

# Narratives

## Executive Summary

### A. Executive Summary

World Relief (WR) proposes to have 10 Refugee AmeriCorps members who will assist with the integration and community engagement of refugees and other Office of Refugee Resettlement (ORR) eligible populations by building volunteer capacity and providing direct client services to refugees within the scope of financial literacy, health and mental health extended case management in Aurora, IL; Chicago, IL; Durham, NC; Garden Grove, CA; Miami, FL; Moline, IL; Oshkosh, WI; Richland, WA; Seattle, WA and Wheaton, IL. At the end of the first program year, the AmeriCorps members will be responsible for client intakes and assessments; provide medical case management; expand networks of healthcare providers; facilitate group sessions on wellness and cultural adjustment topics; monitor progress and stability of individuals and families; develop life skills training program and facilitation of training classes and ongoing coaching; develop financial literacy modules and trainings; assist refugees to access community resources; and develop materials, create presentations and provide ongoing training to community partners regarding refugee culture, customs and traditions. In addition, the AmeriCorps members will leverage an additional 300 volunteers who will be engaged in cultural adjustment and relationship building to help newly arriving refugees integrate into their new communities.

This program will focus on the CNCS focus areas of Economic Opportunities and Healthy Futures and build volunteer capacity. The CNCS investment of \$57,300 in Segal Education Awards will be leveraged with an investment by ORR of \$250,000 plus national administrative costs shared by the ORR funded Preferred Communities (PC) program.

## Rationale and Approach/Program Design

### B. Program Design

#### 1. PROBLEM/NEED

Refugees arrive in America with the dream of a new life and with potential to make valuable contributions to their communities. However, they are faced with significant barriers to self-sufficiency such as language acquisition, transportation, cultural differences, financial literacy and life skills. In addition, many refugees arrive with health issues ranging from minor problems to severe medical conditions. Refugees are also up to ten times more likely to have post-traumatic stress disorder, depression, and psychotic illness than individuals in western countries. These medical and

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mental health conditions can make it difficult to integrate into their new communities and become self-sufficient.

As a sample community that reflects the refugee community at large, WR Chicago reported that of the 181 adult refugees resettled last year, they observed through an established screening tool that nearly 40% reported significant enough medical or mental health distress to require directed services and follow-up. In health screenings and psychoeducational groups, over half of the refugees reported feeling isolated, which limits their ability to thrive in the first year of resettlement. The office has identified great need to increase community connections for newly arrived refugees, to mobilize members of the refugee and local community to support mental health and safety awareness activities for newly arrived refugees, and to improve wellness assessments and follow-up.

Another community example is the Tri-Cities, WA area, which is home to approximately 230 new refugees each year. Despite receiving excellent services through the Department of State funded Reception & Placement program (R&P), it is estimated by the local WR office that at least 50% of these refugees need additional case management, specifically in the area of health care.

Approximately 80 of the highest needs clients will be served in FY16 through various programs beyond R&P, leaving approximately 50 new refugees, primarily from Somalia and Iraq, with unmet needs in the areas of health care and related self-sufficiency. Without intervention, these refugees face difficulty accessing health care, medicine and other basic social services. This leads to decreased health, family stress, poor school or language study performance, lower likelihood of employment, exacerbation of mental health challenges, possible homelessness, and community service provider frustration.

Refugees enrolled in the PC program receive extended case management services. Still, they often miss the opportunity to build friendships and connections, especially relationships with more established residents of their community, which are essential to successful integration. Reasons include: mobility constraints caused by health problems, limited availability as a result of constant medical appointments, and social adjustment obstacles. Recruitment of a broader base of volunteers is needed, along with solid training and orientation.

## **2. THEORY OF CHANGE AND LOGIC MODEL**

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ORR's vision for the Refugee AmeriCorps program is to develop a pipeline of former refugees ready to apply their energy and talents to public service while expanding socioeconomic, health and educational opportunities for recently resettled refugees being served in a culturally and linguistically appropriate manner. World Relief's Refugee AmeriCorps program will enhance and expand the existing ORR funded PC program by increasing volunteer capacity and providing culturally appropriate direct services to vulnerable refugee populations through extended case management activities.

The existing PC program is an extended case management program available for up to one year after arrival to refugees that need longer-term case management services beyond the initial three month Reception and Placement period. It is important for refugees to be connected to appropriate programs that will continue to assist them in their journey toward self-sufficiency. Focusing on extended case management services, each office works to provide orientation, develop outreach materials, publicize services, partner with other providers, and assess and evaluate the program. Clients in these programs learn what social services are available to them in their communities regarding mental health and security. Clients are also empowered to reach self-sufficiency by gaining confidence, increasing skills in decision making, and experiencing cultural integration. They are transformed socially, economically and mentally. The PC program serves clients from all arriving refugee populations. In FY16, it is expected to serve clients from the Democratic Republic of Congo, Iraq, Bhutan, Burma, Cuba, and other countries as needed, based on refugee arrivals. Furthermore, refugees who are of diverse religious backgrounds, as well as those who identify as Lesbian/Gay/Bi-sexual/Transgender, are served through this program.

World Relief plans to integrate the existing PC program and AmeriCorps by placing former refugees into the Refugee AmeriCorps positions. The 10 members will fill a unique role within the structure of the program by becoming a bridge between ethnic communities and the community at large. Former refugees that are established in the U.S. play an important role in helping newly arriving refugees integrate into communities because they have a shared experience. The PC program works with vulnerable clients that need additional assistance with integration due to health, mental health or other extenuating issues. In addition to providing direct services, Refugee AmeriCorps members will develop assessment tools to improve client services and provide quantifiable data for the extended case management services they provide. Members will also build volunteer capacity within the PC program and leverage community support both within ethnic communities and the community at large. The member will become a cultural broker, both in easing the transition of the newly arriving

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refugees through direct services, and by helping volunteers understand the challenges faced by the refugees they are serving. By elevating the Refugee AmeriCorps member within the ethnic communities and by highlighting the importance of national service, ethnic leaders will be introducing the value of national service within their own communities.

Although World Relief works with volunteers in all programs, including PC, under the new PC structure of extended case management the program has struggled to integrate volunteer engagement as a key component in the scope of work. Under the Refugee AmeriCorps program, the members will help build capacity within PC for volunteer engagement, working both with individuals and through World Relief's team based model. The volunteer role will focus on cultural adjustment and relationship building by partnering newly arriving refugees with volunteers that are established in the United States to help them integrate into their new communities.

### 3. EVIDENCE BASE

World Relief presents strong evidence that supports using former refugees in the role of Refugee AmeriCorps members to serve recently arrived refugees in the areas of healthy futures, economic opportunity, and volunteer capacity building. Below are three studies used to support these proposed interventions.

In the study titled, Prevalence of serious mental disorder in 700 refugees resettle in western countries: a systematic review (Durham- Fazel, Wheeler, and Danesh, 2005, p. 365, 1309-1314) researchers reviewed 20 mental illness detection surveys from 6,743 adult refugees from seven countries. When compared to the rates of psychotic illnesses in age-matched general populations in their resettled countries, the refugees were about 10 times more likely to present symptoms of post-traumatic stress disorder. This translates to approximately 40% of refugees resettled in the United States that need mental health services for psychiatric disorders. AmeriCorps members will play an important role in increasing community support and leveraging volunteer engagement with clients in order to more fully address the documented health disparities and lack of access to services that refugees face.

In the study titled "The Continuity of Risk" (Busch-Armendariz, Wachter, Heffron, Nsonwu, Snyder, September 2014), an exploratory qualitative approach was used to identify and understand concerns, challenges, risks and strengths of adult Congolese refugee women resettled in the United States as a

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means to help policy makers, service providers and other stakeholders prepare for the arrival of Congolese women and their families. The study used qualitative methods conducted through interviews and focus groups with 57 key informants (28 Congolese and 29 service providers). The study identified the following six themes present in these at-risk women: significant trauma, feeling of isolation, loss of power as mothers, precarious survival, not feeling safe in their community, and expectations of being designated women-at-risk.

One recommendation proposed in the collected research was to develop targeted training materials and mentorship opportunities for the front line service providers who work with incoming Congolese refugees. This study justifies the need for the Refugee AmeriCorps member to develop educational materials, create presentations, and provide ongoing training to the community. While the Refugee AmeriCorps program and the broader PC program will not focus exclusively on the Congolese population, they are considered a highly vulnerable group and are singled out as a target population for the overall program. In addition, materials and tools created by the member will be valuable to other at-risk refugee populations that have experienced trauma.

In the study, *Bringing Home: Building Relationships Between Immigrant and Long-Time Resident Youth*, (Dryden-Peterson, 2010, p. 2320-2351) author Dryden-Peterson supported the idea that partnering long-time residents and newly arrived immigrants played a vital role in their successful integration in their community. World Relief offices understand the benefit of having local volunteers and community members engaged in the resettlement of refugees, especially refugees with special needs that rely on extended services to fully integrate in the United States.

#### 4. MEMBER TRAINING

High quality training will be provided to the Refugee AmeriCorps member by experienced staff at both the national and local levels. At the beginning of the program, World Relief's national program manager and the U.S. volunteer specialist will conduct a mandatory conference call training that will cover the following topics: member rights and responsibilities, the AmeriCorps program's code of conduct, prohibited activities, requirements under the Drug-Free Workplace Act, suspension and termination from service, grievance procedures, sexual harassment, other non-discrimination issues, and other topics as necessary. This training will also provide a high level overview of World Relief's mission, vision and values, countries and U.S. cities where World Relief works, ORR and the PC program, and how the integration of the Refugee AmeriCorps program fits into the overall scope of

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work. The national U.S. volunteer specialist will provide additional training on volunteer management policies and procedures, as well as provide ongoing support to members in the area of volunteer management.

Local offices will provide site specific training. This training may include the following topics as applicable: introduction and orientation to the local office, overview of local office policies and procedures, and an overview of the local PC program including how their unique role integrates into the overall program.

Additional training will be done by the local office in collaboration with the U.S. volunteer specialist that may include the topics of: volunteer orientation and volunteer management in the context of the local office, an introduction to cultural companions, and an introduction to English language instruction and employment readiness. Online training modules related to refugee resettlement or overall organizational conduct may be assigned as needed.

### **5. MEMBER SUPERVISION**

The Refugee AmeriCorps program will be housed within the existing PC program and will become an integral part of its structure. Each Refugee AmeriCorps member will be assigned a direct supervisor. In most instances this will be either the PC program manager or volunteer specialist. The member will meet with their supervisor one-on-one weekly to discuss goals, needs, and concerns. Supervisors will attend one CNCS training in Washington D.C., as well as complete a training module that World Relief will develop to train supervisors on AmeriCorps program rules and regulations. The member will participate fully in staff meetings, trainings, and professional development activities. Supervisors will be trained on the AmeriCorps program by World Relief national staff to ensure compliance with program requirements. The national program manager and U.S. volunteer specialist will be available to local supervisors as well as Refugee AmeriCorps members for questions or to address any concerns that arise during the program.

### **6. MEMBER EXPERIENCE**

Working at a local office of an international organization will give the Refugee AmeriCorps member insight into the broad range of issues that face refugees and vulnerable populations globally. World Relief's local offices have a diverse community of staff members, interns, volunteers, and donors. The

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multicultural atmosphere of World Relief's local offices will allow the Refugee AmeriCorps members to grow in confidence in dealing with cross-cultural situations. Each member will be challenged to personally reflect upon the dynamics of welcoming foreigners while seeking justice and compassion for the oppressed. In a collaborative environment where mutually transformative relationships are highly valued, members will be challenged not only in a professional setting, but also to impact his or her community through service. Members will be exposed to World Relief partnerships and other organizations within the refugee community, which will allow the Refugee AmeriCorps member to see the broader community needs and the opportunities to get involved in other avenues of service. Additionally, the member will develop organization and networking skills that will be valuable to future employers. The member will also have the ability to add a specific project to his or her resume, which will demonstrate to future employers that the Refugee AmeriCorps member is someone willing and able to take initiative to design focused solutions to specific problems.

### **7. COMMITMENT TO AMERICORPS IDENTIFICATION**

Each Refugee AmeriCorps member will be required to participate in an initial orientation conference call at the start of their term of service where they will be instructed on the AmeriCorps program and will meet the other members. World Relief's national program manager will provide each member with AmeriCorps (Refugee AmeriCorps, if available) branded items to be worn daily such as a pins, hats, or t-shirts. The local office will ensure office staff and the community are oriented on Refugee AmeriCorps and will have the opportunity to "meet and greet" their local office member.

Throughout the year, the Refugee AmeriCorps members will participate on quarterly calls held by either the national program manager or U.S. volunteer specialist. This will help facilitate a spirit of community among members. At the conclusion of the program, each member will be recognized for their service to World Relief as a Refugee AmeriCorps member.

## **Organizational Capability**

### **C. Organizational Capability**

#### **1. ORGANIZATIONAL BACKGROUND AND STAFFING**

World Relief is an international relief and development organization committed to alleviating human suffering worldwide. Founded by the National Association of Evangelicals (NAE) in 1944 to assist victims of World War II, World Relief currently works in over 20 countries on five continents.

Internationally, World Relief implements programs in AIDS education, child survival and maternal

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health, economic development, agricultural development, disaster response and trafficking prevention. Domestically, World Relief partners with individuals, churches, and community groups to assist refugees, immigrants, and victims of trafficking in 27 locations throughout the United States. Since 1979, World Relief has resettled over 265,000 refugees and assisted other foreign-born populations with legal services, cultural integration, and the pursuit of self-sufficiency.

World Relief operates according to a matrix management model, with the U.S. and international senior vice presidents providing leadership to the respective regional and local field offices who provide direct service, and the technical units that provide programmatic expertise. The domestic technical units include Resettlement, Immigration Legal Services, and Anti-Trafficking. Program managers and staff within the technical units provide support to the domestic field offices in the areas of refugee processing, post-arrival service provision, travel loan collection, ORR funded programs, anti-trafficking, and immigration legal services. Each manager reports to the director of his/her respective technical unit.

Ms. Mandy Barb will serve as the national Refugee AmeriCorps program manager. Ms. Barb has a BA in Business Administration. She has 4 years of experience in government and private grants management with Habitat for Humanity and almost 7 years of experience managing World Relief's national Federal grant programs funded by ORR. She will be responsible for overseeing the implementation of program goals and objectives, serve as primary liaison with local offices, oversee program compliance, and ensure adequate training of local staff on AmeriCorps objectives and program requirements. The program manager reports to the director of national resettlement programs.

Ms. Tiffany Everett, ORR programs specialist, received her Bachelor's Degree in Biology from the University of Maryland, College Park and a Master's Degree in Public Health with a concentration on global health and research from the University of Virginia. Ms. Everett reports to the program manager. She will be responsible for program reporting and metrics for the Refugee AmeriCorps program. She will also conduct Refugee AmeriCorps monitoring trips in conjunction with PC program monitoring.

The national U.S. volunteer specialist (open) will provide support for the volunteer capacity building

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program component. This will include training on organizational volunteer policies, guidance as well as technical support on recruiting, training, managing and recognizing volunteers. The U.S. volunteer specialist will also be responsible for maintaining the volunteer database and online tracking system. The national U.S. volunteer specialist will report to the director of U.S. operations.

### 2. COMPLIANCE AND ACCOUNTABILITY

World Relief's corporate finance department supports the local offices by maintaining accounting records and reporting on all financial aspects of grant funded programs. The U.S. director of operations acts as a liaison between the finance department and the U.S. technical units by conducting grant related analysis and assisting with budgets. The Refugee AmeriCorps program will utilize the PC database that provides the national and local offices with capability to track program performance outcomes and volunteer engagement. The database is housed on a central server, which users access via the Internet, allowing for accurate, real-time data. The web-based UltiPro Time Management system provides all World Relief personnel with capability to code time spent on program activities according to specific grants or other funding sources. Refugee AmeriCorps members will utilize this time management system when tracking hours worked with corresponding approved activity codes. The local Refugee AmeriCorps supervisors will be responsible for ensuring all activities are allowable under the AmeriCorps program. UltiPro meets CNCS regulations for electronic time and attendance tracking.

Immediate oversight of local activities will be the responsibility of office directors and local Refugee AmeriCorps managers. The local manager has primary responsibility for ensuring that Refugee AmeriCorps members, volunteers and any others working in the Refugee AmeriCorps program understand the minimum requirements and core objectives of the program. He/she also has primary responsibility for ensuring that the local office's data in the database is accurate and up to date. Ultimate responsibility for each office's program compliance and performance lies with its respective office director. On-site program monitoring by the national ORR programs specialist and/or the national program manager is the standard mechanism for ensuring that such responsibilities are met. At the national level, the national program manager reviews office outcomes from local office reports and consults with office directors and local program managers or directly with Refugee AmeriCorps members when appropriate, when and where there is significant disparity with office goals or concerns about data or compliance issues. The national program manager, ORR program specialist

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and U.S. volunteer specialist will also serve as a ¿help desk¿ providing support as needed throughout the year.

### **Budget/Cost Effectiveness**

#### D. Cost Effectiveness and Budget Adequacy

The only funds requested under this proposal are the Segal Education awards that total up to \$57,300 for 10 Refugee AmeriCorps members.

The Office of Refugee Resettlement has committed to fund a minimum of \$250,000 to cover the stipend, benefits and other Refugee AmeriCorps specific program costs both nationally and locally. Additional costs associated with the program will be absorbed into the Preferred Communities (PC) budget. The total costs for the Refugee AmeriCorps program is estimated to be at least \$300,000.

ORR mandated that a minimum of \$20,000 be used directly on each member and may include both the living stipend and associated benefits. The stipends have been budgeted at a minimum of \$17,000 and up to \$23,000 per member.

World Relief has an Negotiated Indirect Cost Rate (NICRA) of 12% approved by the U.S. Department of State. NICRA was absorbed by the PC portion of the budget, as was national administrative costs and the full \$25,000 per member budget was passed directly to the local office to use on program costs. Indirect costs associated with the Refugee AmeriCorps program are a minimum of \$26,786. Indirect Costs are primarily national functions. This is because most of World Relief¿s local offices are integral parts of the corporation and thus are heavily supported by Indirect Cost functions at the national office. Expenses covered by Indirect Cost include: CEO, Finance department, Payroll, HR, Marketing, Board costs, legal fees, headquarters building costs, organizational dues, annual A-133 audit, 990 preparation and other corporate filings.

In addition to the \$250,000 budget passed on to the local offices, World Relief included in the budget a portion of the overall PC funds to cover costs associated with the Refugee AmeriCorps program. These costs include: approximately \$11,000 in travel costs for local supervisors and the national program manager to attend the required CNCS training in D.C. and for PC and Refugee AmeriCorps monitoring visits, national program management salaries, \$100 in supplies that include AmeriCorps branding for members to display daily, and approximately \$3,000 in database development to integrate AmeriCorps into our current database for obtaining program metrics.

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Locally, offices will absorb into the PC budget a portion of staff salaries and benefits for supervising the Refugee AmeriCorps members as well as some member benefits depending on the chosen health plan costs. In addition, offices will also cover costs of supplies, additional AmeriCorps branding items if needed, and member background checks in their PC budget.

### Evaluation Summary or Plan

N/A

### Amendment Justification

N/A

### Clarification Summary

1) The applicant outlines a variety of different member interventions. Please clarify and describe each proposed member intervention to include the member responsibilities under each, the proposed estimated time and intensity the members will spend on each, and the specific outcomes the program plans to achieve under each of the proposed interventions.

All Refugee AmeriCorps members will serve full time, meeting the minimum CNCS required hours. Volunteer Capacity building and community engagement will represent a significant portion of time. For offices with more than one intervention, the volunteer capacity building will make up approximately 50% of the members' time.

Outcomes - See logic model for specific outcomes that the program plans to achieve through the interventions found below.

Chicago

Interventions: Individual and Group Interaction, Volunteer Capacity Building

The selected AmeriCorps member will provide direct services through co-facilitation of psychoeducational groups, including Communication Tools and Cultural Adjustment groups. The member will also enhance the office's volunteer engagement for the mental health and wellness program by mobilizing volunteers from previously resettled refugee community to raise mental health

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and wellness awareness from their resettlement experience, and will organize and facilitate speakers to provide Safety Skills workshops for newly arrived refugees.

Durham:

Interventions: Individual and Group Interaction, Financial Literacy Education, Volunteer Capacity Building

The Refugee AmeriCorps member's role will be constituted by the implementation of interventions in three focus areas: financial literacy, intensive medical case management and mental health. Specifically, their interventions will consist of further developing financial literacy modules and trainings, helping to facilitate intensive medical case management and expanding refugees' access to mental health assessments and services through our partnership with UNC. In all three areas at World Relief Durham, the Refugee AmeriCorps member's goal will be to increase the excellence of services rendered to refugee clients as well as increase the level of and capacity for volunteer involvement.

By being enabled to invest an unprecedented amount of time and energy into these focus areas, the Refugee AmeriCorps member will impact World Relief Durham's financial literacy program by improving its content, implementation and usability by volunteers; they will impact intensive medical case management by assisting the PC team and evaluating best practices for these services; and they will significantly impact on the mental health services by creating a deeper partnership between our office and the UNC Refugee Mental Health and Wellness Initiative in the field.

DuPage/Aurora:

Interventions: Individual and Interaction, Life Skills, Volunteer Capacity Building

WR DuPage-Aurora will utilize two Refugee AmeriCorps members - one in the Aurora location and one in the DuPage (Wheaton) location - to lead Life Skills Groups to provide training and ongoing coaching around basic life skills lead by native language speakers with culturally appropriate coaching methods. This approach represents a broadening of the current intensive case management model - partnering with medical casework and Counseling Center - to include Life Skills Coaches in providing wraparound services to assist clients in becoming stability and moving toward healthy, long-term

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integration.

In addition to leading Life Skills Groups, the AmeriCorps members will work with refugee community leaders to develop volunteers from among the refugee community to be trained to coach newly arrived refugees in life skills as a Life Skills Coach. By identifying, recruiting, and training refugee community members, the Refugee AmeriCorps members will not only strengthen families participating in the PC intensive case management program, but be a part of larger community strengthening that will continue after their time of service is completed.

Fox Valley:

Intervention: Individual Interaction, Life Skills, Volunteer Capacity Building

The AmeriCorps member will provide extended case management to Congolese clientele which includes but is not limited to: client intakes and assessments, accompanying clients to medical and health appointments, planning and scheduling individual and group classes and monitoring progress and stability of individuals and families. As the AmeriCorps member becomes familiar with the Congolese case load, he/she will develop educational materials, create presentations and will provide ongoing training to the community and partnerships that is most relevant to the Congolese culture, customs and traditions. In addition, the AmeriCorps member will recruit, train and lead a select group of five Congolese refugees who will engage in volunteer activities such as lead trainings, interpretation services and mentoring newly arriving Congolese. The hope is that these volunteers will assume additional leadership roles within the community and also provide inspiration and encouragement to newly arriving refugees as role models.

Garden Grove:

Interventions: Volunteer Capacity Building

The AmeriCorps member will increase the capacity of World Relief Garden Grove to recruit, organize and engage volunteers. The intervention of the AmeriCorps member will develop our volunteer plan and organize volunteers into teams to increase the ratio of volunteers to refugee cases. Our goal is 1:1 volunteers to refugees. Direct services to refugees will increase through the volunteer program. They will become a regular participant in outreach events, make support phone calls to current volunteers, assist with volunteer trainings, and research new opportunities to recruit volunteers. They will also

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carry a "Relational Caseload", by becoming a regular visitor of several PC families in order to make personal connections that mutually benefit the family while providing the AmeriCorps member with experiences that add personal weight to their external appeals. As a result of the member's work, a much higher percentage of PC participants will be engaged in positive, transformative relationships with local, long term residents. The AmeriCorps position provides the unique opportunity for an individual who can leverage greater relational support for vulnerable refugees by rooting their external outreach in personal stories garnered from their "Relational Caseload" work.

Miami:

Intervention: Financial Literacy, Volunteer Capacity Building

The new Preferred Communities program in Miami is building out their capacity to work with Arabic speaking refugees. The Refugee AmeriCorps member will be integral in developing relationships with Arabic speaking immigrant communities. The AmeriCorps member will play a key role in developing Miami's overall Preferred Communities program by working closely with the Program Manager with a focus on community engagement and volunteer capacity building. They will establish meaningful relationships with local, long-term residents by actively recruiting, training and placing volunteers within the Preferred Communities program. They will also carry a "Relational Caseload", by becoming a regular visitor of refugee families in order to make personal connections that mutually benefit the family while providing the AmeriCorps member with experiences that add personal weight to their external appeals.

Moline:

Intervention: Individual Interaction, Volunteer Capacity Building

The role of the AmeriCorps member would be to develop and work with local educators to organize sessions where refugees can join together to learn and gain knowledge about different topics related to one's health. A few examples: may include: how to do breast exams, birth control, healthy eating, as well as an understanding of medical insurance. The AmeriCorps member would also be responsible to develop a presentation on Refugees. Then they would contact, meet with, and assist in educating the provider with working with the population.

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Improving community relations and partnerships would be the main area of focus related to medical providers. The AmeriCorps member would train World Relief volunteers to continue to work with and provide education creating a continuation plan for once the services are completed. Strategically creating a long term health educational program will be one of the top objectives for this position.

Long term, creating, implementing, and training volunteers will allow the World Relief Moline office to have a long term program related to health education and outreach. Providing refugees and community providers / partners the resources and knowledge they need to gain an understanding of one another, and individually to better understand one's personal health.

Seattle:

Intervention: Volunteer Capacity Building

The AmeriCorps member will help our Preferred Community participants to establish meaningful relationships with local, long-term residents by actively recruiting and supporting our Cultural Companion volunteer program. They will become a regular participant in outreach events, make support phone calls to current volunteers, assist with volunteer trainings, and research new opportunities to recruit volunteers. They will also carry a "Relational Caseload", by becoming a regular visitor of several PC families in order to make personal connections that mutually benefit the family while providing the AmeriCorps member with experiences that add personal weight to their external appeals.

As a result of the member's work, a much higher percentage of PC participants will be engaged in positive, transformative relationships with local, long term residents. The AmeriCorps position provides the unique opportunity for an individual who can leverage greater relational support for vulnerable refugees by rooting their external outreach in personal stories garnered from their "Relational Caseload" work.

Tri-Cities:

Intervention: Individual Interaction, Financial Literacy, Volunteer Capacity Building

The proposed AmeriCorps member will provide extended case management services to refugees who

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have completed their initial resettlement period. When possible, after health has stabilized, the AmeriCorps team member will help the client enroll in employment programs. When this is not possible or does not seem likely, the AmeriCorps team member will work with the client to become self-sufficient through applying for SSI based on disability, applying for income based housing, Dial-A-Ride transportation, in-home care, and other services that may be needed on a case by case assessment.

2) Please provide further detail outlining the specific added value of the proposed AmeriCorps members when incorporated into the current program.

The AmeriCorps member will provide critical contributions through the unique perspectives and community connections the member will possess. Each World Relief office intends to hire a former refugee to serve as the AmeriCorps member. This will increase the language capacity within the office. The member will provide valuable perspectives that will impact program design and content. The member will increase opportunities for community connections and strengthen relationships with existing refugee communities. AmeriCorps members will enable the local offices to serve more refugees in need of extended services thus further building the capacity of the Preferred Communities Program. This will lead to a better state of health and quality of life for those who are not able to work and who need significant assistance in becoming stable in their health situation and becoming self-sufficient through means other than employment.

3) As the program is placed within existing PC activities, please describe how the program will ensure that member activities do not duplicate or displace staff activities.

Immediate oversight of local activities will be the responsibility of Office Directors and local Refugee AmeriCorps Managers. The local manager has primary responsibility for ensuring that Refugee AmeriCorps members, volunteers and any others working in the Refugee AmeriCorps program understand the minimum requirements and core objectives of the program. The local Office Director and Manager will ensure that no staff is displaced and ensure there is no duplication of services by clearly defining the role of the AmeriCorps member and conducting ongoing training, as needed. The national Program Manager will cover non-duplication of services and the importance of using AmeriCorps members as intended during the initial trainings in both the World Relief staff training

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and AmeriCorps member training. Ultimate responsibility for each office's program compliance and performance lies with its respective Office Director.

Additionally, the national Program Manager and Programs Specialist will review monthly and quarterly reports and request follow-up as needed, to ensure compliance with program requirements.

4) Please further describe staff roles and responsibilities at the national office related to monitoring and oversight of the program sites, and also provide additional information related to the national office's monitoring plan.

On-site program monitoring by the national ORR Programs Specialist and/or the national Program Manager is the standard mechanism for ensuring that such responsibilities are met. On-site monitoring visits are conducted on a three year cycle, ensuring that each program is monitored at least once during the three year Preferred Communities grant cycle. If AmeriCorps is approved, a Refugee AmeriCorps component will be added to the PC monitoring to ensure non-duplication of services, compliance with CNCS and ORR regulations and requirements, and documentation of services. A desk monitoring may be conducted to close out monitoring outcomes and ensure offices are maintaining quality programming. In FY16, the following sites will be monitored: Moline, IL; Chicago, IL; DuPage and Aurora, IL; Durham, NC and Garden Grove, CA.

At the end of an on-site monitoring, the Office Director and local Program Manager are debriefed, and monitoring findings are presented and acknowledged in writing. This debrief provides an opportunity to address any urgent issues in need of immediate follow-up, and to informally discuss strategies for improvement. After the monitoring, a formal written report is sent to the Office Director, Regional Director, local Program Manager and the national Program Manager within 30 days of the monitoring. This report provides a summary of the monitor's findings, a narrative summary of home visits and staff interviews, and a summary list of the recommendations discussed during the debrief. Responses to recommendations listed in the formal report are required within 90 days of the monitoring debrief, or earlier if the situation warrants.

### Continuation Changes

N/A

### Grant Characteristics