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Executive Summary

The Domestic and Foreign Missionary Society (DMFS) of the Episcopal Church proposes to have 10 RefugeeCorps members who will serve in volunteer management in Tucson, AZ; Los Angeles, CA; Denver, CO; Miami, FL; Boise, ID; Wichita, KS; New Bern, NC; Wilmington, NC; Chattanooga, TN; Seattle, WA. By the end of the first program year, RefugeeCorps members will be responsible for managing 670 new and ongoing volunteers, incorporating at least three of nine effective volunteer management strategies into their program, and initiating one new volunteer management model. In addition, the RefugeeCorps members will leverage the same 670 volunteers who will be engaged in support for survivors of torture/violence, support for successful entry to the workforce, English Language Training, assistance with accessing and enrolling in social services, mentoring and tutoring, organizational capacity building, medical access and Affordable Care Act support, economic opportunity, housing outreach, naturalization process navigation, connection to adult education and GED support, childcare support, and connection to computer literacy courses. This program will focus on the CNCS focus area of Capacity Building. The CNCS investment of the education grant will be matched with \$250,000 in funding from the Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement.

Rationale and Approach/Program Design

The Domestic and Foreign Missionary Society of the Episcopal Church (DFMS), through its program Episcopal Migration Ministries (EMM) resettles approximately 5,000 refugees per year through cooperation with thirty affiliate organizations around the United States. EMM proposes a new multi-state RefugeeCorps program for implementation at ten of these affiliates, which will serve as operating sites. Federal funding for refugee resettlement through national resettlement agencies like EMM is designated for programs that provide for basic needs, initial housing, case management, and employment support for refugees, as well as administrative costs, on a per capita basis. Until now with the birth of RefugeeCorps, there have been no federal grant funds designed to specifically support volunteer management for resettlement programs. Resettlement sites with large numbers of refugee arrivals are often able to pool administrative funds from multiple grants to support at least a part time volunteer management position. Resettlement sites with smaller numbers of arrivals typically have very limited resources to pool to support volunteer management.

Given limited resources, local resettlement agencies have a significant need for volunteer time to supplement the stretched capacity of case management staff to fully respond to programmatic and

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case-related needs of refugee arrivals. Agency case managers are necessarily focused on required direct services to refugee clients. On top of these activities, they have limited opportunity to effectively recruit, manage, train, and retain volunteers. All of the ten proposed operating sites for this program lack dedicated full-time or part time volunteer management staff. Currently, when staff time is found for volunteer management, it is often ad hoc, short term, secondary, without adherence to proven best practices, and/or absent of an innovative and creative implementation model.

EMM affiliates need a member with dedicated time to strategically plan for a comprehensive and holistic volunteer program that takes into account the needs of the volunteer, the needs of the agency, and the needs of the refugee. An organizational culture is required to ensure that volunteers are welcomed to the agency, engaged in meaningful service, comfortable in their role, and recognized for their contributions. Intensive planning is required to ensure that volunteer skills are effectively targeted to direct services that are most needed, roles are clearly defined, and volunteer efforts are not duplicative or in conflict with the efforts of agency staff. Specialized volunteer training is required to ensure that volunteers adequately understand 1) how to approach arriving refugees with support that is culturally appropriate, upholds dignity, and promotes self-reliance and 2) how to respect the prescribed role of the agency in the life of the refugee.

Traditional models utilized at refugee resettlement sites include one-on-one mentorship and co-sponsorship. The mentorship model can be effective in that it matches a volunteer with a refugee to support English Language Training (ELT), employment search, or navigation of U.S. systems and culture. The model can be challenging for long term volunteer retention when 1) the volunteer becomes committed to the single refugee and uninterested in working with other individuals or in other activities, 2) the relationship between the volunteer and refugee does not progress, or 3) the volunteer becomes burned out in the face of ongoing needs for the refugee arrival and/or the time commitment. The co-sponsorship model matches a set group of volunteers -- often a religious congregation or civic unit -- with a refugee case for support. When this model works well, the refugee case gains a supportive group of local friends who help with basic needs, community navigation, ELT, and employment support until they reach stability and self-sufficiency. However, many resettlement agencies now shy away from this model for many of the same challenges described above for one-to-one mentorship -- reluctance for co-sponsors to "move on" to another refugee family or activity, varied levels of commitment from within the co-sponsoring group, and burnout. To expand beyond traditional methods and create greater impact, EMM affiliates need a member with time to plan for and implement diverse offerings in volunteer participation. With a richer, localized, and well-

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developed menu of options for involvement, affiliates can engage a wider volunteer base. Basing these options on solid, proven models for volunteer management will guarantee enhanced capacity for the organization to serve refugee clients through the effective use of volunteers and greater satisfaction in the volunteer's experience of their own service.

The new partnership between the Corporation for National and Community Service (CNCS) and the Office of Refugee Resettlement (ORR) has created the RefugeeCorps program to meet ongoing priority areas for both agencies for service. In the proposal for establishment of RefugeeCorps, both agencies described a shared "humanitarian commitment to ensure that individuals, children, families and communities, especially those with critical needs, have access to quality health, employment, education, and human services support." While the capacity building program being proposed does not specifically target any one of the 2015 AmeriCorps Funding Priorities, it is evident that the resulting direct services provided by an expanded volunteer base at these ten refugee resettlement sites will impact the economic opportunity, education, and quality of life of beneficiary refugees. Refugees by definition are a group within local communities with critical needs that require targeted, effective support to ensure full access and integration. Local resettlement agencies have been witness over the last five years to increasing levels of vulnerability among new refugee arrivals - the result of a number of factors, including protracted stays of five to twenty years in poor refugee camp conditions, extreme violence in home countries, and limited access to full medical care. ORR has recognized this increase in refugee vulnerability and in the last two years has shifted and/or increased resources towards long term services for special populations including the physically challenged, refugees with psychological conditions, victims of torture and trauma, youth and elderly without family, and women at risk. Without resources for additional case management time from affiliate staff and sufficient volunteer support over the long term, vulnerable arrivals are more likely to experience instability in housing, employment, medical and mental health status, English language acquisition, and family functioning. Volunteers have the opportunity to impact refugees by connecting them to ongoing support through social services, language lessons, GED and literacy classes, and medical services. They can respond to educational and occupational needs with mentoring and job coaching. To increase volunteer participation in refugee resettlement through expanded volunteer management efforts is to help increase the stability of refugee arrivals.

To inform the program design, EMM utilized four studies to help define current best practices in volunteer management and to identify the capacity building measures and models to be prioritized for implementation at ten sites. A 2004 study by the Urban Institute, "Volunteer Management Practices

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and Retention of Volunteers," presented nine best practices recommended for organizations that wish to effectively recruit, manage, and retain volunteers. These practices include supervision and communication with volunteers, liability coverage for volunteers, screening and matching volunteers to jobs, regular collection of information on volunteer involvement, written policies and job descriptions for volunteers, recognition activities, annual measurement of volunteer impact, training and professional development of volunteers, and training for paid staff in working with volunteers. A review of the study also found that organizations seeking volunteers should consider offering varied time options for volunteer activities to accommodate volunteers with full time jobs, use community information resources to link community members to agency volunteer activities, and foster local publicity on volunteer opportunities at the agency. The study offers a moderate level of evidence as to the success of these strategies for volunteer recruitment, management, and retention.

EMM conducted a needs assessment survey with each of the ten affiliate operating sites. For each of the twelve best practices identified through the Urban Institute study, the site director indicated as to whether the agency was 1) currently implementing that strategy; 2) using the strategy but needed to improve upon implementation; 3) not implementing the strategy but willing to adopt it for the future; or 4) not interested in adoption of the strategy. In areas that heavily impact the agency's culture around volunteer participation, results showed that affiliates were actively working on supervision and communication with volunteers and on maintenance of written policies and job descriptions for volunteers, but most recognized the need for improvement in these areas. Only three out of ten sites were actively creating a positive volunteer culture through recognition activities and one of the three still cited a need for improvement in this area.

For volunteer program planning and management activities, most sites indicated they were actively screening volunteers, matching volunteers to jobs, and collecting information on volunteer numbers and hours but over half indicated their activities could be improved. Planning to provide varied time options for volunteer activities to accommodate volunteers with full time jobs revealed some difficulties. More than half indicated they were offering these options but they needed improvement. Three sites indicated they would not be able to offer these options, showing a need for training and best practice sharing to help these sites expand volunteer opportunities. Half of sites were not utilizing community information resources to link community members to volunteer opportunities, and the other half needed improvement. Three sites completely lacked local publicity on volunteer opportunities, while the remaining sites indicated a need for improved publicity.

Results were mixed on volunteer training and professional development. For the federal resettlement

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programs, EMM already expects affiliates to have a volunteer training plan in place. Yet in the survey, only three sites indicated they were actively using the training and professional development strategy. Five indicated they were willing to adopt it and two indicated they were not interested. Further investigation showed that local budget reality made the idea of true professional development opportunities for volunteers seem beyond the realm of possibility. Finally, survey results showed that three best practices will require longer development periods than is realistic in the first year. Annual measurement of volunteer impact was shown as an underused strategy that most sites were willing to adopt. Training for paid staff in working with volunteers was appealing, but not an active strategy for most sites. Liability coverage or insurance protection for volunteers was utilized by three agencies but the majority of affiliates did not intend to pursue coverage.

The affiliate survey also documented site use of three models of volunteer engagement and gauged interest in pursuing those models. These were presented as volunteer management Model 1 with focus on targeted volunteer-centered outreach to volunteers with special interests; Model 2 with focus on training of key volunteers to serve as volunteer "team leaders" on direct service projects; and Model 3 with focus on outreach to corporations or institutions for company-supported pro bono volunteer time. There is a high need for agencies to use new models of volunteer management that have shown promise and results in the wider non-profit world. With actual use in the refugee resettlement sector, established success, and documentation of management process, these working models have great potential for replication across the EMM network of affiliates.

For an operating site, the use of Model 1, the Volunteer-Centered Project Model, would involve the establishment of planned projects that meet a need in the refugee resettlement program which require support from volunteers with particular personal skills and interests. Through publicity, direct communication with source organizations/institutions, or partnership with an intermediary organization, the program would target volunteer participants who are able to meet the needs of that "packaged" project and who continue to express interest after an inspirational orientation. Volunteers would be recruited to participate in a particular project immediately after orientation and the affiliate would follow up rapidly with information and welcome to the project. Volunteer management staff would offer ongoing support to the volunteers involved in that project activity. The model would also require establishment and maintenance of a volunteer recognition program that rewards repeated commitment to agency projects. The EMM affiliate survey showed that five affiliates had similar efforts but four of the five indicated the need for improvement. The other five affiliates are not currently utilizing the model and are willing to pursue its use.

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A moderate level of evidence of the success of this model can be found in a 2009 study by New York Cares titled "The Leadership Ladder: Fostering Volunteer Engagement and Leadership at New York Cares." In 2004, New York Cares went through an in-depth reorganization of its program to more effectively recruit and retain volunteers. Rather than create a project needed by a local non-profit and then wait for volunteer walk-ins to fill the slots up, New York Cares shifted its focus to create volunteer-centered practices. These included reaching out to target community volunteers appropriate for a program; improved and timely communication; orientation on pressing community needs and the role of volunteers in addressing these needs; expectation of commitment; and follow-up and encouragement to ensure participation. The study showed that this model was highly effective for New York Cares recruitment as they increased the number of projects which had all slots filled by 181.6% from 2004 to 2008. They also saw a 77 percent increase in new volunteers from 2004 to 2008. For an operating site, the use of Model 2, the Volunteer Leadership Model, would establish a program where trained, committed volunteer leaders are responsible for guiding groups of volunteers through service projects, ensuring project progress by handling logistics and plans, and keeping volunteer groups motivated to successfully complete planned projects. Volunteer leaders would be attracted to service through outreach, clearly defined leadership roles, and the compelling nature of the work. Volunteer leaders would serve as representatives of the agency in the community. A volunteer recognition program would reflect the significant commitment of time and energy volunteer leaders contributed to site projects and offer advancement opportunities and incentives for continuing service. The EMM affiliate study showed that three affiliates were utilizing this model, but all felt the need for improvement. Seven affiliates were not actively using the model but were willing to pursue its use. Evidence of the success of this model can be found in a 2007 study by CNCS titled "Volunteering Reinvented: Human Capital Solutions for the Nonprofit Sector". "AmeriCorps Members as Volunteer Multipliers," a case study on this model within the report shows that utilizing an AmeriCorps member to train volunteer leaders to lead strategic projects has the effect of multiplying the capacity of a non-profit. The AmeriCorps member works to design appropriate projects and trains volunteer leaders to manage these projects, communicate with volunteers, and give recognition to participating volunteers on behalf of the non-profit. The non-profit benefits from the network of solid leadership that is created beyond a single volunteer coordinator, from volunteer leaders' promotion of the program to widen recruitment, and the expansion of high-capacity service hours for the agency mission.

For an operating site, the use of Model 3, the Pro Bono Outreach Model, would mean setting up high impact projects best served by skilled professionals to meet critical needs for direct service or

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organizational capacity building. The affiliate would collaborate directly with the employer on employee placements or work through a community information resource. These skilled volunteers would be supported by their corporation or employer institution to take on short or long term activities, to serve collectively or through individual placement. Activities would be based in a plan that aligns the employer's strategic interests and the needs of the affiliate; establishes priority projects; sets implementation goals; and outlines measures for success. Volunteer recognition would be important, not only as a means for the affiliate to show gratitude for the services provided, but also as a way to solicit feedback to ensure the collaboration is fruitful. The EMM affiliate study showed that four affiliates are utilizing this model, but all felt the need for improvement. Six affiliates are not actively using the model but were willing to pursue its use.

Evidence of the value of a pro-bono and skills-based volunteering model for retention can be found in "Capitalizing on Volunteers' Skills: Volunteering by Occupation in America," a 2008 study by the CNCS. The study, utilizing data (2005 to 2007) from the annual Current Population Survey of the Census Bureau and the Bureau of Labor Statistics, showed volunteer rates were higher among management and professional occupations, yet few professionals were found to be engaged in a volunteer activity related to their skills and knowledge base. Analysis of eight occupations which had clear links to common volunteer activities (education, for example) showed that an average of only 27% volunteers in those fields were volunteering in a skills-related service activity. Ultimately, the study identified greater retention rates for volunteers serving in skills-based activities related to their profession, than those who were not serving in this capacity.

To effectively address the local volunteer management needs identified in the EMM affiliate survey, training will be designed to prepare members to develop and implement volunteer programs that utilize the nine best practice strategies, resourced from the Urban Institute study, that EMM has prioritized for improving agency volunteer culture, planning, and training in the first year. Methods for healthy implementation of these strategies will be learned through tutorial and expert presentation on each of the three prioritized volunteer management program models (above). Members will be required to participate in each of four core trainings in the first quarter of service. Core training sessions will be accompanied by additional resource materials, including worksheets and assigned readings. Completion of core trainings, readings, and worksheets will be tracked by EMM national staff. Trainings will be recorded and made permanently available to members and staff at all ten operating sites through the EMM Resource Sharing Website.

(Training 1: Orientation to the EMM RefugeeCorps Program Webinar) -- EMM national staff will

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provide an orientation on RefugeeCorps member roles, responsibilities, and expectations; CNCS rules for member activities including prohibited activities; program progress reporting and outcomes; and use of management and reporting database and/or technologies. Members will also review basic concepts in volunteer management including the value of volunteers; understanding organization readiness; use of needs assessments; understanding types of volunteers; and development of written volunteer policies, manuals, and job descriptions. (Training 2: Volunteer-Centered Project Model Webinar) - EMM will invite an expert from New York Cares to train on the resource "Great Volunteer Management System" and offer insights into the New York Cares volunteer management system. Training will include information on eight of the nine best practice strategies EMM has prioritized for improving agency volunteer culture, planning, and training in the first year. (Training 3: Volunteer Leadership Model Webinar) -- EMM will invite an expert from the HandsOn Network to train on the resource "Volunteers as Leaders Guidebook." Training will include information on five of the nine prioritized best practice strategies. (Training 4: The Pro Bono Outreach Model Webinar) -- National Service Knowledge Network Online Learning Center offers an online tutorial titled "Nonprofit Readiness Toolkit for Pro Bono Volunteers: How to prepare your organization for pro bono and highly skilled volunteers." Training will include information on six of the nine best practice strategies. This core training package will be the foundation upon which subsequent steps in local program design and implementation will be developed. Through this training and written guidance conveyed to members and local affiliates, the EMM national office will set overall standards for program design, compliance, and outcome results. Design standards will be met locally through collaboration and close communication with each member and local supervisor - the operating site's executive director or associate director of programs. Supervisors will provide guidance to members on daily activities and challenges. EMM headquarters staff will provide oversight to member supervisors and serve as a resource for program guidance on all activities. The following outline provides detail on the roles, responsibilities, and activities for the local affiliate site, the member, and EMM national office.

Local Affiliate Operating Site Role and Activities - (1) Upon confirmation of receipt of a member position, local operating site leadership will announce the arrival of the RefugeeCorps program in their next 2015 quarterly community consultation meeting. These meetings bring together all local resettlement agencies, the State Refugee Coordinator, State Refugee Health Coordinator, representatives from local services, and community members for working on effective resettlement practices, gathering information about potential community volunteers and local trends, and networking. (2) Each of the ten local operating sites will recruit a member from the local community,

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by publicizing the opportunity on the agency website, in standard local job announcement platforms, in local refugee resettlement consortium meetings and listserves, and with refugee community organizations. (3) Upon successful recruitment, the local operating site will provide training to the member on the local and national resettlement context, including the role of EMM, local agency staff and structure, refugee populations being resettled, programs administered and services provided, program compliance, and the agency volunteer program. (4) Local operating staff, current volunteers, and associate community members will be informed about the arrival of the member and their role, through staff and volunteer meetings and email communication. (5) The local operating site will provide the member a written document with a description of their local role, position in the agency structure, status as a RefugeeCorps member, and details of prohibited activities. Members will be expected to provide acknowledgement of their consent in taking on the member role. (6) The member supervisor will attend EMM supervisor orientation (described below) and the four core trainings (described above). (7) The local operating site, in consultation and cooperation with the EMM national office, will ensure that the member has service gear with the logo prominently displayed -- including a name tag and business cards -- and advise the member to wear the name tag with logo during work hours. (8) The member supervisor will establish a local system for review of member work product, progress toward goals, and routine confirmation that all member activities are allowable within CNCS Service Guidelines. The member supervisor will report semi-annually to EMM of their satisfaction with the member and the guidance provided to the member. (9) The member supervisor will attend all CNCS required training.

RefugeeCorps Member Role and Activities - (1) Each member will participate in the four core trainings (described above). (2) The member will conduct an organizational assessment with EMM national office support; consult local resettlement affiliate leadership, program staff, refugees, and volunteers to determine current program status; and analyze future program strategy. (3) Based on this assessment and analysis, the member will establish timelines and requirements for phasing in each of the nine best practice strategies (or, if applicable, improving upon use of an existing strategy), in collaboration with affiliate leadership. Time priority will be given to the three strategies determined as most critical in the local context. (4) The member and supervisor will choose Model 1, 2, or 3 for implementation or enhancement, prioritizing the model most likely to achieve success locally. (5) The member will confirm that output and outcome targets continue to be appropriate to the model and strategies. (6) The member will incorporate the model, strategies, and outcome targets into a volunteer management plan to submit to the affiliate executive director and EMM national office for

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approval. (7) With plan approval, the member will initiate implementation. (8) The member, with national staff and local supervisor, will participate in a quarterly call to assess progress against the plan and make necessary adjustments to ensure outcome targets will be achieved. The member will document and submit any adjustments to the plan to all parties on the call. (9) The member will utilize a volunteer management and reporting tool provided by the national office to report on program implementation and outcomes on a semi-annual basis. (10) The member will participate in all additional training and networking events conducted by EMM and CNCS, and review and comply with all CNCS member handbook guidelines.

EMM National Office Role and Activities - (1) Upon receipt of member positions, staff will review CNCS guidelines to prepare for and deliver a training to all future member supervisors at the ten operating sites. (2) Staff will support efforts to recruit members at each local operating site by offering quality job description samples and work with operating sites to ensure consistency in the content of written role descriptions provided to new members. (3) Staff will create or procure a volunteer management and reporting tool for tracking data outcomes and use of the nine prioritized volunteer management strategies. A narrative format will also be developed for reporting on implementation of the chosen volunteer management model. (4) EMM will ensure that local operating sites are appropriately providing service gear to members with the service logo. (5) EMM national staff will stay abreast of all educational and training opportunities and requirements of CNCS that are applicable to members, supervisors, and national office staff and communicate relevant information to all program staff. (6) Program staff will initiate "Best Practice Sharing" communications, an in-gathering of information from RefugeeCorps sites and the wider EMM affiliate network on best practices and creative solutions in the refugee resettlement context for volunteer management. Ideas and resources pulled from resettlement agencies will be distributed to members and posted to the EMM Resource Sharing Website. (7) Program staff will facilitate mandatory peer-to-peer RefugeeCorps Network Calls at least quarterly. EMM will utilize a network call model that has proven effective in implementation of other federal grants. Each call features a presentation by one operating site on the details of their program, successes, and challenges. Presenters address call participants with questions on areas of concern to their program, in order to solicit ideas and establish relationships for program consultation. (8) EMM's Church Relations, Engagement, and Communications team will provide additional training and technical assistance to members on volunteer management, church engagement, media relations and social media, and communications strategies. The team will also invite members to participate in an ongoing monthly dialogue series with staff from other EMM

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affiliates who are engaged in similar work. Members will have the benefit of interactive, conversational virtual gatherings for sharing practices, getting to know colleagues, and finding encouragement. (9) EMM staff will research and consult with local affiliate operating sites to plan for adoption of best practice strategies in the second year, including liability coverage or insurance protection for volunteers; annual measurement of volunteer impact; and training for paid staff in working with volunteers. Firmly establishing an implementation plan will ensure adoption by sites and contribute to long term sustainability at the local level.

The EMM RefugeeCorps program will create significant change for each resettlement affiliate operating site through 1) the presence of a full time member devoted to volunteer management; 2) adoption or enhanced implementation of nine effective volunteer management strategies that will impact agency volunteer culture, planning, and training; and 3) implementation of an innovative model for volunteer engagement. With the reassurance that the member is handling volunteer management tasks, case managers can focus more necessary attention on the direct needs of refugee cases for added benefit. Each agency will finally have a focal person responsible for volunteer program planning, task completion, and reporting on activities to ensure consistency and stability for the volunteer program. It is also anticipated that implementation of these strategies will result in consistently positive feedback from volunteers on their service experience and their relationship with the agency. Ultimately, by increasing volunteer involvement and capacity, the work of the member will increase community engagement in the refugee integration process and will help provide refugee clients with the services they need for success in their new lives in the U.S.

Over time, with training and commitment, EMM anticipates that all operating sites will show improvement in all nine of the volunteer management strategies outlined above. Capacity building activities in the first year will ensure that at least three of these volunteer management practices will be effectively adopted by each site to address the most critical volunteer program gaps. Through phased implementation of the nine strategies, each site is expected to see an increase in the number of volunteers managed (newly recruited and ongoing). Two CNCS National Performance Measures will be tracked including output G3-3.2, the number of community volunteers managed by the member (670 projected for ten members), and aligned outcome G3-3.3, the number of organizations implementing three or more effective volunteer practices as a result of capacity building service provided by the member (10 projected). Members will track and report to EMM the number of volunteers recruited (487 projected), the number of refugees to be served by volunteers managed by the member (3,030 projected), and the number of hours of volunteer service provided by volunteers

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managed and/or recruited by the member. EMM expects to see increased volunteer involvement at each site and increased volunteer retention. These short term outcomes have the potential for greater impact over time with benefits including solid engagement of the community to support refugee integration, consistent support for refugee clients, and enhancement of overall site effectiveness. In ten operating sites in the first year, it is projected that members will manage a total of 670 community volunteers. Projections indicate that 487 of these 670 volunteers will be recruited as result of member activities. Of these, 304 will work with the sites as ongoing volunteers and 183 will work as episodic volunteers. The volunteers managed by the member will be leveraged for a number of direct service activities which are in critical need and specific to each local affiliate. In aggregate for all ten operating sites, the volunteer activities, with associated projection of the number of volunteers for that activity, are as follows -- support for survivors of torture/violence (192), support for successful entry to the workforce (184), English Language Training (110), education for students (76), assistance with accessing social services and enrolling in community services (63), mentoring (40), organizational capacity building (35), medical access and Affordable Care Act support (32), economic opportunity (30), housing outreach (15), naturalization process navigation (15), connection to adult education and GED support (13), childcare support (10), and connection to computer literacy courses (5). These volunteers and the associated direct service hours represent an enormous amount of human capital made available to the ten refugee resettlement agencies. For refugee arrivals, struggling to orient and become self-sufficient in the United States, this human capital represents tremendous support in their movement toward stability and integration. The 670 volunteers anticipated in the first year are projected to serve a total of 3,030 individual refugees, including vulnerable members of the general refugee population, individuals receiving mental health services, those with physical or developmental disabilities, those with HIV/AIDS, adult and youth ESL participants, survivors of torture and violence, pregnant mothers, and those in need of citizenship support. In the EMM RefugeeCorps program, members will develop relevant, broadly-applicable job skills. Volunteer management activities will comprise approximately 50% of members' time. Members will gain skills in conducting organizational assessments and in development of a management plan. Members will spend 25% of their time on recruitment of new volunteers. Members will gain skills in conducting outreach activities, screening, interviewing, and placing volunteers. Twenty percent of members' time will be spent on volunteer training. Members will learn to develop and implement trainings. Members will spend an estimated five percent of their time utilizing a volunteer management and reporting tool. Members will learn to track outcomes data, analyze program results,

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and effectively report in compliance with program guidelines. These rich opportunities for professional development for members all have application in both the nonprofit and for profit sectors. Members' work performing outreach in the community, working directly with volunteers, and tracking services provided to refugee clients will serve as a means to develop members' sense of community and self. Supervisors and EMM staff will encourage members to connect with other RefugeeCorps/Americorps members through CNCS' online communities. Members will be encouraged to regularly reflect upon their service with their supervisors and rely on supervisor experience for learning. Members will be engaged with fellow RefugeeCorps members on regular peer-to-peer network calls, as a place to find understanding and insight on common challenges. Volunteers will share stories of refugee success and refugee families will relate back to members the importance of volunteer support. The very nature of RefugeeCorps members' work will allow them to witness the real life positive impact their efforts have on the lives of vulnerable refugees, through the work of the volunteers they recruit, train, and manage.

Organizational Capability

As a program of the Domestic and Foreign Missionary Society (DFMS) of the Episcopal Church, Episcopal Migration Ministries' (EMM) refugee resettlement program is administered through thirty affiliated independent 501(c) (3) organizations. A Memorandum of Agreement (MOA) outlines requirements for affiliates, including compliance with all relevant guidelines for federal programs and policies set by DFMS/EMM. Content will be added to the MOA between DFMS/EMM and each of the ten operating sites on the terms and requirements of RefugeeCorps, including prohibited and unallowable activities. The EMM national office and its affiliates adhere to the most current government donor cooperative agreements for all programs administered. The DFMS holds policies on Sexual Harassment/Abuse, Conflict of Interest, and Whistleblower Protection intended to uphold all required terms and conditions of any government award. Compliance is ensured through EMM and/or affiliate on-site monitoring, phone check-ins, trainings, and financial audits. EMM conducts onsite programmatic monitoring of all affiliates for compliance on a three year cycle, as well as maintains regular oversight through consistent reporting and communication with national staff. DFMS finance staff review affiliate annual audits and conduct periodic financial monitoring exercises. All EMM national program staff will be trained on RefugeeCorps rules and regulations, including on prohibited and unallowable activities. The EMM Deputy Director, lead EMM Program Manager for Office of Refugee Resettlement (ORR) Discretionary Grants, and DFMS Department of Finance will maintain oversight of the overall program. A designated EMM Program Manager and Program

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Associate will maintain daily communication with affiliates, oversee grant activities, and conduct routine monitoring exercises to confirm affiliate compliance including on-site visits where possible, staff and member interviews, and inquiries with local affiliate volunteers for assessment of satisfaction. Since 1981, DFMS has demonstrated ongoing high performance under an annual cooperative agreement with the Department of State Bureau of Population, Refugees, and Migration (PRM). Since 2005, PRM has granted 12 awards to EMM totaling to \$64.5 million for refugee resettlement. PRM directly monitors EMM annually for program compliance, as well as each of EMM's thirty affiliates every five years. EMM's experience also includes administration of 67 grants through the ORR since 1996 for refugee programs, totaling \$49.2 million.

Budget/Cost Effectiveness

A new partnership between CNCS and the Office of Refugee Resettlement (ORR) has led to the creation of RefugeeCorps. All RefugeeCorps members will be fully funded by ORR to engage in capacity building and direct service activities. ORR indicated to national resettlement agencies, including EMM, that \$25,000 per RefugeeCorps member is available in the ORR budget. EMM has been granted permission by ORR to apply for 10 members and has expressed to ORR its intent to apply for a total budget of \$250,000. ORR has requested that the national resettlement agencies leverage Preferred Communities funding to cover a portion of national administrative costs, including national office staffing and staff/member training. The EMM budget effectively aligns to the program focus of supplying each of 10 EMM affiliate resettlement sites with a RefugeeCorps member to provide full time volunteer management services; expand volunteer participation; and increase direct service provision for refugee clients. The EMM budget includes basic support for management and supervision of the program at the national office and local site levels, while providing for all the support due to members. The budget utilizes the majority of ORR funds for member support - \$240,000 (95.8% of the total) - with \$10,000 (4.2%) for management/administrative support costs for the EMM national office and the 10 operating sites participating in the program. The budget will fund a fair member living allowance in the middle of the allowable range determined by CNCS guidelines, to help ensure that operating sites are able to effectively attract and recruit RefugeeCorps members. The budget covers AmeriCorps identification materials and member travel to CNCS training meetings, activities required in the program design. Operating sites have committed to directly cover basic administrative costs for members including office space, computer stations, phones, and other general office supplies.

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B. Budget Clarification

Please respond to the clarification items in the 'Budget Narrative' section of the application unless otherwise indicated.

1. The full cost of an AmeriCorps program exceeds the cost of AmeriCorps member living allowances. Please further describe the applicant's plan to adequately cover the following costs: cover member health insurance, criminal history checks, oversight and monitoring, staffing, etc.

RESPONSE: As mentioned in the DMFS/EMM proposal, DFMS/EMM has been granted permission by the Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement (ORR) to leverage funds from another federal refugee program grant - Preferred Communities - to cover a portion of national administrative costs for RefugeeCorps, including national office staffing, oversight and monitoring, and staff/member training. DFMS/EMM is in ongoing discussion with ORR to determine the total amount of funding available through the Preferred Communities grant to cover necessary administrative costs not yet shown in the RefugeeCorps budget. Member health insurance and criminal history checks are covered in the proposed RefugeeCorps budgeted submitted in January 2015.

2. The applicant states that the program will receive funding in the amount of \$250,000 from HHS/ORR. Please clarify whether this funding has already been secured or not.

RESPONSE: This funding has been proposed and offered to nine national resettlement agencies, including DFMS/EMM, by the Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement (ORR). However, the award has not been formally secured, as the federal application period for these funds is typically in April/May each year. As of this clarification request, DFMS/EMM has yet to receive the annual invitation from ORR to apply for federal refugee program funding.

3. Fixed amount applicants should enter the total dollar amount of funds that are used to run the program, other than CNCS share, in the ¿Other Revenue Funds¿ field of the Funding/Demographics section of the application. Please update the Other Revenue field.

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RESPONSE: Refer to responses 1 and 2 above.

Evaluation Summary or Plan

N/A

Amendment Justification

N/A

Clarification Summary

A. Programmatic clarification items:

1. Please further explain the process for how members will train the generated volunteers in their respective host communities.

RESPONSE: One of the nine best practices in volunteer management that will be the focus of the DFMS/EMM program is "training and professional development of volunteers." DFMS/EMM will establish minimum standards for volunteer training content. All ten refugee resettlement agencies implementing RefugeeCorps have worked with volunteers in some capacity in the past and have existing training materials. In the initial baseline assessment, the member will determine the current status of volunteer training presentations, materials, and methods, in consultation with the agency directors and stakeholders. After the baseline assessment, an agency volunteer management plan will be established including action steps needed to improve or overhaul current volunteer training practices, taking into account the DFMS/EMM minimum standards, the local context, and the desired volunteer activities. It is anticipated that initially members will train new volunteers, but that over time as the volunteer program becomes more established, the member will enlist and train committed volunteers to train other new volunteers, with member oversight.

C. Performance Measure Clarification

Please make the following changes in the Performance Measures screens in eGrants or in the 'Clarification Summary' field, as appropriate.

1. For output G3-3.2, please indicate the level of activity or participation necessary to be considered "managed" (i.e., what minimum number of hours or days will a volunteer serve in order to meet the

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threshold to be counted as a managed volunteer?).

RESPONSE: A volunteer must serve 1 day/5-8 hours to meet the threshold to be counted as a managed volunteer.

2. For output G3-3.2, please describe how data collection for this measure will enable reporting of a separate unduplicated count of community volunteers managed for each of CNCS's six focus areas.

RESPONSE: DFMS/EMM has spent the past two years developing, launching, and maintaining a web-based outcomes reporting database for refugee resettlement services. With sufficient support through the Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement (ORR), DFMS/EMM plans to expand this database to include the national RefugeeCorps program. In this system, all local resettlement offices implementing RefugeeCorps will report data on community volunteers managed. To ensure community volunteers are not duplicated, the system will tag an individual volunteer with their name or an assigned number to ensure they are uniquely counted. The individual volunteer will also be tagged in the database to the CNCS focus area that corresponds most closely with the support they are providing to the arriving refugee and/or the local refugee resettlement agency.

3. For outcome G3-3.3, please describe in more detail the organizational assessment tool to be used to gather data for this measure. Please confirm that the same tool will be used by all participating organizations. Please confirm that the pre-assessment will be administered before capacity building services are provided and that the post-assessment will be conducted after services are provided.

RESPONSE: The organizational assessment tool will be developed by DFMS/EMM and utilized by the members at all ten local resettlement offices to assess the ten local volunteer management programs against the nine best practice strategies identified for phased implementation in the first year - supervision and communication with volunteers; screening and matching volunteers to jobs; regular collection of information on volunteer involvement; written policies and job descriptions for volunteers; recognition activities; training and professional development of volunteers; varied time options for volunteer opportunities to accommodate volunteers with full time jobs; use of community information resources to link community members to agency volunteer activities; and local publicity

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on volunteer opportunities at the agency. The organizational assessment tool will include a baseline assessment, progress report structure, and final assessment.

Initial baseline assessment will establish the current status of each of these nine volunteer management practices at the local resettlement agency. This pre-assessment will be administered before capacity building services are provided by the member. An agency volunteer management plan will be established after the baseline assessment by the member, in consultation with the agency director and stakeholders, to set action steps for improvement of agency practices in the nine areas. All ten agency volunteer management plans will be reviewed, clarified, and approved by DFMS/EMM. Subsequent monthly progress reports by each member will detail the effectiveness of implemented action steps in improving volunteer management practices for each of the nine areas at their agency. DFMS/EMM national office staff will review progress reports. Necessary adjustments to the action steps will be noted by the member. Final evaluation/post-assessment will be conducted by the member at the close of the member program year to detail the improved status of the nine volunteer management practices at the agency, after capacity building services have been provided.

The initial baseline assessment will be done manually via Microsoft Office tools, but ultimately, with the expansion of the outcomes reporting database described above, progress reports and the final evaluation will be entered by members online through the database. Progress reports will be submitted by members monthly. Outcomes will be reported to program funder, the Department of Health and Human Services, Administration for Children and Families, Office of Refugee Resettlement, on a semi-annual basis according to requirements.

D. Strategic Engagement Slots

1. What percentage of your slots will be targeted to recruiting members with disabilities? What is your program's plan, if any, for outreach and recruitment of members of the disability community?

RESPONSE: DFMS/EMM does not have a specific recruitment plan to target members with disabilities. Instead, given the intention for all DFMS/EMM members to work in refugee resettlement agencies, the recruitment plan will include targeted outreach to recruit former refugees to serve as RefugeeCorps members. Former refugees are those who have been resettled in the United States

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through cooperation by the Department of State, national resettlement agencies like DFMS/EMM, and the local resettlement office. Many former refugees have gone on to pursue higher education and/or training, professional positions, and taken on leadership roles in the community. A higher than average percentage of former refugees also have disabilities, given the impact of war, torture, and displacement on their lives. In addition, many have native language skills and cultural competency that can prove helpful to interaction between volunteers recruited to serve at the local resettlement site and newly arrived refugees. For former refugees, RefugeeCorps member service would be a valuable opportunity to give back to the community in response to the support they received upon arrival to the United States. Local DFMS/EMM resettlement offices will target outreach to former refugees by sharing the position announcement with local ethnic community based organizations, with job development agencies mandated to serve refugees, and with member of refugee service consortiums.

2. In order to increase the number of individuals with disabilities serving as AmeriCorps members, CNCS is offering applicants the opportunity to request additional MSYs to be filled by AmeriCorps members with disabilities. The additional MSYs would be funded at the clarification cost per MSY level. Applicants must describe their intent to recruit, engage and retain additional members with disabilities and provide a detailed outreach plan for how these members will be recruited and supported (e.g. established recruitment partners or strategies.) In addition, programs receiving these additional member positions will be required to report specific details on the success of the recruitment, supervision and retention of AmeriCorps members with disabilities in semi-annual progress reports. If you would like to request additional MSYs to be filled by AmeriCorps members with disabilities, please describe your intent as requested above. Also indicate how many MSYs your program would like to request, the number of slots by slot type, and where the additional members will serve. Add these additional MSYs to your budget. Also adjust your performance measure targets, MSY allocations, and executive summary to reflect these additional members.

RESPONSE: DFMS/EMM will not request additional MSYs to be filled by members with disabilities, as available funding is limited to the ten members already requested.

E. MSY with No Program Funds Attached Clarification:

Applicants may request No-Cost MSYs. These additional No-Cost MSYs are national service positions

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in which no grant funds will be awarded. In other words, grantees could receive additional AmeriCorps positions but no additional grant funds. Programs will be responsible for using their own or other resources to pay program costs, member support costs and other operating expenses. Keep in mind that full-time AmeriCorps program costs include expenditures for the AmeriCorps living allowance, health care and criminal history checks. Programs are not required to pay living allowances or cover health care for less-than-full-time members. If you wish to request no-cost MSYs, please respond to the following and add the additional slots to your budget and executive summary, and adjust your performance measure targets and MSY allocations:

1. The number and type of slots requested. Please confirm that for the MSYs requested, the additional members will only engage in activities aligned with the proposed member activities outlined in the application narrative.

N/A

2. A description of resources that will be provided to adequately support the additional members and how they are sufficient to; support the member support costs, management, oversight, program operations, and the program activities.

N/A

3. Source(s) of non-CNCS funds. Provide a brief description of the amount, classification (cash or in-kind), source(s) (State/Local, Federal, Private) for all resources secured to manage, monitor, and support these additional members.

N/A

4. The organization's capability and capacity to successfully implement, manage, and monitor the additional members.

N/A

Continuation Changes

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N/A

Grant Characteristics