	City and County of San Francisco DEPARTMENT OF PUBLIC HEALTH	Gavin Newsom, Mayor Mitchell H. Katz, M.D., <i>Director of Health</i>
	OCCUPATIONAL & ENVIRONMENTAL HEALTH	Rajiv Bhatia, M.D., M.P.H. <i>Director of EHS & OSH</i>

March 31, 2009

Centers for Disease Control and Prevention
Procurement and Grants Office
Attn: Mary Pat Shanahan, Contract Specialist
Acquisition and Assistance Field Branch
626 Cochran's Mill Road
Pittsburgh, PA 15236-0070

Dear Ms. Shanahan:

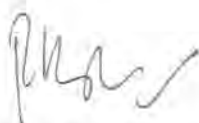
Enclosed you will find an original and two copies of the Final Progress Report (PHS Form 2590) for Grant number **R25 OH008146** for the project entitled "Jornaleros Unidos con el Pueblo" Day Laborers United with the Community.

I am also enclosing the following attachments:

- A. Digital Stories DVD
 - A.1 Our Work is Honest Work
 - A.2 Moving with Day Laborers
- B. Facilitator Guides For Digital Stories
- C. Day Laborers' Access to Medical Services Report
- D. UNIDOS Final Report
- E. DVD Summary of UNIDOS Activities

If you have any questions please do not hesitate to contact me at (415) 252-3931 or via e-mail rajiv.bhatia@sfdph.org

Sincerely,



Rajiv Bhatia, MD, MPH.
Director, Occupational & Environmental Health,
San Francisco Department of Public Health
Assistant Clinical Professor of Medicine, UCSF

Department of Health and Human Services Public Health Services <h2 style="margin: 0;">Final Progress Report</h2>		Review Group Type Activity Grant Number R25 OH008146
1. TITLE OF PROJECT Jornaleros Unidos con el Pueblo (Day Laborers United With the Community)		Total Project Period From: 9/30/03 Through: 12/30/08 Requested Budget Period: From: Through:
2a. PRINCIPAL INVESTIGATOR OR PROGRAM DIRECTOR (Name and address, street, city, state, zip code) Rajiv Bhatia, MD, MPH 1390 Market Street, Suite 822 San Francisco, CA 94102	3. APPLICANT ORGANIZATION (Name and address, street, city, state, zip code) San Francisco Department of Public Health 101 Grove Street, #308 San Francisco, CA 94102	
2b. E-MAIL ADDRESS rajiv.bhatia@sfdph.org	4. ENTITY IDENTIFICATION NUMBER 94-6000417	
2c. DEPARTMENT, SERVICE, LABORATORY, OR EQUIVALENT San Francisco Department of Public Health	5. TITLE AND ADDRESS OF ADMINISTRATIVE OFFICIAL Mitchell Katz, MD Director of Health 101 Grove Street, #308 San Francisco, CA 94102 E-MAIL: mitch.katz@sfdph.org	
2d. MAJOR SUBDIVISION Occupational and Environmental Health		
6. HUMAN SUBJECTS <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes 6a. Research Exempt <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes 6b. Human Subjects Assurance No. 03023926 If Exempt ("Yes" in 6a): Exemption No. 03023926 6c. NIH-Defined Phase III Clinical Trial <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes If Not Exempt ("No" in 6a): IRB approval date <input type="checkbox"/> Full IRB or <input type="checkbox"/> Expedited Review		7. VERTEBRATE ANIMALS <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes 7a. If "Yes," IACUC approval Date 7b. Animal Welfare Assurance No. Not Applicable
8. COSTS REQUESTED FOR NEXT BUDGET PERIOD 8a. DIRECT \$202,358 8b. TOTAL \$218,547		9. INVENTIONS AND PATENTS <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes If "Yes," <input type="checkbox"/> Previously Reported <input type="checkbox"/> Not Previously Reported
10. PERFORMANCE SITE(S) (Organizations and addresses) San Francisco Department of Public Health San Francisco, CA Centro Legal de la Raza San Francisco, CA Mission Economic Development Agency (MEDA) San Francisco, CA		11a. PRINCIPAL INVESTIGATOR OR PROGRAM DIRECTOR (Item 2a) Rajiv Bhatia, MD, MPH TEL 415-252-3931 FAX 415-252-3818 11b. ADMINISTRATIVE OFFICIAL NAME (Item 5) Mitchell Katz, MD TEL 415-554-2600 FAX 415-554-2888 11c. NAME AND TITLE OF OFFICIAL SIGNING FOR APPLICANT ORGANIZATION (Item 14) NAME Mitchell Katz TITLE Director of Health TEL 415-554-2600 FAX 415-554-2888 E-MAIL mitch.katz@sfdph.org
12. Corrections to Page 1 Face Page None		
13. PRINCIPAL INVESTIGATOR/PROGRAM DIRECTOR ASSURANCE: I certify that the statements herein are true, complete and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. I agree to accept responsibility for the scientific conduct of the project and to provide the required progress reports if a grant is awarded as a result of this application.		SIGNATURE OF PI/PD NAMED IN 2a. (In ink. "Per" signature not acceptable.) DATE
14. APPLICANT ORGANIZATION CERTIFICATION AND ACCEPTANCE: I certify that the statements herein are true, complete and accurate to the best of my knowledge, and accept the obligation to comply with Public Health Services terms and conditions if a grant is awarded as a result of this application. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties.		SIGNATURE OF OFFICIAL NAMED IN 11c. (In ink. "Per" signature not acceptable.) DATE

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A. LIST OF TERMS AND ABBREVIATIONS

List of Terms and Abbreviations Used in UNIDOS Documents	
CA DHS	California Department of Health Services
Cal/OSHA	California Division of Occupational Safety and Health
CBO	Community-Based Organization
CC	Community Council
DL	Day Laborers
DLP	Day Labor Program, a program of LRCL
DW	Domestic Workers
ICE	Immigration and Customs Enforcement, part of the US Dept of Homeland Security
LOHP	Labor and Occupational Health Program at UC Berkeley
LRCL	La Raza Centro Legal
MEDA	Mission Economic Development Agency
MUA	Mujeres Unidas y Activas
PHES	Program on Health, Equity, and Sustainability, a program of SFDPH
NDLON	National Day Labor Organizing Network
NIEHS	National Institute of Environmental Health Sciences
OSH	Occupational Safety and Health
SFDPH	San Francisco Department of Public Health
UNIDOS	<i>Jornaleros Unidos con el Pueblo</i> (Day Laborers United with the Community), name of grant partnership
UNIDOS Final Report	Refers to the 130 page report summarizing UNIDOS activities and describing positive outcomes, challenges and lessons learned. This report is available online at: http://www.sfpbes.org/work_unidos.htm
WC	Women's Collective, a program of LRCL

B. ABSTRACT

Jornaleros Unidos con el Pueblo (Day Laborers United with the Community), or UNIDOS, was a four year partnership between the San Francisco Department of Public Health's Program on Health, Equity, and Sustainability and La Raza Centro Legal's Day Labor Program and Women's Collective. Funded by the National Institute of Environmental Health Sciences, UNIDOS sought to address occupational health disparities among day laborers and domestic workers in San Francisco.

The UNIDOS Collaboration is one of the first attempts by a local health department to engage with day laborers, domestic workers and their supporting community organizations in community-based participatory research. The overall aim of the project was to *"improve working conditions for day laborers through strategies that reflect the knowledge, needs, and participation of day laborers."* An overarching strategy of UNIDOS was to create a communicative and reflective process through a "community council" that actively engaged the proposed stakeholders in collaborative efforts to improve hazardous working conditions, day laborers' health, and their social and structural context. A related expected outcome was improved and sustained capacity of institutions and communities to address day laborers' health and working conditions. Although the proposed process did not occur as originally described in the UNIDOS grant proposal, the activities and projects resulted in numerous positive outcomes and lessons learned from the four year collaboration.

Some of the notable interventions include development and implementation of:

- *A day laborer-led legal clinic that has recovered over \$330,000 in unpaid wages*
- *Over 80 peer-led vocational trainings on construction skills and safe, healthy, and dignified domestic work*
- *A 10 week United Workers' Course designed to build workers' knowledge of rights and leadership skills*
- *A participatory research study that documented conditions faced by 280 Bay Area domestic workers and led to the introduction of statewide legislation requiring overtime pay for personal attendants*
- *12 Digital Stories profiling day laborer and domestic workers' lives, work hazards, and societal contributions*
- *A pilot Occupational Safety and Health Consultant position to conduct outreach and awareness raising in local clinics and service agencies related to immigrant workers' health & safety*
- *Incorporation of a Safe and Dignified Cleaning Training into the Women's Collective ongoing programming to train domestic workers throughout the Bay Area and distribute the curriculum nationally*
- *Ongoing collaboration between the partnering organizations to address gaps in workers compensation*

Some of the cross-cutting positive outcomes include:

- *Increased understanding by UNIDOS participants about the living and working conditions faced by San Francisco day laborers and domestic workers, and how those conditions impact their health*
- *Increased number of activities and interventions designed by and for day laborers and domestic workers to protect health and promote safe work practices*
- *Strengthening of workers' leadership skills and capacity to advocate and defend their rights as workers*
- *Increased collaboration with other non-profit, service providing, advocacy and government organizations*

Some of the major challenges encountered during the UNIDOS collaboration included:

- *Failure by UNIDOS partners to develop a consensus-based partnership*
- *Challenges of working with the marginalized and transient day laborer population*
- *Conflicts over the need for new organizational structures*
- *Lack of communication about funding and resources and lack of participatory research and evaluation*

Despite challenges and relational conflicts during the project, SFDPH and LRCL have developed an enduring and mutually respectful partnership. Partnership evaluation reveals that both SFDPH and LRCL staff felt they have learned lessons that they will transfer to future partnerships and collaborations, in addition to their continued relationship with each other. As noted by one participant *"through all the things we did right and all the things we did wrong, we can certainly glean some valuable principles for doing participatory research."*

Some of the most significant lessons learned from the UNIDOS collaboration include:

- *Day Laborers' urgent basic needs must be considered in planning and implementing interventions*
- *Day Laborers can be powerful advocates but need staff capacity to support their ongoing engagement*
- *Government-CBO partnerships are possible, but partnerships need good communication and understanding of potential conflicts among organizational missions & strategies*
- *Acknowledging and building on strengths and priorities of participating organizations ensures sustainability*

The UNIDOS project was an important and valuable first attempt at promoting day laborer health and safety via community-government collaborations. Although there were many challenges to a fully collaborative relationship, the partnering organizations both believe that the project resulted in increased attention to health and safety issues faced by day laborers and increased capacity to address those issues. Workers involved in the interventions overall had very positive experiences, developed stronger leadership and health and safety skills, and were generally unaware of the tensions and challenges that staff were facing in the partnership. The partnering agencies also learned a number of important lessons about how to collaborate with each other that will be transferred to other future partnerships. An LRCL staff member noted,

In my mind, a primary goal of the UNIDOS grant was to improve the health of day laborers and I believe partners on all sides feel we achieved this, and will continue to collaborate towards this goal. In addition, both sides gained a deeper understanding of this goal—with LRCL incorporating both a health analysis/ lens more broadly in our work and concretely incorporating a lot more health and safety aspects to our work. And with SFDPH gaining more depth of knowledge and experience around the many social factors that affect the health of day laborers and domestic workers. While there were challenges and tensions and differences in approach, LRCL sees SFDPH as committed to improving the health of day laborers and domestic workers and will continue to seek partnership with SFDPH to advance this goal.

As noted by an SFDPH staff member, “Boy, it has been one of the toughest assignments, but I would not have traded it in for any other assignment. It has given me a new way of looking at my faith, my career, and my thinking about public health. We have only just begun; I hope we will have many other opportunities to continue with this work.”

Further descriptions of the accomplishments, challenges and lessons learned, as well as individual project reports, training materials/curricula, and products are available in the UNIDOS Final Report at: http://www.sfpshes.org/work_unidos.htm.

C. HIGHLIGHTS/SIGNIFICANT FINDINGS

The UNIDOS Collaboration is one of the first attempts by a local health department to engage in community based participatory research with day laborers, domestic workers and the community organizations working with them. The overall aim of the project was to *“improve working conditions for day laborers through strategies that reflect the knowledge, needs, and participation of day laborers.”* The partnership between the San Francisco Department of Public Health and La Raza Centro Legal’s Day Labor Program and Women’s Collective has resulted in a number of interventions that built the capacity of day laborer and domestic worker leaders to train and educate others on safe work practices and their rights as workers.

Since UNIDOS was a project that aimed to identify how researchers can work collaboratively with the day laborers to address an environmental justice issue, project activities and conclusions addressed both the process of collaborating with the research population and the issue of unjust working conditions. Examples of project results of these two concomitant themes can be found in the Appendices of the Scientific Report.

Highlights of significant results are as follows:

Collaboration With The Day Labor and Domestic Worker Population

- Government-CBO partnerships are possible, but partnerships need good communication and understand of potential conflicts among organizational missions and strategies.
- Day Laborers’ urgent basic needs must be considered in planning and implementing interventions.
- Day Laborers can be powerful advocates but need staff capacity to support their on-going engagement.
- Projects that draw on each organization’s respective strengths and priorities with an eye towards sustainability experience greater success than less collaborative or less asset-acknowledging projects.

Addressing Unjust Working Conditions of Day Laborers and Domestic Workers

- A legal clinic was able to help day laborers and domestic workers recuperate unpaid wages and deal with other workplace problems through writing a letter to the employer to encourage payment of wages, bringing a case before the California Labor Commission or workers protesting outside their place of employment to demand compensation.
- Day laborers and domestic workers responded positively to health and safety and workers rights information when conveyed in the context of vocational training and leadership development.
- A participatory research study that documented conditions faced by domestic workers in the region led to the introduction of statewide legislation requiring overtime pay for personal attendants.
- Digital stories profiling day laborer and domestic workers’ lives, work hazards, and societal contributions were useful for providing viewers of these stories a new perspective of day laborers and domestic workers.
- A day laborer, serving in the role of an Occupational Safety and Health Consultant conducting outreach and awareness rising in local clinics and service agencies, identified that day laborers had mostly questions and issues regarding employment and unpaid wages and almost no questions in the area of occupational safety and health.
- There is an on-going need to partner to address gaps in workers compensation.

D. TRANSLATION OF FINDINGS

In light of the findings listed above, the following are some recommendations for other organizations who may wish to conduct participatory research with day laborers to improve working conditions.

1. In the process of establishing a working collaboration, it is important for the partners to not only agree on a common goal, such as improving the working conditions of day laborers, but also to dialogue and come to an understanding of each partner's operating values, philosophies, key approaches and objectives.

This type of dialogue should occur as a part of the grant writing process. The conversation would allow the potential project partners to discuss what a "partnership" would look like. It would enable them to better delineate roles, assuming roles that would supplement and complement one another in the collaborative. Clarity of roles will also inform the budget process, staff allocation and organizational commitment and engagement.

Time should be given at the start of the project for relationship-building activities to further identify the strengths and differences in each partner. On-going evaluation and reflection of the process must be included at regular intervals during the project in order to strengthen and maintain the partnership.

2. Since most day laborers came to this country to work, their need for employment must be taken into consideration if they are to be principal players in the planning and implementation of project activities. This factor has an influence on some obvious project logistics such as where and when project work should be done. In order not to miss any potential opportunities for work, day laborers prefer project activities to take place close to where they look for work, be it in a day labor center or near the streets where they congregate. They prefer meetings to be held after "working hours", such as after 1 PM in the afternoon when chances of being hired would be minimal.

The advantages and disadvantages of providing stipends to day labor project participants should be discussed between day laborers and other project partners. Since some project activities, such as being a peer-trainer, require many hours of participation by day laborers and domestic workers, they would prefer to receive a stipend because the time spent on project activities would take them away from obtaining other employment. The provision of stipends is a more complex issue within community-based organizations because they are often limited in resources and are trying to build collective power outside a system of monetary compensation.

The day laborers' need for employment can also provide the framework in which occupational health and safety information is conveyed. Being able to work safely on the job should be framed as a marketable skill and not necessarily as a means to protect oneself. For example, rather than inviting day laborers to a ten-minute safety meeting demonstrating how to work safely with lead-based paint, day laborers can be invited to a four to six hours painting class during which they would learn skills that would be useful in getting employment, including protecting the work place, its occupants, and the workers from contamination with lead-based paint debris. In this integrated manner, health and safety information and skills can be more naturally and palatably communicated to day laborers.

3. In addition to the potential need for stipends as indicated above, research and governmental agencies who are not routinely working in leadership development need to be aware that agency staff time must be allocated to preparing and supporting the engagement of day laborers and domestic workers in the project. Examples of staff support might include: helping project participants understand the purpose and nature of the project and how it relates to other existing structures and activities, training participants on the subject matter (e.g., labor laws, cleaning with less toxics, how to be a trainer), providing training on other project skills (e.g., conducting interviews, entering data, meeting facilitation, reporting at meetings, etc.), and navigating language barriers (e.g., languages spoken, terms utilized, cultural differences). The result of this intense resource investment in coaching the

participants is tremendous because day laborers and domestic workers can be dynamic advocates and their personal growth resulting from their participation is rewarding.

4. To ensure success and sustainability, the project partners should acknowledge and build on the strengths and priorities of participating organizations in order to build collective capacity. For example, many CBOs that work with day laborers have experience in organizing day laborers, knowledge of workers' rights and the larger economic and social factors impacting day laborers well-beings. Project activities that utilize and build on these interests and strengths will have a greater chance of finding a permanent institutional home. This is true even of project interventions or ideas that come from the study population such as the day laborers. Unless there is an on-going staff at the partnering agencies that can provide on-going support to the day laborers in planning and implementing the interventions, projects that begun during the grant might not be continued.

At times, it might be necessary to reframe the project perspective to fit within the ongoing organizational mission, value and strategies of the organization. For example, occupational injury and illness prevention goals might be better communicated as workers rights or human rights goals in order to more easily fit the staff expertise, value, and mission of the community-based organizations that organizes day laborers.

E. OUTCOMES/RELEVANCE/IMPACT

The UNIDOS partnership between the San Francisco Department of Public Health and La Raza Centro Legal's Day Labor Program and Women's Collective has resulted in a number of interventions that built the capacity of day laborer and domestic worker leaders to train and educate others on safe work practices and their rights as workers. Products, positive outcomes and impacts from each of the major UNIDOS activities are described in detail in Chapter Three of the UNIDOS Final Report and summarized in Appendix 1 of the Scientific Report. Appendix 2 of the Scientific Report outlines examples of how UNIDOS activities achieved the originally intended process outcomes, environmental and social changes, and changes in community capacity. Appendix 3 of the Scientific Report outlines some of the major challenges and lessons learned from the UNIDOS collaboration which informed the Significant Findings and Translation of Findings descriptions above. These outcomes could help guide future occupational safety and health investigations, interventions, and research. Broadly, these may be categorized into six main outcomes:

- *Outcome 1: Increased collaboration with other non-profit, service providing, advocacy and government organizations*
- *Outcome 2: Increased number of activities and interventions designed by and for day laborers and domestic workers to protect health and promote safe work practices*
- *Outcome 3: Strengthening of workers' leadership skills and capacity to advocate and defend their rights as workers*
- *Outcome 4: Increased understanding by UNIDOS participants about the living and working conditions faced by San Francisco day laborers and domestic workers, and how those conditions impact their health*
- *Outcome 5: Developed and shared materials with additional stakeholders*
- *Outcome 6: Applying lessons learned about challenges/opportunities in government-community partnerships*

The following pages briefly outline these outcomes, their relevance and impact on UNIDOS participants and other potential users of UNIDOS materials. As illustrated in Appendix 2 of the Scientific Report, the UNIDOS activities met, in some way, almost all of the original outcomes envisioned for the UNIDOS partnership.

As described in Chapter Two of the UNIDOS Final Report, the UNIDOS project did not develop or implement a fully coordinated evaluation plan throughout the length of the project, so it is not possible to show cumulative impacts of UNIDOS over time, for example changes in collective capacity or reduced work-related morbidity, mortality and/or exposure. Instead, the project-specific evaluations and the surveys from UNIDOS staff provide snapshot illustrations of staff and participant perspectives of the impacts of UNIDOS.¹

¹ As described in the UNIDOS Final Report, the Community Council, which was intended to be the main vehicle for communication and evaluation, never crystallized as a means for facilitating inter-organization reflection and dialogue. Funding for evaluation was deprioritized as funding for other concrete interventions was prioritized. At the same time, staff turnover led to significant gaps (over one year) in coordination of the UNIDOS evaluation. Because there was no clear evaluation plan with pre-determined evaluation instruments, no longitudinal data were collected to facilitate understanding of how interventions and dialogue changed over the course of the grant period. Lack of training for research assistants meant that evaluations that did occur were disjointed and intervention-specific, with a focus on the immediate outcomes and responses by training participants. The attention to detail and comprehensiveness of note taking in meetings and trainings varied widely, as did documentation of attendees. Follow up with day laborer and domestic worker participants was complicated by the transient nature of day laborers, many of whom move frequently. As a result of these and other challenges described in Chapter Five, it was not possible to do a comprehensive evaluation as originally described in the grant proposal.

Outcome 1: Increased collaboration with other non-profit, service providing, advocacy and government organizations

One of the major goals of the UNIDOS grant was to increase communication and collaboration between various day laborer related stakeholders. Specific Aim #1 was *"To support dialogue among day laborers, their employers, community organizations and participating research and governmental institutions based on mutual interests, equitable participation, and the goal of collective action."* Although the Community Council never became the primary driver of collaboration, the UNIDOS grant still fostered collaboration between a number of different groups, on a project-by-project basis rather than at a more systemic/broader level.

As noted by one of the UNIDOS evaluators, although the Community Council did not form exactly as laid out in the grant proposal and UNIDOS encountered many of the same challenges identified in other government-community partnerships, *"I think that all the interactions between SFDPH, our community partner, and day laborers were valuable in spurring new initiatives and building ties that may not have otherwise developed."* One of the LRCL staff members stated that she feels *"more comfortable and knowledgeable about how to seek help and advice from SFDPH"* a sentiment that suggests increased trust and relationship building between the two organizations.

Despite limited stakeholder diversity on the Community Council, UNIDOS partners did end up working with a diverse number of stakeholders in separate settings including:

- *Work with the National Day Laborer Organizing Network (NDLON) to incorporate health and safety trainings into workers' programming and outreach efforts, including LRCL development of a class around wage enforcement and health and safety that is now distributed nationally*
- *Weekly OSH Consultant presentations at Arriba Juntos, the Guatemalan Embassy, the Day Labor Program, and Clinica Martin Baro*
- *Creation of a business/operational plan with Mission Economic Development Agency*
- *Creation of two sets of digital stories with the Center for Digital Storytelling*
- *Creation of safe cleaning and vocational training curriculum with the Labor and Occupational Health Program (LOHP) at UC Berkeley, and later, applying and obtaining a collaborative grant to use social marketing to address workers rights and health and safety of domestic workers in San Francisco.*
- *Improved relationships and ongoing communication with the Office of Standards and Labor Enforcement*
- *Work by LRCL with the Partnership for Immigration Leadership and Action (PILA) to convert the United Workers' Course modules into popular education workshops for members and staff*
- *Work by LRCL with People Organized to Win Economic Rights (POWER) to train defensores and other collective members on negotiation*
- *Collaboration with SF Environment to fund and train leaders from Safe Cleaning Training to become Toxics Reduction Trainers*
- *Collaboration with SF Public Works Department and SF Department of Parks and Recreation to propose strategies to resolve bathrooms conflict*
- *Collaboration and funding from the Mayor's Office of Housing to conduct lead-hazard reduction in painting vocational trainings*
- *Supporting the Mujeres Unidas y Activas childcare provider program*
- *Participation in a CA DPH Certified Training Program to train day laborers as lead-safe painting instructors*
- *Work with a San Francisco based construction company to train the trainers of the vocational training program*
- *Work with Mission Language Vocational School and Arriba Juntos to integrate health and safety and workers' rights information into their on-going vocational training curricula*

Outcome 2: Increased number of activities and interventions designed by and for day laborers and domestic workers to protect health and promote safe work practices

A driving force behind the UNIDOS grant was to improve day laborer health and safety, given that day laborers tend to do some of the most high risk jobs, usually with little or no protection or compensation from employers if injured on the job. Specific Aim #2 was “To prioritize, plan, and implement integrated and culturally relevant interventions to reduce workplace hazards and address the social and structural context of hazardous work.”

Brief Overview of UNIDOS Projects, Activities, and Products (2004-2007)		
Project	Brief Description	Products**
Vocational Trainings	~60 Trainings for day laborers to develop skills in construction, landscaping, preventing work injuries and illnesses, & advocating for rights	<ul style="list-style-type: none"> Curriculum for vocational trainings on construction skills including measuring with English system, hanging sheetrock, and painting <i>Telenovela</i> video, discussion guide, and questionnaire about moving furniture safely without injury Fact sheets on 1) common hazards & cheap, easy ways to protect workers, and 2) ergonomics and gardening ; Poster on hazards of lead poisoning Draft evaluation report of pilot vocational training program
Safe and Dignified Cleaning	~20 Trainings for domestic workers on cleaning with less-toxic materials, preventing injury and illnesses, & advocating for rights	<ul style="list-style-type: none"> Curriculum for safe and dignified cleaning training Fact sheet for Women's Collective employers on common hazards and cheap, easy solutions to protect workers Draft evaluation report of safe and dignified cleaning training <i>E! Tecolote</i> article on Latina domestic workers featuring WC's trainings Integration of training into Women's Collective on-going programs
United Workers' Course & Legal Clinic	Two 10 week courses on workers' rights; health & safety; and political, economic, & social factors impacting immigrant workers Weekly clinic developed to help workers advocate for lost wages and compensation for job injuries	<ul style="list-style-type: none"> 10 week participatory/ popular educ. course curriculum & teachers' guide geared towards non-English speaking, low literacy population Evaluation report on first United Workers' Course Training curriculum, legal clinic handbook and intake form developed for <i>defensores</i> (peer legal defenders) <i>SF Weekly</i> article on legal clinic and day laborer advocacy Weekly legal clinic initiated and integrated into LRCL's ongoing programs, resulting in recovery of \$330,000 in unpaid wages in '06-07
Domestic Workers Survey	Participatory survey /report of 280 Bay Area domestic workers on working and living conditions (<i>which leads to introduction of statewide legislation</i>)	<ul style="list-style-type: none"> Report: <i>Behind Closed Doors: Working Conditions of CA Household Workers</i> Results from Domestic Worker Rights Survey, prepared for NIOSH Evaluation report of data entry and interview experiences of worker leaders participating in Domestic Workers Survey SFDPH fact sheet on health impacts of AB 2536 <i>E! Tecolote</i> article on Domestic Workers' Survey report findings
Injury/ Ecohazard Surveillance	Development of a community surveillance tool.	<ul style="list-style-type: none"> Draft Day Laborer Injury Surveillance Survey
CC Economic Development Workgroup	Community Council workgroup identifies ways to create more jobs for day laborers, domestic workers	<ul style="list-style-type: none"> Marketing/ Business/ Operations plan created for DLP Lead dust removal business plan created for the community
CC Digital Storytelling Workgroup	Community Council workgroup to develop digital stories to describe lives, struggles, and contributions of day laborers and domestic workers	<ul style="list-style-type: none"> 12 Digital Stories – 6 <i>Dignidad y Respeto</i>; 6 <i>Nuestro Trabajo es Bien Honesto</i> (Profiling 5 day laborers, 5 domestic workers, & 2 employers) Discussion guide to <i>Our Work is Honest Work</i> Press release and program for Digital Stories Community Forum
CC Mobile Clinic Workgroup	Community Council workgroup to assess interest in day laborer-serving mobile clinic and access to medical services	<ul style="list-style-type: none"> Report on Day Laborers' Access to Medical Services summarizing 2007 focus group and 2005 survey findings Spanish flyers with clinic hours/locations for DPH clinics UNIDOS letter to Street Outreach Services regarding mobile clinic
CC Bathrooms/ Clean streets Workgroup	Community Council workgroup formed to assess day laborers' bathroom needs	<ul style="list-style-type: none"> Report on day laborer focus groups on bathroom needs/clean streets Proposal to City Administrator for <i>Day Laborer Good Neighbor Program</i>
Occupational Safety & Health Consultant	Trained day laborer serves as liaison between day laborers and Cal-OSHA	<ul style="list-style-type: none"> OSH Consultant flyers on wage rights & health and safety rights OSH Consultant presentations on chemicals, Cal/OSHA, ergonomics <i>Los Altos Town Crier</i> article on day laborer health and safety
** = Note that this list just includes products (e.g., curricula, reports, flyers, etc) that can be used by others. Appendix 2 of the Scientific Report outlines the impacts and outcomes of these activities (e.g., upon workers' confidence, policy changes, etc.) Most "Products" are accessible at: www.sfpbes.org		

Appendix 1 in the Scientific Report outlines all of the major activities and interventions developed through the UNIDOS collaboration, provides a brief description of the activity, organizational partner and worker roles in planning and implementation, materials/products from the collaboration, outcomes and impacts of the intervention and challenges encountered. Almost all of the interventions and projects developed through the UNIDOS grant addressed physical workplace hazards, or the socio-economic conditions impacting day laborers' health.

UNIDOS Partners Demonstrated Creative Resourcefulness to Promote Workplace Safety, Health, and Workers Rights

Clockwise from top right: 1) Lacking a permanent home for the vocational training, day laborers created a portable frame to help workers learn safe construction practices. 2) Recognizing a need for creative outreach on health, safety and workers' rights, UNIDOS partners created a pilot Occupational Safety and Health (OSH) Consultant position to outreach at worker centers, clinics, embassies, and other locations.. 3) UNIDOS partners also created and widely distributed a video on moving safely to be played in waiting rooms. 4) Noticing the frequency of wage theft, day laborer organizers developed a legal clinic to educate and advocate for lost wages and workers compensation when injured on the job. Shown here is one of the worker leaders conducting intake as a legal defender. 5) When employers fail to respond to legal demands, workers launched public campaigns to recover unpaid wages. Photo from sfweekly.com shows Vilma Serralta and allies demanding over \$100,000 in unpaid back wages, overtime, and break time outside her employer's \$17.9 million mansion.. 6) In other cases, the legal defenders have been able to call on the City's District Attorney to launch charges against abusive employers.



Outcome 3: Strengthening of workers' leadership skills and capacity to advocate and defend their rights as workers

Through all of the UNIDOS projects, day laborers and domestic workers were engaged in learning about their rights, conducting research, proposing solutions, learning new skills, receiving training as instructors, and connecting with other workers and others in the community. These activities also raised awareness of health and safety issues and improved community organizations' and day laborers' knowledge about how to protect oneself on the job. In this sense, the capacity-building and health and safety aims of the UNIDOS project were beginning to be achieved.

Project evaluations, meeting notes and conversations with the day laborers, domestic workers and LRCL and SFDPH staff all indicate that the UNIDOS project helped increase the leadership skills and collective capacity of day laborers and domestic workers to advocate for improved working conditions. Both partner organizations held a commitment to ensuring that the day laborers' voice was heard in decision-making processes. Four of the five Community Council workgroups emerged from day laborers' stated priorities (with the exception of the Digital Storytelling) and all workgroups involved day laborers in planning, implementation, and dissemination of findings.

Day laborers and domestic workers were trained as trainers for vocational and safe cleaning workshops that LRCL is seeking funding to continue. As noted by a WC Coordinator, *"the trainers are more empowered, they want to give the opportunity to other members, they are using what they are learning..."* Workers involved in the domestic worker rights survey, the mobile clinic surveys, and the bathrooms focus groups developed a deeper understanding of how to use data collection to advance advocacy agendas and at the same time, developed new skills.

As noted by one domestic worker trained to enter survey data, *"I used to think I was done (acabada) that I could not offer anything more, but then I realize I can still learn great things, like work a computer!"* Many Workers' Course participants reported an increased sense of camaraderie, self esteem and courage to advocate for themselves. As noted by one participant, *"I used to be afraid to say anything in my work, because I was afraid of losing my job. Now I'm not so afraid. In fact, I even told my son that he can talk without being afraid... I simply tell him 'You have a right to speak, to say what you don't like.' In this way the class has helped me, to be able to help my own family as well."*

The legal clinic was another UNIDOS initiated activity that led to numerous opportunities for leadership development as was noted by the LRCL coordinator:

- *A defensor legal recently won a confidential large settlement in a case she brought only after becoming a defensor in the clinic. She brought the case after learning about her rights in the Worker's Course and as a legal defender.*
- *All six of the old defensores legales want to continue volunteering in the clinic... I think the clinic is very compelling to the defensores legales because they do important work, active work, and often see results of their work. Several of the defensores legales have turned in recovered wages to their peers, others have called and negotiated with Spanish speaking employers, and others have given know your rights presentations in front of several workers for the first time in their lives.*

Outcome 4: Increased understanding by UNIDOS participants about the living and working conditions faced by San Francisco day laborers and domestic workers, and how those conditions impact their health

One of the fundamental accomplishments achieved through the UNIDOS grant was an increased understanding by day laborers and by city agency staff about the demographics of the day laborer community, and the economic, social and health conditions they face in San Francisco. Through work with staff and members of the Day Labor Program and the Women's Collective, SFDPH staff gained a deeper appreciation for how diverse the day laborers in San Francisco are with regard to their social and economic status, immigration status, language skills and work preferences and skills. As such, it was acknowledged that the UNIDOS project helped to give *"voice to just a few day laborers and domestic workers who represented the Day Labor Program, but may not have represented [others] out on the streets."*

SFDPH summarized some of their lessons learned from working with members of the Day Laborer community in the *Report on Day Laborers' Access to Medical Services: General Findings from a Brief Survey and Three Focus Groups (See UNIDOS Report Appendix)*. These lessons learned has been distributed to other sections and staff in the Department of Health that work with Latino immigrant communities. The report prompted conversation and recognition that given their unique needs, day laborers should be considered a special target group for the roll-out of the City's health care access plan, Healthy San Francisco. In addition, stakeholders increased their awareness of the adverse working conditions experienced by day laborers, and how political, economic and social factors underlie the impacts on health and well-being.

The increased awareness of adverse working conditions faced by day laborers was realized both by city agencies and collaborators as well as by day laborers themselves. Organizations that participated in the Partnership and Community Council activities, including MEDA, the Center for Digital Storytelling and various project consultants, all report increased awareness of the complex issues and conditions facing day laborers. Through the process of working together to discuss current conditions and possible solutions, the day laborers and domestic workers themselves experienced increased awareness about the frequency with which abuse (such as withholding of wages) or exposure to hazards (such as chemicals on the skin) occur. For example, domestic workers involved in the Domestic Workers' Rights survey stated:

- *I learned so much about how the working conditions we experience lead us to have bad health. Like getting fungus because we are exposed to really horrible conditions when we go and clean houses. [sic] I hope something good comes out of this information. I hope we can develop laws that demand better pay for women, but that also assure we, the workers do a good job.*
- *I think it will help me a lot, because I now have a better understanding of the conditions women like me face.*

A participant in the Workers' Course emphasized the importance of sharing experiences to understand that others are also facing similar problems and they are not alone, *"It was beneficial in the aspect that the day laborers gave a lot of experiences, what they see, what happens on the streets, and this helps because many times one doesn't know what they are suffering out there."*

Through the UNIDOS activities, the UNIDOS team realized that although health and safety concerns were *"not at the top of people's radar,"* once one started discussing how injury and illness impacted the ability to work, interest among day laborers, domestic workers and other immigrant workers increased substantially. For example, participants in the United Workers Course did not generally identify health and safety as a top concern for workers. However, when discussing health and safety during the course, the participants discovered that *"Everyone has had a pain or injury from a job- [it] made everyone recognize the importance."* As stated by the course facilitator, *"the [workers] course evaluations... tell us that health and safety is a topic of need for the day laborers and domestic workers, once they realize that there's such a subject matter."*

Outcome 5: Developed and shared materials with additional stakeholders

One of the most valuable outcomes of the UNIDOS collaboration was a series of materials and resources that can and have been used by the UNIDOS partners and other organizations to promote health and safety among immigrant workers. The complete list of materials developed through the UNIDOS project that may be used by other investigators and organizers is included in the “*Materials available for other investigators*” section later in this report. Almost all of the materials developed through UNIDOS are linguistically, educationally and culturally appropriate to their target audience – most often Spanish speaking day laborers and domestic workers.

Some of the key materials and resources developed include:

- Day laborer and domestic worker industry-specific training curricula that incorporate health and safety education into vocational skills development
- A ten week United Workers’ Course curriculum and Teacher’s Guide designed to build workers’ knowledge of rights and leadership skills
- A training curriculum and handbook for training legal clinic volunteer *defensores*
- Twelve digital stories profiling day laborer and domestic workers’ lives, work hazards and societal contributions which can be used in discussions and presentations
- A *telenovela* video on safe moving practices that can be used in waiting rooms and presentations
- Fact sheets and handouts describing workers’ rights, labor laws, ways for employers to protect their employees, and ways for employees to protect themselves on the job from occupational hazards.
- A draft injury hazard surveillance survey in English and in Spanish.

These materials were used during the UNIDOS partnership with members of the Women’s Collective and Day Labor Program, and as part of the pilot Occupational Safety and Health (OSH) Consultant’s outreach activities. These materials are available for others to use and have already been used by the following organizations in the following manners:

- The National Day Labor Organizing Network has used the vocational training curriculum and health and safety materials developed through UNIDOS in their Northern California Health and Safety Training and has expressed interest in using the materials for national outreach.
- The Women’s Collective, with the support of SFDPH, is translating and distributing the Safe and Dignified Cleaning Training Curriculum to members of the National Domestic Workers Alliance.
- The *telenovela* video on safe moving practices has been distributed to over 50 day labor organizing centers, hiring halls and clinics around the nation.
- A fact sheet about how employers of domestic workers can protect their employees health and safety is now regularly distributed to every new employer of Women’s Collective members.
- Fact sheets and handouts developed by the OSH consultant were distributed at his weekly presentations at Arriba Juntos, the Guatemalan Embassy, the DLP, and Clínica Martina Baro
- The UNIDOS digital stories were screened to 16 different community based organizations and has been used by the Health Education Training Center and La Casa de Las Madres as a tool for cross cultural communication trainings with service providers and staff.
- With the assistance of the Partnership for Immigration Leadership and Action (PILA), LRCL converted the United Workers’ Course modules into popular education workshops for LRCL members, staff and other CBOs.
- The training curriculum and legal handbook developed for LRCL’s Legal Clinic has been used for the training of three generations of *defensores* or volunteer legal defenders and shared with other community-based organizations.
- The Mayor’s Office of Housing has provided ongoing funding to support continued lead-hazard reduction outreach and education using materials developed through UNIDOS.
- The findings from the Domestic Worker Rights Survey was used as justification for the introduction of statewide legislation to provide overtime pay to personal attendants.
- Staff from the Oakland Street Level Health Project and researchers with UCLA Robert Wood Johnson Clinical Scholars Program have expressed interest in using UNIDOS training materials in their outreach and education work with day laborers and domestic workers.

Outcome 6: Applying lessons learned about challenges/opportunities in government-community partnerships

UNIDOS is one of the first documented partnerships between a local health department and a community based organization to improve workers' health and safety through collaborative interventions and research. Throughout the four year collaboration, project partners sought to implement strategies that reflected the knowledge, needs, and participation of day laborers and domestic workers.

As a pilot project, there were many lessons learned about what worked well and what could be done differently in the future. Some of the challenges encountered, particularly the barriers to implementing the process/Community Council as originally described in the grant proposal, provide valuable lessons about differences in organizational philosophy and approach, accountability, communication, and prioritization of activities.

Chapter Five of the UNIDOS Final Report provides detailed descriptions of the challenges encountered during the partnership and the lessons learned from these challenges. Some of the major challenges encountered during the UNIDOS collaboration included:

- *Failure by UNIDOS partners to develop a consensus-based partnership*
- *Challenges of working with the marginalized and transient day laborer population*
- *Conflicts over the need for new organizational structures*
- *Lack of communication about funding and resources*
- *Lack of participatory research and evaluation*

Appendix 3 in the Scientific Report outlines some of the major lessons learned by UNIDOS partners that could inform future collaborations between government agencies and community based organizations. Some of the most significant lessons learned from the UNIDOS collaboration include:

- *Day Laborers' urgent basic needs must be considered in planning and implementing interventions*
- *Day Laborers can be powerful advocates but need staff capacity to support their ongoing engagement*
- *Government-CBO partnerships are possible, but partnerships need good communication and understanding of potential conflicts among organizational missions & strategies*
- *Acknowledging and building on strengths and priorities of participating organizations ensures sustainability*

Despite challenges and relational conflicts during the project, SFDPH and LRCL have also developed an enduring and mutually respectful partnership. Partnership evaluation reveals that both SFDPH and LRCL staff felt they learned lessons that they will transfer to future partnerships and collaborations, in addition to their continued relationship with each other. As noted by one participant *"through all the things we did right and all the things we did wrong, we can certainly glean some valuable principles for doing participatory research."* According to the UNIDOS PI, the project strengthened the position of health and safety concerns on the social agenda for day laborers in San Francisco in diverse ways.

Some of the lessons learned from this project have already begun to carry on to other collaborations with other community partners. For example, one LRCL staff member noted that based on the UNIDOS experiences, she advocated for more transparent and explicit discussions about budget decision-making at the start of a grant with another coalition. She reported *"In this grant... All of us admitted where we can each really produce as organizations and what we can commit to doing. This was done upfront and all agreed upon... Through the discussions, we've realized that our biggest needs for this project are for a lawyer and not another community organizer— even though many organizations would love to hire another community organizer...and it costs one third the salary of a lawyer."* The LRCL staff person anticipated many of the power struggles that occurred in UNIDOS related to funding priorities would be avoided or at least diminished because of the upfront conversation by the coalition.

Drawing on their UNIDOS lessons learned, SFDPH staff have developed memorandums of understanding with other community-based organizations before embarking on collaborative, participatory research to have full agreement about what each organization's contribution will be to the project, who will analyze data, and how the data will be disseminated and by whom once complete. These upfront agreements will help avoid subsequent confusion about ownership and use of the data.

F. SCIENTIFIC REPORT

Please Note:

This Scientific Report provides a brief description/overview of the UNIDOS project. The UNIDOS Final Report (included in the NIEHS Packet and available online at: http://www.sfpbes.org/work_unidos.htm) provides detailed descriptions of all UNIDOS activities/interventions, the conditions faced by day laborers and domestic workers, the project's positive outcomes and impacts, the challenges and lessons learned from this experience, and the next steps for UNIDOS partners. The pages below include modified excerpts from the UNIDOS Final Report but readers are encouraged to review the UNIDOS Final Report and Executive Summary for full details and analysis of UNIDOS activities. Thank you.

Project Background & Specific Aims

In 1991, a group of day laborers, with support from various community allies, established the San Francisco Day Labor Program (DLP) to help day laborers unite to find temporary work and to host social services, including English classes and a health department-funded medical clinic. Currently, the program connects about 500 potential employers, mostly property & small business owners, to approximately 1000 temporary workers per year. In 2000, La Raza Centro Legal (LRCL), a Latino legal service and advocacy organization began to provide institutional support for the DLP and the Program was re-organized as a collective. LRCL also supports a Women's Collective (WC) within the DLP to address the special needs of female day laborers that tended to work in different occupations (i.e. house cleaning and personal care attendance) and experienced different workplace hazards (i.e. exposure to chemical cleaners, back pain, sexual abuse) than their male counterparts. Workers in both collectives meet weekly with their respective groups and make all of the program policy decisions.

Catalyzed by the growing recognition of day laborers' vulnerability to occupational injuries and illnesses, the opportunity to work with recently organized laborers, and a growing commitment to address the social determinants of health, staff at the Environmental Health Section of the San Francisco Department of Public Health (SFDPH) initiated a partnership with LRCL and the DLP in 2001. Initial activities included reviewing job records, implementing monthly health and safety tips, provision of personal safety equipment and a preliminary needs assessment to identify hazardous tasks, safe work practices, and culturally appropriate communication methods for the day laborer community.

Through iterative discussion, the partners agreed that a vocational training program that teaches construction skills along with injury and illness prevention skills would best meet the challenges to healthy and safe day laborer employment. Given the successes and potential developed from the informal collaboration, the organizations agreed to jointly apply for a grant from the National Institute of Environmental Health Sciences (NIEHS). SFDPH served as the lead organization and worked in collaboration with LRCL and the DLP to author the grant.

The partnership envisioned using the grant to bring other organizations and government agencies into the collaborative as resources for knowledge and intervention. These included Instituto Laboral De La Raza, the Labor Occupational Health Program of the University of California (LOHP), the California Occupational Safety and Health Administration (CalOSHA), and the Occupational Health Branch of the California Department of Health Services. It was agreed that the day laborer community should own any development and implementation of a health and safety program, and that the health, academic and governmental agencies should act as resources for dialogue and intervention.

As described in the grant proposal,

The overall aim of this project was to improve working conditions for day laborers through strategies that reflect the knowledge, needs, and participation of day laborers. The proposed project builds upon an existing partnership involving San Francisco immigrant day laborers, community organizations and public health and safety institutions. Through this partnership, we have developed an understanding of how the day laborers' hazardous working conditions are influenced by social and structural contexts such as the laborers' economic needs, employers' interests in flexible labor, and an institutional focus on more formal employment sectors. In addition, we have been able to identify several strategies to address workplace hazards as well as their social and structural context.

The grant proposal identified vocational training in construction skills as one of the potential activities that would simultaneously promote safe work practices and increase economic opportunity. To improve working conditions for day laborers, the grant proposal included three specific aims:

- *Specific Aim One:* To support dialogue among day laborers, their employers, community organizations and participating research and governmental institutions based on mutual interests, equitable participation, and the goal of collective action.
- *Specific Aim Two:* To prioritize, plan, and implement integrated and culturally relevant interventions to reduce workplace hazards as well as to address the social and structural context of hazardous work.
- *Specific Aim Three:* To evaluate changes in the collective capacity of day laborers, employers and institutions to address unhealthy working conditions.

Based on their original proposal, SFDPH anticipated that the UNIDOS collaboration would result in the following outcomes:

Projected Outcomes from UNIDOS Collaboration

(Written in 2004)

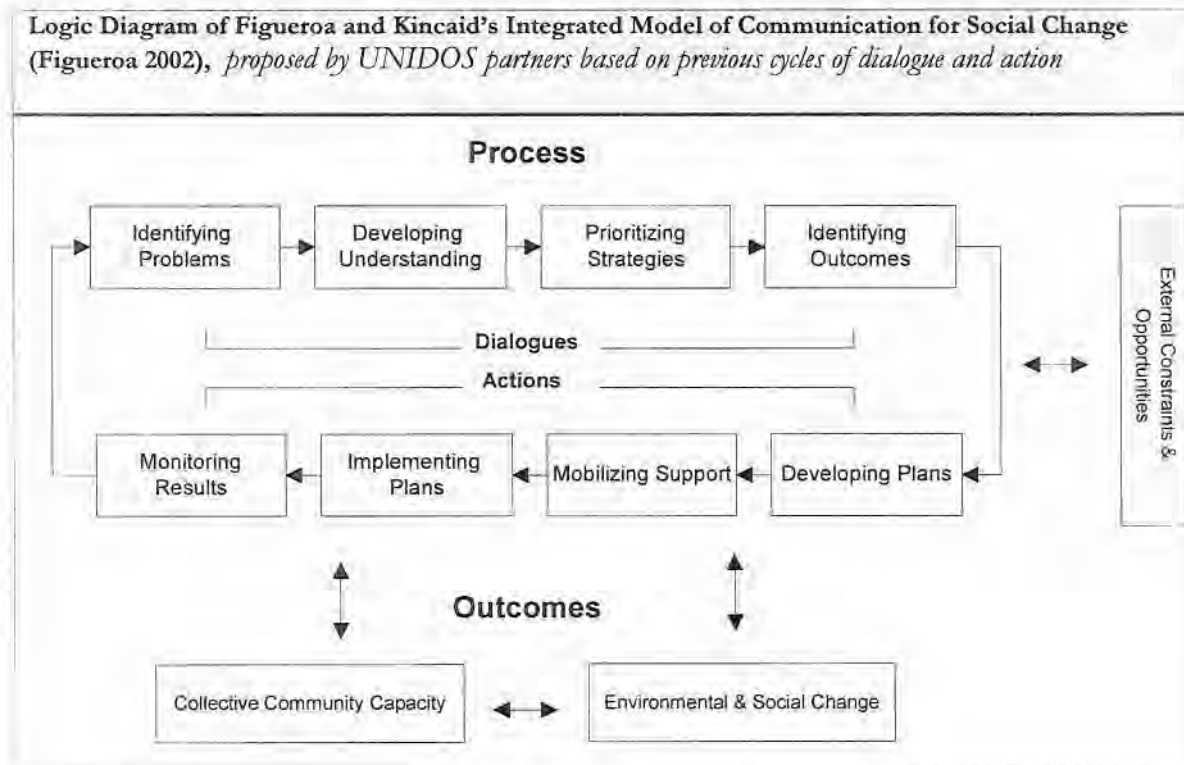
- **Process Outcomes**
 - Equitable dialogues, a voice for stakeholders
 - Relevant interventions, based on the knowledge and experience of all stakeholders
 - Methodologies for better community-based participatory research partnerships
- **Environmental and Social Changes**
 - Employment and economic development
 - Integrated health and safety program within vocational training
 - Increased knowledge and utilization of workers' occupational safety and health rights
 - Increased accountability of government protection and compensation programs
 - Coordinated community service provisions
 - Development of adequate injury surveillance system
 - Less exploitation
 - Increased responsiveness and responsibility for and to the day laborer community
 - Decreased occupational injuries and illnesses
- **Community Capacity Changes**
 - Increased self-esteem
 - Expanded networks for project participants
 - Social cohesion (increased shared interests between parties such as neighbors and employers)
 - Day laborers' voices are heard
 - Increased leadership capabilities
 - Sense of ownership

Procedures & Methodology

Proposed Methodology

Recognizing that the pre-grant relationship emerged through a series of dialogues that identified a problem, collaboratively developed and implemented a strategy to address the problem, and then discussed and evaluated the effectiveness of the strategy to inform subsequent efforts, SFDPH proposed using Figueroa and Kincaid's Integrated Model of Communication for Social Change (Figueroa 2002) as the project's theory of change moving forward. As stated in the grant:

"Mindful of the adage—doing is understanding—and building on the experience of participatory research, our model provides structure and support to the affected community to research their own problems, analyze them and come up with solutions. Our process will provide opportunities that will result in equitable dialogues, relevant interventions to reduce occupational hazards, improve the social and structural context of the day laborers' work, and increase the capacities of all parties involved in the process. The communication process is cyclic —community dialogues lead to community actions, which, if successful, produce both individual and social changes and further community dialogues and actions."



The UNIDOS project was originally envisioned as a diverse collaboration between a number of stakeholders that impact the living and working conditions of day laborers in San Francisco. This collaboration would function as a *Community Council* involving a group of diverse day laborers (with respect to immigration status, time living in the US, language use, and gender), service providers (including LRCL, Instituto Laboral, and the New American Foundation), employers, health providers (from SFDPH's medical, mental health and substance abuse services), and evaluators (from SF State University's Department of Community Health). Using the Communication for Social Change Model, the Community Council was going to serve as the driving force through which (1) capacity and relationship building dialogue would occur, (2) interventions could be planned and implemented, and (3) changes in collective capacity could be evaluated.

Recognizing a distinction between the capacity for achieving change and the actual achievement of change (Sen, 1992), the UNIDOS partners proposed that the communication process would be evaluated with regard to two related outcomes: 1) the achievement of changes in hazardous working conditions and their social and structural

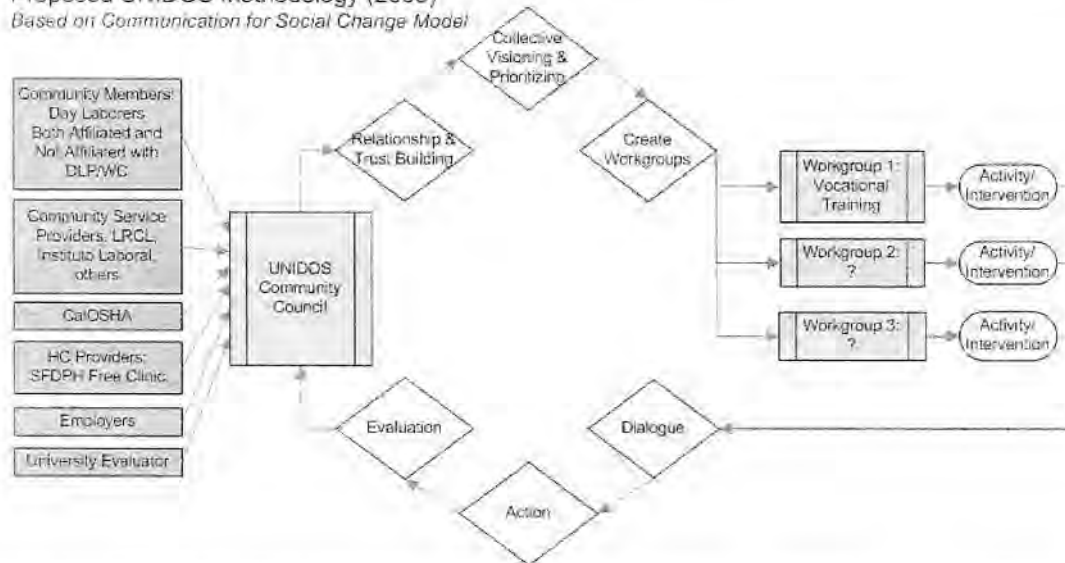
context, and 2) changes in the capacity of institutions and communities to address working condition. From the beginning of the project, SFDPH recognized that there had to be extensive room for the project to change and grow based on the needs of those who were participating.

Figure A illustrates the proposed framework developed in 2003 and the actual set and sequence of activities that occurred between 2004 and 2007 when the project concluded. Due to a variety of factors discussed below and in the UNIDOS Final Report, a number of the community-based organizations originally outlined to participate in the UNIDOS project either had very limited participation or did not participate at all in the UNIDOS collaboration.

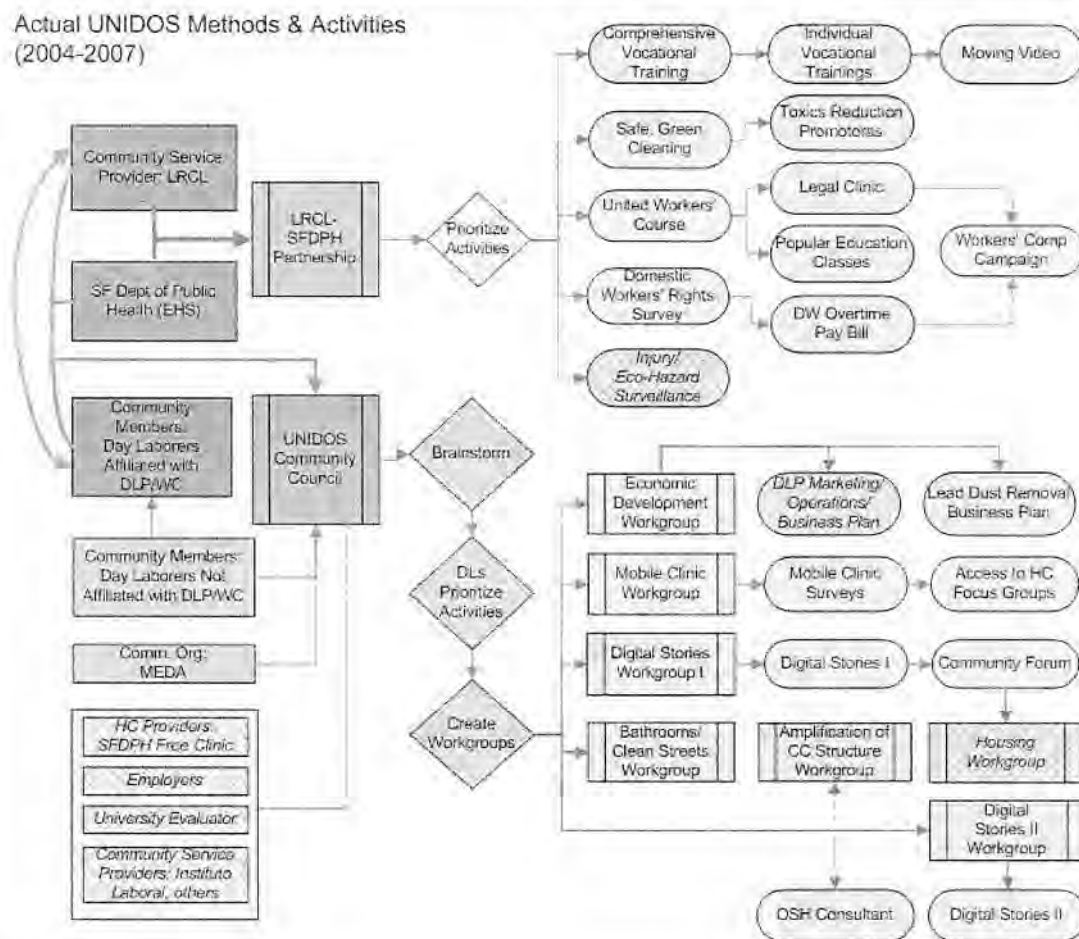
Figure A: Proposed UNIDOS Framework and Actual UNIDOS Workgroups and Activities

Proposed UNIDOS Methodology (2003)

Based on Communication for Social Change Model



Actual UNIDOS Methods & Activities (2004-2007)



The UNIDOS partnership provides many valuable lessons learned about the importance of collaboratively developed methodology and government-CBO partnerships. The Community Council, which was intended to be the main vehicle for communication and evaluation, never crystallized as a means for facilitating inter-organization reflection and dialogue. At the first meeting of project partners, LRCL staff advocated for grant resources to support existing organizational priorities as developed by the Day Labor and Women's Collective worker associations rather than creating a new Council to develop new priorities. LRCL staff argued that this strategy would both meet the substantive objectives of improving working conditions and develop leadership among participating DLP and WC members to participate in a future Community Council. SFDPH agreed to the proposed change and postponed development of a Community Council.

As described in the lessons learned below, this early postponement and departure from the original communication and evaluation model resulted in a bifurcation of communication, meeting, and decision making structures. As illustrated in Figure A, rather than having one community council where all decisions were made, the UNIDOS partners had two distinct decision making bodies – the SFDPH-LRCL partnership and the UNIDOS Community Council.

Partnership Activities

Between spring 2004 and fall 2007, SFDPH and LRCL, the two primary recipients of the NIEHS funding, met monthly to discuss the status of projects and budgetary and partnership issues. During the first ten months of the SFDPH-LRCL partnership, the collaborators advanced four projects that had previously been prioritized by LRCL, the Day Labor Program and the Women's Collective: (1) a series of vocational trainings for day laborers; (2) a series of safe and dignified trainings for domestic workers; (3) a United Workers' Course; and (4) a participatory survey documenting domestic workers' working conditions. SFDPH also advanced a fifth project, an attempt to develop a community-based injury and economic hazard surveillance system. These activities led to production of a training film on the hazards occurring in the moving business, creation of a toxics reduction collaborative, establishment of a legal clinic, creation of a series of workers' rights focused popular education classes, an attempt to pass state-level legislation, and the launching of a workers' compensation fund campaign. Outcomes of these activities are described in the Results and Discussion Section.

Community Council Activities

Originally intended to be the main driving force for the UNIDOS collaboration, the Community Council was convened by SFDPH in February 2005 and monthly Council meetings were scheduled through May 2007. Over the course of the two and a half year period, participation at Community Council meetings fluctuated over time with approximately seven or eight participants per meeting. Three organizations had a continuous presence in the Community Council: SFDPH, LRCL (including representatives from the WC and the DLP), and Mission Economic Development Agency (MEDA). Other organizations including Dolores Community Services, the Center for Digital Storytelling, the UCB Labor and Occupational Health Program, Arriba Juntos, Mission Language and Vocational School, and various city agencies, became involved in UNIDOS via workshop activities and specific projects, but did not regularly attend the Council meetings.

During this period, a number of projects and workgroups emerged to address issues identified by Community Council members. Recognizing day laborers' limited access to jobs, housing, medical care, and bathrooms/sanitation needs, a workgroup was formed on each of the topics to develop a relevant project. Each workgroup developed a plan or proposal for action or further assessment. However, staff and resource limitations, community opposition, competing priorities, and conflicting decision-making structures presented obstacles to the attainment of original objectives for all but one project: the digital stories workgroup. In one case, the medical care workgroup ultimately revised their objective from mobile clinics to greater awareness and utilization of existing city health care services. Planning for additional public bathrooms, potentially maintained by laborers, ran afoul of vigorous neighborhood opposition. Although most plans were not implemented, the process through which the proposals and plans were developed provided opportunities for the participating Community Council members to better understand the broader policy context and to identify potential allies for future networking and advocacy efforts. At the same time, the plans have been advanced to

decision makers, thus increasing the decision makers' awareness of the issues faced by workers and providing some concrete suggestions of how to address the issue.

In addition to the conditions-specific workgroups, three other subcommittees were temporarily formed to address other projects identified by the Community Council. A three month long subcommittee was formed to plan the screening of the first series of Digital Stories and UNIDOS Community Forum. The Amplification of the Community Council Structure subcommittee met for four months to revisit and revise the Community Council's policies related to membership and decision-making. And an informal subcommittee of SFDPH and LRCL staff met several times to identify strategies for employer outreach. Appendix 1 outlines the primary Partnership and Community Council Activities including a brief description, the roles played by workers, staff and others, outcomes, impacts and challenges to each activity.

Evaluation

Building on the successful initial relationship building between the two organizations, project leaders believed that good communication and productive and self-critical evaluation could occur in the course of the project. Although an outside evaluator had been proposed in the original grant proposal, SFDPH and LRCL staff determined that the evaluation could be done in-house and those evaluation resources could be better allocated to other interventions. As noted by one LRCL staff person, *"The evaluation was such an expensive component, at times costing more than the programs being evaluated. We were intentionally starving programs to be able to have sufficient funds to pay someone to evaluate us... who would likely tell us that our program was starving, poorly resourced, etc. Frustrating. It was hard to really see the value in that."*

One trade-off that occurred as a result of deprioritizing evaluation funding was that there was not a trained neutral third party to facilitate process or outcome evaluations. When the UNIDOS partners decided to postpone creation of the Community Council and instead move forward with specific interventions organized by LRCL and SFDPH, such as the Vocational Training, Safe and Dignified Cleaning Trainings, and United Workers Course, the SFDPH evaluation coordinator and assistant naturally focused their initial efforts on evaluation of these project specific interventions. As a result of organizational conflict around the need, purpose, and structure of a Community Council, the Community Council did not become the center for multi-stakeholder participatory evaluation and collaboration as originally envisioned in the grant.

At the same time, staff turnover led to significant gaps (over one year) in coordination of the UNIDOS evaluation. Because there was no clear evaluation plan with pre-determined evaluation instruments, no longitudinal data were collected to facilitate understanding of how interventions and dialogue changed over the course of the grant period. Lack of training for research assistants meant that evaluations that did occur were disjointed and intervention-specific, with a focus on the immediate outcomes and responses by training participants. The attention to detail and comprehensiveness of note taking in meetings and trainings varied widely, as did documentation of attendees. At the same time, follow up with day laborer and domestic worker participants was complicated by the transient nature of day laborers, many of whom move frequently. As a result of these and other challenges, it was not possible to do a comprehensive evaluation as originally proposed in the grant proposal.²

² The final report is a summary of activities that transpired during the 2004-2007 UNIDOS grant cycle, with information, where possible, about how the planning and implementation of the activity impacted the staff and participants from their perspectives. For the reasons described above, the final report is not a comprehensive evaluation of the UNIDOS partnership. Activity descriptions were developed through a comprehensive review of meeting agendas and notes, process evaluation notes and surveys, the grant proposal, grant reports, project reports, and key stakeholder interviews. In 2007, staff from SFDPH and LRCL completed a partnership evaluation survey and participated in two meetings to reflect on challenges, positive outcomes and lessons learned from UNIDOS. Not all current and former staff were able to participate in the survey or the meetings and the evaluation coordinator had limited ability to follow up with former CC participants and leaders. Thus the perspectives of former SFDPH staff, the coordinators of the DLP and WC, and the perspectives of day laborer and domestic worker participants may be underrepresented in the following pages. This report was primarily written by the second evaluation coordinator, who was hired in February 2007, three months prior to the end of the UNIDOS Community Council. Other SFDPH and LRCL staff who participated in the grant throughout the entire four years reviewed and contributed to this report.

Results and Discussion

Throughout the four year collaboration, the UNIDOS partners planned, implemented, and evaluated a sizeable number of activities and interventions, all with the ultimate goal of improving working conditions for day laborers and domestic workers in San Francisco. The table below provides a brief overview of major UNIDOS Projects.

Brief Overview of UNIDOS Projects, Activities, and Products (2004-2007)		
Project	Brief Description	Products**
Vocational Trainings	~60 Trainings for day laborers to develop skills in construction, landscaping, preventing work injuries and illnesses, & advocating for rights	<ul style="list-style-type: none"> Curriculum for vocational trainings on construction skills including measuring with English system, hanging sheetrock, and painting <i>Telenovela</i> video, discussion guide, and questionnaire about moving furniture safely without injury Fact sheets on 1) common hazards & cheap, easy ways to protect workers, and 2) ergonomics and gardening ; Poster on hazards of lead poisoning Draft evaluation report of pilot vocational training program
Safe and Dignified Cleaning	~20 Trainings for domestic workers on cleaning with less-toxic materials, preventing injury and illnesses, & advocating for rights	<ul style="list-style-type: none"> Curriculum for safe and dignified cleaning training Fact sheet for Women's Collective employers on common hazards and cheap, easy solutions to protect workers Draft evaluation report of safe and dignified cleaning training <i>El Tecolote</i> article on Latina domestic workers featuring WC's trainings Integration of training into Women's Collective on-going programs
United Workers' Course & Legal Clinic	Two 10 week courses on workers' rights; health & safety; and political, economic, & social factors impacting immigrant workers Weekly clinic developed to help workers advocate for lost wages and compensation for job injuries	<ul style="list-style-type: none"> 10 week participatory/ popular educ. course curriculum & teachers' guide geared towards non-English speaking, low literacy population Evaluation report on first United Workers' Course Training curriculum, legal clinic handbook and intake form developed for <i>defensores</i> (peer legal defenders) <i>SF Weekly</i> article on legal clinic and day laborer advocacy Weekly legal clinic initiated and integrated into LRCI's ongoing programs, resulting in recovery of \$330,000 in unpaid wages in '06-07
Domestic Workers Survey	Participatory survey /report of 280 Bay Area domestic workers on working and living conditions (<i>which leads to introduction of statewide legislation</i>)	<ul style="list-style-type: none"> Report: <i>Behind Closed Doors: Working Conditions of CA Household Workers</i> Results from Domestic Worker Rights Survey, prepared for NIOSH Evaluation report of data entry and interview experiences of worker leaders participating in Domestic Workers Survey SFDPH fact sheet on health impacts of AB 2536 <i>El Tecolote</i> article on Domestic Workers' Survey report findings
Injury/ Ecohazard Surveillance	Development of a community surveillance tool.	<ul style="list-style-type: none"> Draft Day Laborer Injury Surveillance Survey
CC Economic Development Workgroup	Community Council workgroup identifies ways to create more jobs for day laborers, domestic workers	<ul style="list-style-type: none"> Marketing/ Business/ Operations plan created for DLP Lead dust removal business plan created for the community
CC Digital Storytelling Workgroup	Community Council workgroup to develop digital stories to describe lives, struggles, and contributions of day laborers and domestic workers	<ul style="list-style-type: none"> 12 Digital Stories – 6 <i>Dignidad y Respeto</i>; 6 <i>Nuestro Trabajo es Bien Honesto</i> (Profiling 5 day laborers, 5 domestic workers, & 2 employers) Discussion guide to <i>Our Work is Honest Work</i> Press release and program for Digital Stories Community Forum
CC Mobile Clinic Workgroup	Community Council workgroup to assess interest in day laborer-serving mobile clinic and access to medical services	<ul style="list-style-type: none"> Report on Day Laborers' Access to Medical Services summarizing 2007 focus group and 2005 survey findings Spanish flyers with clinic hours/locations for DPH clinics UNIDOS letter to Street Outreach Services regarding mobile clinic
CC Bathrooms/ Clean streets Workgroup	Community Council workgroup formed to assess day laborers' bathroom needs	<ul style="list-style-type: none"> Report on day laborer focus groups on bathroom needs/clean streets Proposal to City Administrator for <i>Day Laborer Good Neighbor Program</i>
Occupational Safety & Health Consultant	Trained day laborer serves as liaison between day laborers and Cal-OSHA	<ul style="list-style-type: none"> OSH Consultant flyers on wage rights & health and safety rights OSH Consultant presentations on chemicals, Cal/OSHA, ergonomics <i>Los Altos Town Crier</i> article on day laborer health and safety
** = Note that this list just includes products (e.g., curricula, reports, flyers, etc) that can be used by others. Appendix 2 of the Scientific Report outlines the impacts and outcomes of these activities (e.g., upon workers' confidence, policy changes, etc.) Most "Products" are accessible at: www.sfpbes.org		

Positive Outcomes and Impacts

These activities collectively resulted in the training of over 400 day laborers and domestic workers on 1) how to protect themselves on their respective jobs from injury and illnesses; 2) their legal rights as workers, regardless of immigration status; and 3) resources available to them from the Day Labor Program, LRCL, SFDPH and other city agencies. These efforts also resulted in the more intensive leadership training of over thirty day laborers and domestic workers with the goal of helping train future trainers. Although the content of each training varied slightly, the leadership trainings generally included introduction to popular education methods, advocacy skills and techniques, workplace hazard identification and prevention, and discussion of the broader economic, social and structural factors driving migration, globalization and increasing disparities in the United States and globally. Leaders trained as trainers through UNIDOS continue to be deeply engaged in the leadership of the DLP and WC worker collectives, as trainers on workers' rights and health and safety to other immigrant workers, and local, state and national advocacy campaigns advancing and protecting immigrant and worker rights.

Throughout the grant period, the UNIDOS partners successfully involved day laborers and domestic workers in the planning, creation and implementation of a range of interventions. Project-specific evaluations and surveys of UNIDOS staff reveal that the partnership resulted in a significant number of positive outcomes and projects. As illustrated by the quotes in the box below, both worker participants and UNIDOS staff noted individual and organizational changes that have occurred as a result of UNIDOS activities.

UNIDOS Positive Outcomes from Participant and Staff Perspectives

From Day Laborers and Domestic Workers Perspectives

- *I learned so much about how the working conditions we experience lead us to have bad health. Like getting fungus because we are exposed to really horrible conditions when we go and clean houses.[sic] I hope something good comes out of this information. I hope we can develop laws that demand better pay for women, but that also assure we, the workers, do a good job*
- *I used to think I was done (acabada) that I could not offer anything more, but then I realize I can still learn great things, like work a computer!*
- *I used to be afraid to say anything in my work, because I was afraid of losing my job. Now I'm not so afraid. In fact, I even told my son that he can talk without being afraid... I simply tell him 'You have a right to speak, to say what you don't like.' In this way the class has helped me, to be able to help my own family as well.*
- *Of course you have to earn money, but at the same time your health is very important. In the class you can learn new skills and how to protect yourself.*

From Staff Perspectives:

- *[The OSH Consultant] is doing a phenomenal job. He's using great tactics to get [the day laborers] to discuss health and safety in a deep and profound way that I've never heard before.*
- *A defensor legal recently won a confidential large settlement in a case she brought only after becoming a defensor in the clinic. She brought the case after learning about her rights in the Worker's Course and as a legal defender.*
- *I believe that now there is a culture around health and safety in the Day Labor Program that didn't exist prior to UNIDOS. Doing these projects together has definitely brought our attention as an organization to health and safety concerns.*
- *We learned about a health framework, & how to apply it to our work. This has helped us access more resources, include health issues in our work, & have another approach in our advocacy efforts*
- *...the trainers are more empowered, they want to give the opportunity to other members, they are using what they are learning...*

Some of the cross-cutting positive outcomes include:

- *Increased understanding by UNIDOS participants about the living and working conditions faced by San Francisco day laborers and domestic workers, and how those conditions impact their health*
- *Increased number of activities and interventions designed by and for day laborers and domestic workers to protect health and promote safe work practices*

- *Strengthening of workers' leadership skills and capacity to advocate and defend their rights as workers*
- *Increased collaboration with other non-profit, service providing, advocacy and government organizations*

Collectively, these interventions likely improved day laborer conditions at multiple levels – at an individual level through awareness raising and leadership development of individual day laborers and domestic workers, at an organizational level by capacity building of organizations working with immigrant workers and creating opportunities to plan and collaborate together, and at an institutional level by introducing new policies, such as the Personal Attendants' Overtime Bill and the forthcoming efforts to create a Workers' Compensation fund for day laborers and domestic workers excluded from current protections and a 2010 CA Domestic Worker Bill of Rights.

The box below outlines some of the major products and outputs of the UNIDOS collaboration. Appendix 2 outlines examples of how UNIDOS activities achieved the originally intended process outcomes, environmental and social changes, and changes in community capacity.

Major Products and Outputs of the UNIDOS Collaboration

- *Over 60 vocational trainings on construction skills and health and safety & 20 trainings on safe and dignified cleaning*
- *Development and implementation of a 10-part United Workers' Course Curriculum*
- *A participatory research survey to document domestic workers' working conditions which led to the introduction of statewide legislation to protect personal attendants*
- *A day laborer-led legal clinic that has recovered over \$330,000 in unpaid wages*
- *12 Digital stories of day laborers, domestic workers and their employers*
- *Assessment of day laborers' access to medical services and the potential need for a day laborers' mobile clinic*
- *Development of a business, operations, and marketing plan for the Day Labor Program and lead-dust removal collective for the Women's Collective*
- *Identification of strategies to address resident-day laborer conflicts related to bathrooms and streets and conduct community-based injury/eco-hazard surveillance system*
- *Proposals submitted to support project sustainability*
- *Hiring of domestic workers trained in safe cleaning as Toxics Reduction Promotoras*
- *Day-labor friendly health education materials created and distributed across the US including a telenovella on safe moving practices, posters on occupational safety and health rights, and safe gardening work practices*
- *Outreach by a Occupational Safety and Health Consultant to local clinics and service agencies*
- *Increased capacity of partner organizations to collaborate with each other and other organizations on health and safety-related projects, including the National Day Laborer Organizing Network*
- *Increased capacity to include health and safety in vocational and safe cleaning training programs*
- *Development of a model local Workers' Compensation Ordinance to address current gaps in coverage*

Challenges and Lessons Learned

The UNIDOS partnership encountered a number of challenges related to differences in institutional cultures/approaches, access to resources and funding, and diversity of stakeholders involved. Collaboration between stakeholders is shaped by three interwoven and dynamic factors: the power of context, the limits of structures and the challenges of diversity. The UNIDOS partnership was taking place in the context of historical disparities in access to power and resources, political realities of immigration reform and xenophobia in San Francisco and across the United States, and an increasingly inequitable global economy that relies on cheap migrant labor at great personal, community and environmental costs to developing nations. The UNIDOS partners were operating within their own respective institutional histories and cultures, and within their own professional disciplines and training. In addition, the UNIDOS collaborative was compromised of individuals from different ethnicities, gender, class, education and life experiences. All three of these factors likely impacted levels of trust and relationship dynamics among the UNIDOS partners.

SFDPH and LRCL had different visions for what needed to change, who would be the target of those interventions, and where collaboration should occur to promote better conditions for day laborers. Whereas SFDPH primarily viewed the UNIDOS grant as an opportunity to improve communication and collaboration between diverse stakeholders to collectively improve day laborers' conditions, LRCL primarily viewed the UNIDOS grant as a potential infusion of resources and capacity to implement priorities that had been defined by their worker members in the time leading up to the official start of the grant. Because LRCL deferred grant writing almost entirely to SFDPH, the grant proposed several activities that lacked full partner buy-in. As the principal investigator, SFDPH had to defend and advance several activities in order to maintain accountability to the funder, while also trying to respect LRCL's concerns and competing needs.³

Rather than identifying and fully addressing this fundamental schism early in the project, the grant partners continued to attempt to work together around the issues of conflict. This led to a bifurcation of communication and decision-making about UNIDOS grant activities – with SFDPH and LRCL meeting monthly to discuss ongoing partnership activities (such as administrative/grant work and updates on vocational training and workers' course) and SFDPH and LRCL staff separately meeting monthly with participating workers at Community Council meetings to develop Council activities (such as the Bathrooms and Mobile Clinic subgroups).

Although the Community Council did conduct several activities with indirect influences upon other projects, the Council never emerged as the driving force for collaboration as had been originally intended by the grant authors. The projects that received the majority of funding and staff resources over the course of the grant had started prior to the beginning of the Community Council via a collaboration between SFDPH and LRCL. These "partnership" projects became the most sustained and sustainable activities.

Staff Perspectives on UNIDOS Challenges

- *One mistake we made was that we did not sit down at the beginning to decide how decision-making would work... we stumbled into the problem of who holds the power to decide budgeting, financial and other decision-making matters.*
- *We had a completely different understanding of the grant from our lead partner. I think there were different expectations, different work styles, lack of involvement in the actual grant-writing, and lack of involvement in the selection of who would work with us as the UNIDOS coordinator lent to some challenges in our relationship...*
- *What is "fair reimbursement" for one's time? Determining a fair stipend was challenging in the context of institutionalized wage disparities where a physician makes five times the salary of an organizer, who makes five times the salary of a day laborer, even if the day laborer works more hours per day than the organizer or the physician.*
- *Evaluation occurred more or less along the way... while this "self-evaluation" was instructive, it was not linked to structural ways to change the direction of the project. We were learning but continuing down the same path. This "path" was not unchangeable. But lack of skilled facilitation or evaluation about how things are going did prevent the path from changing. [This was] Unfortunate because collaboration would have been much more effective if path had changed.*

³ As described by an LRCL staff person, the UNIDOS grant began in a "perfect storm of conflict" with LRCL not having contributed to grant writing because of limited staff capacity, which set the grant activities upon a course that LRCL did not support, during a time when their funding had been cut and they were in an adversarial relationship with other City Departments.

Some of the major challenges encountered during the UNIDOS collaboration included:

- *Failure by UNIDOS partners to develop a consensus-based partnership*
- *Challenges of working with the marginalized and transient day laborer population*
- *Conflicts over the need for new organizational structures*
- *Lack of communication about funding and resources*
- *Lack of participatory research and evaluation*

Despite challenges and relational conflicts during the project, SFDPH and LRCL have developed an enduring and mutually respectful partnership. Partnership evaluation reveals that both SFDPH and LRCL staff felt they have learned lessons that they will transfer to future partnerships and collaborations, in addition to their continued relationship with each other. As noted by one participant *"through all the things we did right and all the things we did wrong, we can certainly glean some valuable principles for doing participatory research."* Some of the most significant lessons learned from the UNIDOS collaboration include:

- *Day Laborers' urgent basic needs must be considered in planning and implementing interventions*
- *Day Laborers can be powerful advocates but need staff capacity to support their ongoing engagement*
- *Government-CBO partnerships are possible, but partnerships need good communication and understanding of potential conflicts among organizational missions & strategies*
- *Acknowledging and building on strengths and priorities of participating organizations ensures sustainability*

Some of the lessons learned from this project have already begun to carry on to other collaborations with other community partners. For example, one LRCL staff member noted that based on the UNIDOS experiences, she advocated for more transparent and explicit discussions about budget decision-making at the start of a grant with another coalition. She reported, *"In this grant... All of us admitted where we can each really produce as organizations and what we can commit to doing. This was done upfront and all agreed upon... Through the discussions, we've realized that our biggest needs for this project are for a lawyer and not another community organizer – even though many of organizations would love to hire another community organizer...and it costs one third the salary of a lawyer."* The LRCL staff person anticipated many of the power struggles that occurred in UNIDOS related to funding priorities would be avoided or at least diminished because of the upfront conversation by the coalition. Drawing on their UNIDOS lessons learned, SFDPH staff have developed memorandums of understanding with other community-based organizations before embarking on collaborative research to have full agreement about what each organization's contribution will be to the project, who will analyze data, and how the data will be disseminated and by whom once complete. These upfront agreements hopefully will help avoid subsequent confusion about ownership and use of the data.

Staff Perspectives on UNIDOS Lessons Learned

- *From this experience I learned to get buy in, build trust before getting money to do something.*
- *If I want an agency to be transparent about money with me, I need to be up front too about what's going on for us... if we want to control a grant or grant expectations, we need to be willing to be involved in the brainstorming, drafting and crafting of the grant upfront. We can't expect to design a grant that we didn't participate in drafting.*
- *...disagreement on whether or not to convene the Council stemmed from differences on whether there was a need to mobilize a broader set of interests and which interests. A fundamental premise in the grant, rightly or wrongly, was that there was such a need... Without bilateral commitments to growth in the breadth of organizations participating in the day labor partnership, it was impossible to occur... In retrospect, decisions on whether or not to expand the partnership and how to organize an oversight body for the project could have been left open-ended in the grant proposal.*

Conclusion/Next Steps

The UNIDOS Collaboration is one of the first attempts by a local health department to engage in community based participatory research with day laborers, domestic workers and the community organizations working with them. The overall aim of the project was to “improve working conditions for day laborers through strategies that reflect the knowledge, needs, and participation of day laborers.”³² Two of the major goals of the UNIDOS grant were to create a communicative and reflective process that actively discussed these factors (the Communication for Social Change model) and a structure (the Community Council) that pro-actively created a democratic structure to more evenly distribute decision-making power. Although neither the proposed process nor structure occurred as originally described in the UNIDOS grant proposal, there were many cycles of communication leading to action and many positive outcomes and lessons learned from the five year collaboration. The partnership between the San Francisco Department of Public Health and La Raza Centro Legal’s Day Labor Program and Women’s Collective has resulted in a number of interventions that built the capacity of day laborer and domestic worker leaders to train and educate others on safe work practices and their rights as workers. As illustrated in Appendix 2, the UNIDOS activities met, in some way, almost all of the original outcomes envisioned for the UNIDOS partnership.

Demand for day labor is a product of broader socio-economic and political factors happening at the state, national and international level. Specifically, many day laborers are driven to the United States by macro-economic trends caused by globalization and capitalism. The lack of affordable housing and access to living wage jobs leads to day laborers standing on street corners waiting to be picked up by a temporary employer. Day laborers’ presence on sidewalks is resented by some neighbors and business owners who have launched racist and xenophobic attacks on the day laborers, who similar to other homeless individuals don’t have any private space to go to. Violence on the streets, the inability to find work, experiencing the racism and anger directed towards them, disrespectful and exploitative working conditions, and loneliness and sadness from being apart from their families can turn some day laborers to drugs and alcohol to cope with the misery of their lives. These and other factors are broad, complex issues that are not easily remedied by simple interventions within the short time frame of a four year grant cycle.

Despite the broad complex issues and the various communication and resource challenges encountered through the past four years, SFDPH and LRCL staff will continue to promote and protect the health, safety and rights of immigrant workers in San Francisco. Through UNIDOS, both organizations have developed a greater appreciation and understanding of each other’s work and plan to continue working together on related projects. SFDPH will continue to support the vocational training and safe, dignified cleaning trainings as a technical consultant as LRCL is able to secure funding to continue both trainings. Both organizations will continue to screen the digital stories as part of education and outreach efforts on the conditions faced by immigrant workers. After realizing from legal clinic activities that there is often little legal or financial recourse for injured workers, LRCL is moving forward with developing city legislation for a workers’ compensation fund for workers not currently covered by the state workers’ compensation system. SFDPH will support these efforts by analyzing the health impacts of lack of workers’ compensation coverage and researching the size of a fund needed to provide temporary disability benefits to currently uncovered workers. LRCL is also involved with the California Coalition for Household Worker Rights, which plans to launch another statewide legislative campaign to improve domestic worker rights in 2010.

SFDPH is also exploring development of a Worker Rights and Work Environment Program within the Environmental and Occupational Health Section’s Program on Health, Equity and Sustainability. This Program would seek to levy SFDPH’s power as a regulatory agency and expertise in health to support community-based efforts to address work-related health disparities via research, policy development and analysis, enforcement, and evaluation. Building on the UNIDOS lesson learned about the need for pre-grant communication and relationship building, SFDPH is currently interviewing various stakeholders and community partners to begin building relationships among potential future grant partners. These stakeholder interviews will be used to identify opportunities for SFDPH to support and not duplicate existing efforts and identify unique ways for the local health department to promote and protect workers’ health.

LRCL has already utilized some of the UNIDOS-related products and outcomes to advocate for additional funding to partner with other organizations. For example, building on their collaborative work developing the safe and dignified cleaning, LRCL's Women's Collective has partnered with UC Berkeley's Labor and Occupational Health Program and Underground Advertising to use social marketing techniques to improve immigrant community health and improve attitudes towards immigrants in the receiving community via grant funding from the Robert Wood Johnson Foundation's New Routes to Community Health Program. The Women's Collective and the Day Labor Program are both actively involved in national organizing efforts, respectively with the National Domestic Worker Alliance and the National Day Labor Organizing Network. Activities and products developed through UNIDOS such as the Domestic Workers Survey, the United Workers Course and the Vocational and Safe Cleaning Trainings are being shared with these national networks at various events and networking opportunities.

In addition to the project specific activities, the relationships developed between SFDPH and LRCL have helped pave the way for better communication and networking between the two agencies. LRCL staff report feeling more comfortable contacting SFDPH to ask random health-related questions or ask for help navigating government bureaucracy. At the same time, SFDPH staff report wanting to continue working with LRCL staff and the DLP and WC in specific projects.

In conclusion, the UNIDOS project was an important and valuable first attempt at promoting day laborer health and safety via community-government collaborations. Although there were many challenges to a fully collaborative relationship, the partnering organizations both believe that the project resulted in increased attention to health and safety issues faced by day laborers and increased capacity to address those issues. Workers involved in the interventions overall had very positive experiences, developed stronger leadership and health and safety skills, and were generally unaware of the tensions and challenges that staff were facing in the partnership. The partnering agencies also learned a number of important lessons about how to collaborate with each other that will be transferred to other future partnerships. An LRCL staff member noted,

In my mind, a primary goal of the UNIDOS grant was to improve the health of day laborers and I believe partners on all sides feel we achieved this, and will continue to collaborate towards this goal. In addition, both sides gained a deeper understanding of this goal—with LRCL incorporating both a health analysis/ lens more broadly in our work and concretely incorporating a lot more health and safety aspects to our work. And with SFDPH gaining more depth of knowledge and experience around the many social factors that affect the health of day laborers and domestic workers. While there were challenges and tensions and differences in approach, LRCL sees SFDPH as committed to improving the health of day laborers and domestic workers and will continue to seek partnership with SFDPH to advance this goal.

As noted by an SFDPH staff member, "Boy, it has been one of the toughest assignments, but I would not have traded it in for any other assignment. It has given me a new way of looking at my faith, my career, and my thinking about public health. We have only just begun; I hope we will have many other opportunities to continue with this work."

APPENDIX 1: TABLE OF MAJOR UNIDOS ACTIVITIES (2004-2007)

Project & Brief Description	Partner Roles	Products	Outcomes & Impacts	Challenges
Vocational Trainings Trainings for DLs on several construction practices and landscaping, integrating skills for preventing work injuries and illnesses	<p><i>DLs:</i> Serve as Trainers, Organizers, Outreach Workers ; Others attend as participants</p> <p><i>LRCL:</i> Consent and authorize trainings</p> <p><i>SFDPH:</i> Co-develop, implement, and evaluate program with DLs</p> <p><i>Others:</i> (1) Rhapsody Green Center trained trainers; (2) LOHP trained the trainers on OSH and training methods; (3) MOH provides funding and support for lead-paint removal trainings (4) SFSU and Berkeley High interns produce <i>telenovela</i></p>	<ul style="list-style-type: none"> Curriculum for vocational trainings on measuring with English system, painting, and hanging sheetrock <i>Telenovela</i> video, discussion guide, and questionnaire about safe moving without injury Fact sheet on common hazards & cheap, easy ways to protect workers Poster on hazards of lead poisoning Draft eval report on pilot Vocational Training Program 	<p>Vocational Trainings</p> <ul style="list-style-type: none"> 60+ trainings take place over 3 years, with 7-9 students per class on average 7 DL/DW students trained as trainers 3 participants certified as Lead Workers qualified to remediate lead hazards in CA Culturally appropriate curriculum and training products developed for DLs Participants practice vocational skills with goal of increasing their marketability for jobs, increase own awareness about rights, health and safety, & how protect self on the job Organizers learned to work together as a team, recognize strengths and weaknesses of each team member, how to plan and manage vocational trainings; and resources needed to sustain trainings at DLP Master Trainer awarded EPA grant to train workers on lead-safe work practices; hires DL organizer to do lead hazard awareness training for the Bay Area Latino community SFDPH staff develops deeper understanding of day laborer population's diversity DL trainer received regular employment in construction DL organizer surveys Bay Area worker centers to assess interest in vocational training LRCL seeking resources to continue training Increased networking with SF Recreation and Parks (who provide landscaping training) and Mayor's Office of Housing (who support lead safe work practices) <p>Moving Video</p> <ul style="list-style-type: none"> Questionnaire developed about day laborers' work conditions related to moving, results used to inform video development Actors and interns learned about safe moving practices and film production Video screened at several SF locations, loaded onto YouTube.com for public viewing DVD and discussion guide distributed to over 50 day labor centers across the nation + local clinics and service providers to be screened in waiting areas 	<ul style="list-style-type: none"> DL organizers initially lacked experience organizing trainings, and planning efforts were not as efficient as possible. Workers' top priority is jobs, can build DL leadership capacity, but they need to work/generate income, limiting ability to lead or volunteer without stipends or salary DLP/LRCL lacked funding to increase staff capacity or support stipends for vocational training organizers SFDPH initially lacked experience how to build capacity of DL organizers for them to own and coordinate vocational training DLP members voted to not require member participation in vocational training, nor create hierarchy that might prioritize trained workers over untrained in job distribution Recruitment of day laborer participants required constant outreach (2-3 times per week for each class) Difficult to find permanent/institutional home for training; other CBOs lack capacity to provide training Long term impacts of training could not be documented Other Bay Area worker centers expressed interest in vocational trainings, but lack resources to develop sustainably DLP lack staff capacity/organization to distribute safety fact sheet to employers Volunteers not obligated to follow through on commitments, leading to delays in meeting participation and film production
Safe and Dignified Cleaning Trainings for DWs on cleaning with less-toxic materials and preventing injury, & advocating for rights	<p><i>DWs:</i> Serve as Trainers, Organizers, Outreach Workers ; Others attend as participants</p> <p><i>LRCL:</i> Help train trainers; Coordinate logistics/ recruitment</p> <p><i>SFDPH:</i> Mentor trainers; Consult on safety and health content; Coordinate logistics; Reproduce training materials</p> <p><i>Others:</i> LOHP trained trainers on health and safety and training methods.</p>	<ul style="list-style-type: none"> Curriculum for Safe and Dignified Cleaning Trainings Fact sheets on common hazards & cheap, easy ways to protect workers Draft eval report on trainings <i>El Tecolote</i> article on WC & trainings WC integrates trainings into ongoing programs 	<ul style="list-style-type: none"> 20+ trainings for over 200 DWs during three years 18 domestic workers trained as trainers/<i>promotoras</i> Culturally appropriate curriculum and training products developed for DWs WC members report increased leadership, self-confidence, and capacity building, as well as improved health and well-being from implementing changes in ergonomics, products used, and negotiating with employers SF Environment use <i>promotoras</i> to develop toxics reduction outreach for Latinas Curriculum shared with other DW organizations around the country, will be cohesively packaged for more pro-active distribution in National DW Congress in 2009. <i>Promotoras</i> hired to do outreach to reduce sale of lead-contaminated Mexican candies WC adopts practice of distributing fact sheet for employers to all clients WC secures funding from RWJ and TCWF to continue health and safety outreach and trainings for domestic workers 	<ul style="list-style-type: none"> Difficult to document long term impacts of training Workers' top priority is jobs, can build DW leadership capacity, but they need to work/generate income, limiting ability to lead or volunteer without regular salary Difficult to balance multiple roles – mother, wife, worker, trainer

APPENDIX 1: TABLE OF MAJOR UNIDOS ACTIVITIES (2004-2007)

Project & Brief Description	Partner Roles	Products	Outcomes & Impacts	Challenges
<p>United Workers' Course & Legal Clinic</p> <p>Two 10 week courses on workers' rights; health & safety; and political, economic, & social factors impacting immigrant workers</p> <p>Weekly clinic developed to help workers advocate for compensation for lost wages and injuries on the job</p>	<p><i>DL/DWs:</i> Brainstorm class topics; Attend course as students; 1 DW co-taught 2nd course; 6+ staff legal clinic as <i>defensores</i></p> <p><i>LRCL:</i> Develop /revise curriculum; Teach class twice; Train co-teacher & <i>defensores</i>; Coordinate clinic logistics, follow up</p> <p><i>SFDPH:</i> Develop session on health & safety</p> <p><i>Other:</i> Attorneys: volunteer at clinic</p>	<ul style="list-style-type: none"> □ Ten week participatory/ pop. ed. course geared towards non-English speaking and low literacy population □ Eval report on 1st Workers Course □ Curriculum, handbook, & intake form developed for <i>defensores</i> □ Weekly legal clinic initiated □ <i>SF Weekly</i> article on legal clinic and DL advocacy 	<p><i>United Workers Course</i></p> <ul style="list-style-type: none"> □ 35 students graduated from the ten week course □ All students in first course took on leadership roles post-course: 1 student becomes co-instructor for following class, 6 students become <i>defensores</i> in legal clinic, and 5 students become <i>embajadores</i> for Community Council □ Evaluation of first workers' course shows increased 1) knowledge about rights, 2) information sharing, 3) utilization of workers' rights, 4) social cohesion, 5) sense of program ownership, 6) integration of health and safety into the DLP and 7) leadership development. □ Course modified into one hour pop. ed. sessions to incorporate into other programs □ 6+ organizations request copies of curriculum to adapt for own orgs <p><i>Legal Clinic</i></p> <ul style="list-style-type: none"> □ \$330,000 in lost wages recovered in 2006-2008 □ <i>Defensores</i> document cases of repeated employer wage abuses and launched several campaigns against non-responsive individual employers □ <i>Defensores</i> and clients increase knowledge, skills about how to advocate for rights □ TV and Print media coverage of lost wages campaigns □ Legal clinic institutionalized part of LRCL & will continue to operate weekly □ LRCL staff increase understanding of workers' comp laws, which leads to launch of workers' comp campaign to address current gaps in legislation/ enforcement 	<ul style="list-style-type: none"> □ Capacity building is time and resource intensive; LRCL determined course too time intensive to continue without additional resources □ Competing priorities – focus on course/education or action/legal clinic □ Workers are transitory population, can build DL/DW capacity as leaders, but they may return (through deportation or voluntarily) to home country □ Workers' top priority is jobs, can build DL/DW leadership capacity, but they need to work/generate income, limiting ability to lead or volunteer without stipends or salary □ Stipends – how reimburse participants for time in manner sustainable to LRCL □ No local organization charged with responding to health and safety questions; building capacity of employers
<p>Domestic Workers Survey</p> <p>Survey domestic workers on working and living conditions, publish report</p>	<p><i>DL/DWs:</i> Develop, administer, participate in survey; Data entry; Disseminate results</p> <p><i>LRCL:</i> Coordinate meetings, logistics, training & dissemination; Helped develop survey, draft text for report</p> <p><i>SFDPH:</i> Technical assistance on survey development; Train DWs to interview & enter data</p> <p><i>Others:</i> (1) <i>MUA:</i> staff & members involved ~ to LRCL; (2) <i>Data Center:</i> Conducted data analysis</p>	<ul style="list-style-type: none"> □ Final Report – “<i>Behind Closed Doors: Working Conditions of CA Household Workers</i>” □ Survey Results Prepared for NIOSH □ Eval report from DW leaders participating in Data Entry For DW Survey □ Fact sheet on AB 2536 □ <i>El Tecolote</i> article on survey 	<ul style="list-style-type: none"> □ 280+ domestic workers surveyed □ 16 DWs trained on interviewing, 6 on data entry □ Survey developed, findings analyzed and report published that fills gap in knowledge about DW work conditions □ Evaluation of data entry training experiences shows increased 1) info sharing, 2) social cohesion/team building, 3) interviewing, computer and outreach skills, 4) knowledge of rights, 5) understanding of DW conditions, 6) understanding of working conditions by DW at large and 7) improved data management skills □ Findings used to introduce CA bill (AB 2536) requiring overtime for personal attendants. □ DWs trained in surveying and data entry also trained as peer instructors for safe cleaning project. □ WC helps launch National Domestic Workers Congress at US Social Forum. 	<ul style="list-style-type: none"> □ Challenging to add partner to in-progress project in which there is little room for renegotiation of relationships □ Despite similar goals, SFDPH and DW coalition had different and incompatible approaches to surveying/data collection and ownership of data, causing SFDPH to decrease involvement in project □ Capacity building takes time and resources □ Workers are transitory population, can build DL/DW capacity as leaders, but they may return (through deportation or voluntarily) to home country □ Workers' top priority is jobs, can build DL/DW leadership capacity, but they need to work/generate income, limiting ability to lead or volunteer without stipends or salary

APPENDIX 1: TABLE OF MAJOR UNIDOS ACTIVITIES (2004-2007)

Project & Brief Description	Partner Roles	Products	Outcomes & Impacts	Challenges
Injury/Ecohazard Surveillance Development of a community surveillance tool.	<i>DL/DWs:</i> Respond to pilot test of survey tool <i>LRCL:</i> None <i>SFDPH:</i> Develop Survey <i>Other:</i> UCSF student; Administered survey; summarized results	<ul style="list-style-type: none"> □ Draft Day Laborer Injury Surveillance Questionnaire □ Draft Report on Work Injuries and Health Risk of San Francisco Day Laborers 	<ul style="list-style-type: none"> □ Survey developed to monitor injury and economic hazards among day laborers and domestic workers administered in one shelter □ Interviewed several community-based organizations (CBOs) about hosting surveillance 	<ul style="list-style-type: none"> □ Ongoing, scientifically rigorous surveillance of transitory, undocumented population very difficult □ Community surveillance found to beyond capacity of possible participating CBOs. □ Staff turnover, lack of clarity about status and goals of project, and resource intensive nature led to decision to drop effort.
CC Economic Development Workgroup Community Council workgroup formed to identify ways to create more jobs for day laborers and domestic workers	<i>DL/DWs:</i> Develop plans with MEDA <i>LRCL:</i> DLP attend meetings <i>SFDPH:</i> Mentored DLs/DWs in conducting research <i>Other:</i> MEDA: Met with DLs/DWs to introduce concept and develop marketing and operations plans with DL/DWs	<ul style="list-style-type: none"> □ Marketing/ Business/ Operations plan created for DLP □ Lead dust removal business plan created for WC/ immigrant worker community 	<ul style="list-style-type: none"> □ Participating day laborers and domestic workers introduced to concepts of marketing, business and operations plan □ Day Labor Program incorporates some components of business plan into revised decision-making structure □ Women's Collective scheduled to finalize lead dust removal plan 	<ul style="list-style-type: none"> □ DLP lacked capacity to be very engaged in plan development □ Staff turnover at MEDA leads to confusion about project purpose □ Small businesses lack incentives to hire DLs, cannot report hiring DLs □ Unions historically oppose hiring of DLs because viewed as competition □ Unlicensed contractors lack accountability
CC Digital Storytelling Workgroup Community Council workgroup to develop digital stories to describe lives, struggles, and contributions of day laborers and domestic workers	<i>DL/DWs:</i> Create and profile in stories. Help plan community forum to screen stories <i>LRCL:</i> Recruit DLs & employers; help develop stories <i>SFDPH:</i> Coordinated logistics & dissemination; Help develop stories; <i>Other:</i> Center for Digital Storytelling: Coordinated training, videotaping, editing, production	<ul style="list-style-type: none"> □ 12 Digital Stories 6 <i>Dignidad y Respeto</i> (Dignity and Respect) & 6 <i>Nuestro Trabajo es Bien Honesto</i> (Our Work is Honest Work) Stories □ Discussion Guide to Our Work is Honest Work □ Press release and program for community forum 	<ul style="list-style-type: none"> □ Participating staff/members increase knowledge of how to create digital story □ Success of first set led to creation of second set of digital stories one year later. □ Discussion guide developed for "Our Work is Honest Work" stories □ Community forum organized to share "Dignity and Respect" stories and discuss issues facing day laborers. □ "Our Work is Honest Work" is screened to 16 organizations □ Stories used to educate CBOs, clinicians and policy makers about DL/DW conditions and contributions. □ Digital stories create alternative media source to counter negative stereotyping and xenophobia □ Both digital stories by day laborers in the "Our Work is Honest Work" series deal with workplace injury and workers compensation, so will be useful in advocating for improved workers compensation programs for day laborers. 	<ul style="list-style-type: none"> □ Story creation is time and resource intensive, leaving limited resources for duplication and distribution of completed stories □ Group decided to give participants freedom to make story that most resonates with them personally. However, this results in lack of specific focus/theme across stories. □ Messaging is challenging when dealing with multi-faceted, complex issues and not have specific focus. □ Lack of target audience and campaign goal for the stories makes distribution strategies for stories unclear. □ Difficult to protect identity of undocumented worker when using visual media □ Workers' top priority is jobs, therefore need flexibility and additional time/resources to engage DL/DWs in meetings, trainings, & screening location

APPENDIX 1: TABLE OF MAJOR UNIDOS ACTIVITIES (2004-2007)

Project & Brief Description	Partner Roles	Products	Outcomes & Impacts	Challenges
CC Mobile Clinic Workgroup Community Council workgroup to assess interest in day laborer-serving mobile clinic and access to medical services	<i>DL/DWs:</i> Develop & administer survey; compile results; disseminate findings; Respond to survey <i>LRCL:</i> None <i>SFDPH:</i> Mentor day laborers; Helped write report, translate to English <i>Other: Community Clinic Consortium:</i> Interviewed re: rerouting mobile clinic	<ul style="list-style-type: none"> Report on DL Access to Medical Services summarizing 2007 focus group and 2005 survey findings Spanish flyers with DPH clinic hours/locations 	<ul style="list-style-type: none"> Participating DLs develop and conduct interviews, compile results, disseminate findings 120 DLs surveyed and 24 DLs participate in focus groups on access to medical care Report developed combining findings, lessons learned and recommendations DLs participating in workgroup have increased understanding of how to conduct survey to advance policy goal Findings shared with coordinator of City Mobile health services, SFDPH clinic leaders, and Mayor's Office to increase awareness of DL conditions/needs SFDPH coordinated tour/meeting for LRCL staff at clinic and hospital leading to increased staff understanding of how access public health care system SFDPH develops and distributes Spanish flyers with clinic hours and locations 	<ul style="list-style-type: none"> DLs are transient and diverse population, therefore not known whether results are representative of larger DL population Selection bias – interviewers skipped non-Spanish speaking and intoxicated DLs Advocacy bias – DL interviewers had goal of wanting mobile clinic which may have impacted question development and manner asked SFDPH staff lack capacity to follow up/ follow through, given competing priorities and budget cuts
CC Bathrooms/ Clean streets Workgroup Community Council workgroup formed to assess day laborers' bathroom needs	<i>DL/DWs:</i> Develop interview tool, conduct interviews and focus groups, compile results, disseminate findings, Participate in focus group <i>LRCL:</i> None <i>SFDPH:</i> Mentor day laborers; Helped write report, translate to English <i>Other:</i> None	<ul style="list-style-type: none"> Report on DL focus groups about bathrooms & clean streets Grant proposal to City Administrator to create a "Day Laborer Good Neighbor Program" 	<ul style="list-style-type: none"> Participating DLs develop and conduct interviews, compile results, disseminate findings 43 day laborers participate in focus groups re: access and usage of current bathrooms Fact sheet developed with findings from focus groups Operational needs identified for current and potential future bathroom locations City agencies developed proposal about how to resolve conflict between DL needs and resident concerns Day laborers on Community Council consider benefits/harms, provide revised proposal SFDPH held community meetings to discuss sanitation LRCL launches bathrooms campaign Community Challenge Grant submitted to Mayor's Office to fund day laborers to clean streets; beautify neighborhood 	<ul style="list-style-type: none"> Tensions between DLP and neighbors are complex problem (not just about access to bathrooms but also lack of jobs, affordable housing, social services for DL; committing city resources to undocumented workers (i.e. to clean streets); and macro factors driving economic and political migration SFDPH supposed to represent all SF residents, whereas DLP/LRCL represents immigrant workers. This can cause conflict in certain situations. Different definitions of role and success of Worker Center/DLP; DLP believes in DL right to find work through DLP and on the streets; City policymakers/Mayor view DLs on street represent failure of DLP to provide needed services; SFDPH tries to advocate for DL right to streets & services Grant application rejected
Occupational Safety & Health (OSH) Consultant Trained day laborer serves as liaison between day laborers and Cal-OSHA	<i>DL/DWs:</i> Conduct outreach, provide OSH presentations to various venues in the community <i>LRCL:</i> Trained DL on workers' rights <i>SFDPH:</i> Develop workplan; Mentor Consultant; Support networking, materials development, & outreach <i>Other:</i> CBOs: Allow OSH consultant to present at client orientation and other weekly meetings	<ul style="list-style-type: none"> Proposal for OSH Consultant Position Creation Flyers on Wage, Health and Safety Rights Draft Outline of Presentations on chemicals, Cal/OSHA, Ergonomics Los Altos Town Crier article on day laborer health and safety 	<ul style="list-style-type: none"> OSH Consultant experiences increased confidence in presentation skills & increased capacity to raise awareness about OSH OSH Consultant actively promotes OSH in regional and national day laborer networks resulting in regional training on OSH issues and OSH campaign development Regular requests from other agencies and calls from workers, outside SF asking for legal and work-related advice & presentations Increased newspaper and TV media attention to OSH issues 	<ul style="list-style-type: none"> Lack of funding to support continued programming Limited ability to follow up with same group of people limits evaluation of impact Lack of interest/commitment by some SF-based CBOs in issue of health and safety Immigration status impacts ability of certain agencies to hire day laborers whose capacity has been developed through UNIDOS

Appendix 2: Overview of Positive Outcomes and Impacts from UNIDOS Collaboration

Projected UNIDOS Outcomes	Examples of Actual Positive Impacts (2004-2007)
Process Outcomes	
<i>Equitable dialogues, a voice for stakeholders</i>	<ul style="list-style-type: none"> ➤ Developed Community Council comprised of day laborers, domestic workers, DLP, SFDPH and other stakeholders ➤ Used popular education techniques for all trainings and courses to promote equitable dialogue among participants ➤ Involved workers in curriculum development for vocational and safe cleaning trainings; creation of digital stories and moving DVD; focus groups and interviews regarding access to bathrooms and medical services ➤ Organized 2005 community forum to screen digital stories and create space for dialogue among city officials, community organizations and other stakeholders about housing, safety, access to sanitation services, jobs, and workers rights
<i>Relevant interventions, based on the knowledge and experience of all stakeholders</i>	<ul style="list-style-type: none"> ➤ Developed industry-specific training curriculums that are linguistically, educationally and culturally appropriate ➤ Over 80 trainings planned and implemented involving multiple stakeholders ➤ Built on LRCL's expertise educating and organizing workers on legal workers' rights in course and legal clinic development ➤ Launched weekly legal clinic involving day laborers and domestic workers as legal defenders ➤ Brought in LOHP, MEDA, Center for Digital Storytelling as consultants to advise on UNIDOS materials development
<i>Working relationships among UNIDOS partners</i>	<ul style="list-style-type: none"> ➤ Building on lessons learned from UNIDOS to inform future SFDPH-LRCL and other partnerships ➤ Increased communication between SFDPH, LRCL, MEDA that continues post grant
Environmental and Social Changes	
<i>Employment and economic development</i>	<ul style="list-style-type: none"> ➤ Created economic development plans for DLP and WC; WC to launch pilot program in 2009 ➤ Hired and trained day laborers and domestic workers as trainers for Vocational Trainings, Safe Cleaning Trainings, and OSH Consultant position; <i>promotoras</i> also hired to do outreach to reduce sale of lead-contaminated Mexican candies ➤ Developed opportunity for day laborers to practice vocational skills, potentially increasing marketability ➤ Networking resulted in one of the vocational training trainers obtaining regular construction employment
<i>Integrated health and safety program within vocational training and other DL services</i>	<ul style="list-style-type: none"> ➤ Integrated Health and Safety into all UNIDOS curriculum, trainings, and surveys ➤ Developed three products (vocational training curriculum, moving DVD, and fact sheets) which can be distributed widely ➤ Distributing UNIDOS fact sheets about how to protect employee's health to all employers of Women's Collective members
<i>Increased knowledge and utilization of workers' occupational safety and health rights</i>	<ul style="list-style-type: none"> ➤ Created OSH Consultant position to help workers' understand and utilize rights; outreach to various organizations ➤ Enabled three day laborers to receive state certification as lead workers, qualifying them to remediate lead hazards ➤ Helped Day Labor Organizing Network organize health and safety trainings at regional conference using UNIDOS materials ➤ Distributed Safe Cleaning curriculum to other organizations working with domestic workers; Women's Collective plans to pro-actively distribute curriculum more widely in 2009 via the National Domestic Worker Alliance
<i>Increased accountability and responsiveness of government regulatory protection and services programs</i>	<ul style="list-style-type: none"> ➤ Facilitated deeper engagement by Mayor's Office and other City Officials in discussions about bathrooms and day laborers' needs through digital stories, UNIDOS assessment activities, and campaigns ➤ Developed deeper SFDPH understanding of how to provide technical assistance on occupational health to CBOs ➤ Began LRCL-SFDPH collaboration to address policy gaps in DL workers' compensation coverage ➤ Created and distributed flyer of free clinic locations and held Interdepartmental SFDPH meeting to respond to day laborers' health needs identified in UNIDOS report on access to medical services ➤ Introduced state legislation to require overtime pay for household workers
<i>Increased public awareness of DL needs and resources for DL programs and services</i>	<ul style="list-style-type: none"> ➤ Obtained additional grant funding for Women's Collective to continue health & safety outreach and safe cleaning trainings ➤ Organized tours of clinic and hospital for LRCL staff to better understand how to help clients navigate health system ➤ Created digital stories and discussion guide to raise awareness about contributions and conditions faced by day laborers and domestic workers; stories screened at 16 organizations that work with immigrant workers ➤ Worked with students from SFSU and Berkeley High School to develop safe moving practices <i>telenovela</i> DVD, which was distributed to over 50 day labor centers, local clinics and others across US
<i>Less exploitation</i>	<ul style="list-style-type: none"> ➤ Increased media coverage about abusive employers, which may lead to increased awareness about workers rights ➤ Increased confidence by participants in United Workers Course and Trainings to utilize their rights ➤ Recovered \$330,000 in unpaid wages from legal clinic and campaign activities ➤ Trained day laborer trainers to speak out/exercise rights; for example one makes calls to enforcement agency about employer violations of health and safety laws, despite putting self at risk of losing permanent construction job
Community Capacity Changes	
<i>Expanded networks for project participants</i>	<ul style="list-style-type: none"> ➤ Networking resulted in trainers/<i>promotoras</i> considered as resource for some city agencies for outreach to Latino communities ➤ Increased demand for OSH Consultant services outside San Francisco ➤ Increased LRCL and SFDPH collaboration with other agencies such as LOHP, Worksafe, Arriba Juntos, MEDA, MLVS ➤ Hiring of Master Trainer for Vocational Training results in Master Trainer seeking and receiving EPA grant to train workers on lead-safe work practices and hire day laborer organizers to do outreach in Bay Area Latino community ➤ Launching of National Domestic Worker Alliance by Women's Collective and others at US Social Forum
<i>Increased sense of ownership and social cohesion</i>	<ul style="list-style-type: none"> ➤ Increased social cohesion among class participants, vocational and safe cleaning trainers, and defensores ➤ Created one of the first reports documenting workplace conditions faced by domestic workers in SF Bay Area; interviewers and persons conducting data entry for Domestic Workers' Survey report pride in this achievement.
<i>Day laborers' voices are heard</i>	<ul style="list-style-type: none"> ➤ Provided extensive opportunities for participating day laborers and domestic workers to provide input and suggestions ➤ Increased media coverage of workers' campaigns against abusive employers to recover unpaid wages ➤ Created digital stories to easily distribute alternative media to share day laborers' voices and experiences ➤ Organized 2005 Community Forum to focus on voices and needs of day laborer community ➤ Submitted Community Challenge Grant to Mayor on behalf of DLP to propose Good Neighbor Program
<i>Increased leadership capabilities</i>	<ul style="list-style-type: none"> ➤ Trained over 30 day laborers and domestic workers in training-the-trainer leadership development classes ➤ Dedicated one hour of each Workers' Course sessions to leadership development ➤ Trained workers as co-teacher for 2nd United Workers Course and as Legal Clinic <i>defensores</i> ➤ Enabled OSH Consultant's further development of OSH leadership and outreach skills to local, regional and national networks

Appendix 3: Overview of Major UNIDOS Challenges and Lessons Learned

Major Challenge Encountered	Lessons Learned
Lack of A Collaboratively Developed Project Proposal	<ul style="list-style-type: none"> Organize open, ongoing discussions about how each organization makes decisions Understand what are the top priorities of each organization as well as competing priorities and identify common ground Acknowledge and appreciate the strengths of partner organizations early in grant Acknowledge and discuss each organization's theory and approaches to social change Establish lines of communication within each organization to ensure relationship building and accountability Conduct trust and relationship building activities throughout partnership Explore how proposed project decision-making structure relates and potentially competes with existing structures
Working with Day Laborer Population	<ul style="list-style-type: none"> Need flexibility, patience, and ongoing dialogue to address increased time, energy, and other resources needed to engage day laborers in inclusive manner, allowing for genuine participation without fear of deportation or loss of wages. More outreach services needed to educate undocumented immigrants about SF's Sanctuary City Status More outreach to community-based organizations by governmental agencies about their services, such as Healthy San Francisco, so that the information can be passed on to the immigrant clients Need to ensure that city services do not inappropriately ask for immigration status to avoid potential chilling effect on immigrant utilization of services Government involvement in projects can also lend credibility and prestige in the eyes of workers, employers, and other stakeholders.
Conflicts Over the Need for New Organizational Structures	<ul style="list-style-type: none"> Need full discussion of resources needed to fully support DL/DW engagement in proposed activities, who provides that support. Government agencies should recognize the expertise community groups have in engaging community members in similar activities. Need clarity about whether focus is on capacity building of particular population to engage in research and advocacy work, and/or promote coalition building to bring diverse stakeholders with varying degrees of experience and expertise working with DL population to the table. Resources needed to support both, but need transparent discussion about priorities. Need clear expectations of involvement by individuals that represent other organizations or networks More explicit discussion early on about racial, ethnic, gender, class and other differences that may impact relationship. Need to explicitly value diversity of experiences and perspectives. Need ongoing communication about how these differences manifest and can be leveraged for improved project collaboration. Be attentive to conversation dynamics, who is speaking when, how much, and who represents whom Allocate time and resources to have ongoing check-ins with staff and participants about how partnership dynamics are going, what's working well and what needs to be improved
Lack of Communication about Funding and Resources	<ul style="list-style-type: none"> Develop full buy-in and agreement on goals and approach before applying for funding Open, frank and ongoing discussions about financial commitments and organizational priorities; Make pro-active agreements regarding accountability and flexibility of deadlines Make budget decision-making process more transparent and equitable; if possible have third party manage grant funds/administration Need early discussion/decisions about stipends/compensation
Lack of CBPR and Participatory Evaluation	<ul style="list-style-type: none"> Need organizational commitment to process and relationship building, not just outcomes/interventions if trying to develop sustainable partnerships Timely, iterative evaluation can help identify barriers and opportunities to project sustainability Commitment and plan for evaluation should be established at beginning of collaboration Hire third party evaluator to maintain neutrality or ensure both sides contribute to evaluation plan development, implementation, & analysis Ensure evaluation costs and priorities are mutually agreed upon upfront Include making assessments and changes based on evaluation results in the plan.

G. PUBLICATIONS

Reports

San Francisco Department of Public Health and La Raza Centro Legal. January 2009. UNIDOS Final Report. A Partnership to Improve Working Conditions for Day Laborers and Domestic Workers in San Francisco. Accessible online at: http://www.sfphes.org/work_unidos.htm

San Francisco Department of Public Health. July 2007. Day Laborers' Access to Medical Services. General Findings from a Brief Survey and Three Focus Groups. Accessible online at: http://www.sfphes.org/UNIDOS/2007_Unidos_Medical_Services_Access.pdf

The Women's Collective of La Raza Centro Legal, Mujeres Unidas y Activas, and the DataCenter. March 2007. Behind Closed Doors: Working Conditions of California's Household Workers. Accessible online at: <http://www.datacenter.org/reports/behindcloseddoors.pdf>

San Francisco Department of Public Health. June 2005. Draft Report on Pilot Vocational Training Evaluation. Accessible online in Appendix 7.1: http://www.sfphes.org/work_unidos.htm

San Francisco Department of Public Health. June 2007. Report to the Mayor's Office of Housing on UNIDOS Lead Hazard Trainings. Accessible online in Appendix 7.1: http://www.sfphes.org/work_unidos.htm

San Francisco Department of Public Health. Spring 2005. United Workers' Course Evaluation Report. Accessible online in Appendix 7.2: http://www.sfphes.org/work_unidos.htm

San Francisco Department of Public Health. Spring 2005. Draft Evaluation Report on Domestic Workers' Experiences Conducting Interviews and Data Entry for Domestic Worker Rights Survey Project. Accessible online in Appendix 7.2: http://www.sfphes.org/work_unidos.htm

Educational Materials and Other Resources

Please visit the UNIDOS website for an overview of educational materials and other resources developed from the UNIDOS partnerships.
http://www.sfphes.org/work_unidos.htm

H. MATERIALS AVAILABLE FOR OTHER INVESTIGATORS

The following materials are handouts, flyers and other educational materials developed to raise awareness among day laborers, domestic workers, and other Spanish-speaking workers about work-related health, safety and rights. These pages are just a few of the numerous outcomes of a four year partnership between the San Francisco Department of Public Health and La Raza Centro Legal's Day Labor Program and Women's Collective (2004-2007). The full lists of appendices are listed on the following pages.

To download these materials and others, and for a full description of the UNIDOS partnership, please visit:
http://www.sfdph.org/work_unidos.htm

Handouts/Flyers

1. Poster on Preventing Lead Poisoning in Construction Work (Spanish)
2. Flyer for Day Laborer Employers about how to protect their workers' health and safety (English)
3. Flyer for Day Laborers on Safe Gardening Practices (Spanish)
4. Flyers for Employers of Domestic Workers about how to protect their workers' health and safety (English)
5. Flyer on Work-Related Rights Under San Francisco's and California's Labor Laws (Spanish)
6. Flyer on Wage Rights (Spanish)
7. Flyer on Health and Safety (Spanish)
8. Draft Outline of Presentation by the UNIDOS Pilot Occupational Health and Safety Consultant (Spanish)
9. Draft Outline for Presentation on Chemical Hazards (Spanish)
10. Draft Outline for Presentation on Cal/OSHA (Spanish)
11. Draft Outline for Presentation on Ergonomics (Spanish)

Additional Educational Resources

For Vocational Training Curriculum, contact Karen Yu via:
Email: Karen.yu@sfdph.org // Phone: (415) 252-3957

For Safe, Dignified Cleaning Training Curriculum, contact Jill Shenker via:
Email: jill@lrcl.org // Phone: (415) 553-3406

For the complete United Workers' Course Curriculum, contact Hillary Ronen via:
Email: hillary@lrcl.org // Phone: (415) 553-3415

Youtube.com Link to "Mudanzas con los Jornaleros"/ "Day Laborers Moving" Video (*Spanish*):

- Part 1: <http://www.youtube.com/watch?v=HBXzZ6jUcSY>
- Part 2: <http://www.youtube.com/watch?v=1DP5qjF4dlY>
- Part 3: <http://www.youtube.com/watch?v=Xazbrt44I.cg>
- Part 4: <http://www.youtube.com/watch?v=ItK2SMq5a4c>

YouTube.Com Links to 10 minute UNIDOS Digital Stories (*English & Spanish*)

- Part 1: <http://www.youtube.com/watch?v=atF5P7PQ1PQ>
- Part 2: http://www.youtube.com/watch?v=pRt_31G0ClQ
- Part 3: <http://www.youtube.com/watch?v=MU9UKnv51IbU>
- Part 4: <http://www.youtube.com/watch?v=vJo3fm7bGA4>
- Part 5: <http://www.youtube.com/watch?v=BA5BjIrl'OI10>
- Part 6: <http://www.youtube.com/watch?v=pzW3cPhrqu8>

Resources for Researchers

- Draft Injury Surveillance Survey (*English & Spanish*)
- Draft Proposal for Revised Community Council Structure – Fall 2006 (*English*)
- UNIDOS Partnership Evaluation Survey – Fall 2007 (*English and Spanish*)
- UNIDOS Final Report – Chapters Five and Six: Challenges and Lessons Learned (*English*)

Jornaleros Unidos con el Pueblo (UNIDOS)

List of Final Report Appendices Available at: http://www.sfphes.org/work_unidos.htm

APPENDIX 7.0 – UNIDOS SUMMARY TABLES

- Appendix 7.0.1 - Table of Major UNIDOS Activities (2004-2007)
- Appendix 7.0.2 - Overview of Positive Outcomes/Impacts from UNIDOS Collaboration
- Appendix 7.0.3 - Overview of Major UNIDOS Challenges and Lessons Learned
- Appendix 7.0.4 - Bibliography

APPENDIX 7.1: VOCATIONAL TRAINING, SAFE & DIGNIFIED CLEANING TRAINING AND MOVING VIDEO MATERIALS

- Appendix 7.1.1 – Report to Mayor’s Office of Housing on UNIDOS Lead Hazard Trainings (*English*)
- Appendix 7.1.2 – Vocational Training Flyer – June 2005 (*Spanish & English*)
- Appendix 7.1.3 – Draft Report on Pilot Vocational Training Evaluation – June 2005 (*English*)
- Appendix 7.1.4 – Poster for DLP to Accompany Distribution of CA Lead Brochures (*Spanish*)
- Appendix 7.1.5 – Flyer for Employers of Day Labor Program Members (*Developed for employer focus groups, but never distributed due to poor attendance*) (*English*)
- Appendix 7.1.6 – Flyer for Day Laborers on Safe Gardening Practices (*Spanish*)
- Appendix 7.1.7 – Questionnaire for Day Laborers’ Moving Video (*Spanish*)
- Appendix 7.1.8 – Discussion Guide for Moving Video (*English*)
- Appendix 7.1.9 – Safe Cleaning Training Flyer (*Spanish*)
- Appendix 7.1.10 – Safe Cleaning Training Draft Evaluation Report – November 2005 (*Spanish*)
- Appendix 7.1.11 – Flyer for Employers of Women’s Collective Members (*English*)
- Appendix 7.1.12 – *El Tecolote* Article on Safe Cleaning Trainings & Women’s Collective (*English*)

APPENDIX 7.2: UNITED WORKERS’ COURSE & LEGAL CLINIC MATERIALS

- Appendix 7.2.1 – United Workers’ Course Flyer and Application (*Spanish*)
- Appendix 7.2.2 – Overview of United Workers’ Course Themes (*Spanish*)
- Appendix 7.2.3 – United Workers’ Course Teacher’s Guide (*Spanish*)
- Appendix 7.2.4 – United Workers’ Course Evaluation Report (*English*)
- Appendix 7.2.5 – Legal Clinic Training Curriculum (*Spanish*)
- Appendix 7.2.6 – Legal Clinic Handbook for *Defensores* (*Spanish*)
- Appendix 7.2.7 – Legal Clinic Sample Intake Form (*Spanish*)
- Appendix 7.2.8 – Flyer on Domestic Workers and Day Laborers Legal Rights (*Spanish*)
- Appendix 7.2.9 – Press Release - SF DA Charges Employer for Withholding Wages (*English*)
- Appendix 7.2.10 – *SF Weekly* Article on Legal Clinic and Day Laborer Advocacy (*English*)

APPENDIX 7.3: DOMESTIC WORKERS SURVEY

- Appendix 7.3.1 - Final Report: *Behind Closed Doors: Working Conditions of CA Household Workers* (*English*)
- Appendix 7.3.2 – Results from the Domestic Worker Survey, Prepared for NIOSH (*English*)
- Appendix 7.3.3 – *El Tecolote* Article on Domestic Workers’ Report Findings (*English*)
- Appendix 7.3.4 – Draft Evaluation Report on DW Survey Data Entry Project (*English*)
- Appendix 7.3.5 – NELP Report: *Rights Begin at Home: Defending Domestic Workers Rights in CA* (*English*)
- Appendix 7.3.6 – Analysis of Assembly Bill 2536: Personal Attendants’ Overtime Bill (*English*)
- Appendix 7.3.7 – SFDPH Fact Sheet on Health Impacts of AB 2536 (*English*)

APPENDIX 7.4: INJURY/ECO-HAZARD SURVEILLANCE

- Appendix 7.4.1 – Draft Injury Surveillance Survey – English
- Appendix 7.4.2 – Draft Injury Surveillance Survey – Spanish

APPENDIX 7.5: ECONOMIC DEVELOPMENT AND BATHROOMS/CLEAN STREETS WORKGROUP OF THE UNIDOS COMMUNITY COUNCIL

- Appendix 7.5.1 – Draft Business Plan for Day Labor Program (August 2006) (*English*)
- Appendix 7.5.2 – Report on Bathrooms and Clean Streets Focus Groups (*English*)
- Appendix 7.5.3 – Community Challenge Grant Program Application & Proposal (*English*)
- Appendix 7.5.4 – Flyers Distributed by DLP regarding Neighborhood Cleanings (*English and Spanish*)

APPENDIX 7.6: DIGITAL STORYTELLING WORKGROUP OF THE UNIDOS COMMUNITY COUNCIL

- Appendix 7.6.1 – Press Release for Digital Stories Community Forum (*English*)
- Appendix 7.6.2 – Program for Digital Stories Community Forum (*English*)

- Appendix 7.6.3 – Application to Participate in Digital Stories Production, 2nd Round (*Spanish*)
- Appendix 7.6.4 – Flyer for Our Work is Honest Work Digital Stories Screening (*English*)
- Appendix 7.6.5 – Discussion Guide for Our Work is Honest Work Screenings (*English*)

APPENDIX 7.7: ACCESS TO MEDICAL SERVICES WORKGROUP OF THE UNIDOS COMMUNITY COUNCIL

- Appendix 7.7.1 – Draft Report on Day Laborers’ Access to Medical Services (*English*)
- Appendix 7.7.2 – Flyer with Public Clinic Hours and Locations (*Spanish*)
- Appendix 7.7.3 – SFDPH Letter to Day Labor Program Regarding Clinic Flyer Distribution (*English*)
- Appendix 7.7.4 – UNIDOS Letter to Street Outreach Services Regarding Mobile Clinic (*English*)
- Appendix 7.7.5 – SFDPH Letter to Community Health Programs Director Regarding Findings (*English*)

APPENDIX 7.8: OCCUPATIONAL SAFETY AND HEALTH CONSULTANT

- Appendix 7.8.1 – Proposal for Creation of OSH Consultant Position (*Spanish*)
- Appendix 7.8.2 – OSH Consultant Flyer on Wage Rights (*Spanish*)
- Appendix 7.8.3 – OSH Consultant Flyer on Health and Safety Rights (*Spanish*)
- Appendix 7.8.4 – Overview of OSH Consultant Presentation Themes (*Spanish*)
- Appendix 7.8.5 – Draft Outline of OSH Consultant Presentation on Chemicals (*Spanish*)
- Appendix 7.8.6 – Draft Outline of OSH Consultant Presentation on Cal/OSHA (*Spanish*)
- Appendix 7.8.7 – Draft Outline of OSH Consultant Presentation on Ergonomics (*Spanish*)
- Appendix 7.8.8 – Program for National Day Labor Organizing Network Training on Occupational Safety and Health (*Spanish*)
- Appendix 7.8.9 – *Los Altos Town Crier* Article on Day Laborer Health and Safety (*English*)

APPENDIX 7.9: MISCELLANEOUS UNIDOS DOCUMENTS

- Appendix 7.9.1 – Community Council Needs Assessment- Fall 2004 (*English*)
- Appendix 7.9.2 – Draft UNIDOS Evaluation of Language and Communication – Fall 2005 (*English*)
- Appendix 7.9.3 – Draft Proposal for Revised Community Council Structure – Fall 2006 (*English*)
- Appendix 7.9.4 – UNIDOS Partnership Evaluation Survey – Fall 2007 (*English and Spanish*)

ADDITIONAL RESOURCES

- For Vocational Training Curriculum, contact Karen Yu via:
Email: karen.yu@sfdph.org
Phone: (415) 252-3957
- For Safe, Dignified Cleaning Training Curriculum, contact Jill Shenker via:
Email: jill@lrcl.org
Phone: (415) 553-3406
- For the complete United Workers’ Course Curriculum, contact Hillary Ronen via:
Email: hillary@lrcl.org
Phone: (415) 553-3415
- Youtube.com Link to “Mudanzas con los Jornaleros”/ “Day Laborers Moving” Video (*Spanish*):
Part 1: <http://www.youtube.com/watch?v=HBXzZ6jUeSY>
Part 2: <http://www.youtube.com/watch?v=1DP5qJF4dIY>
Part 3: <http://www.youtube.com/watch?v=Xazbrt44Lcg>
Part 4: <http://www.youtube.com/watch?v=ItK2SMq5a4c>
- YouTube.Com Links to 10 minute UNIDOS Digital Stories (*English & Spanish*)
Part 1: <http://www.youtube.com/watch?v=atF5P7PQTPQ>
Part 2: http://www.youtube.com/watch?v=pRt_31G0ClQ
Part 3: <http://www.youtube.com/watch?v=MU9UKnv5HbU>
Part 4: <http://www.youtube.com/watch?v=vJo3fm7bGA4>
Part 5: <http://www.youtube.com/watch?v=BA5BjIrFOH0>
Part 6: <http://www.youtube.com/watch?v=pzW3cPhrqu8>