 Civic Unity	1
Thank you calls fr. DLs from Home Countries	2
Certification as WOSH Specialist	1
Formation of Soccer Team	1
Helped County place 2nd on Census response	1
Certificate of Appreciation from Sheriff	1

ORGANIZATIONAL DEVELOPMENT 7

Strategic Planning Consultant	2
Education Consultant	1
Capital Campaign	2

Deanery	1
Staff Retreat	1
TOTAL	2018

PROGRAM PLANNING	296
PARTNER RELATIONS	1483
EXPLORATION OF SUSTAINABILITY OPTIONS	58
AWARENESS / PARTNERSHIP BUILDING	174
ORGANIZATIONAL DEVELOPMENT	7
TOTAL	2018

E. Detailed Performance Measures by Year

Detailed Performance Measures by Year

	Jul 2006-Jun 2007	Jul 2007-Jun 2008	Jul 2008-Jun 2009	Jul 2009-Jun 2010	Jul 2010-Jun 2011	Jul 2011-Jun 2012
# Workers on the street (daily average for the year)	76	84	94	71	47	38
% increase/decrease from previous year	-	11%	12%	-24%	-34%	-19%
# Day Laborers Registered	323	478	546	515	253	288
% increase/decrease from previous year	-	48%	14%	-6%	-51%	14%
# Job Matches	189	245	234	283	188	176
% increase/decrease from previous year		30%	-4%	21%	-34%	-6%
1 Matched rate of registered job seekers to jobs	59%	51%	43%	55%	74%	61%
2 # Employers registered	74	118	145	169	87	153
Number workers on the street (daily average/month for the year)	76	84	94	71	47	38
% outreach, contacted by staff (daily percentage)	81%	89%	84%	77%	73%	78%
3 Day Laborer Outreach / day	62	75	79	55	34	30
4 *Employer / Employee Satisfaction assessment						
5 Documentation for:						
Total # of workers contacted on the street - daily average /month	62	75	79	55	34	30
Number of workers using services or referrals						
Legal	85	105	132	134	177	170
Health/Dental	142	148	72	90	62	152
Food Bank	165	1271	1897	791	1377	1271
Other	12	6	36	72	388	315
Total # referrals	404	1530	2137	1087	2004	1908
List of Outreach Services		Yes	Yes	Yes	Yes	Yes
Evaluate program effectiveness with DW Committee and County Reps		Yes	Yes	Yes	Yes	Yes

* Although MI calls employers after each job, responses are not entered into a database.