

## **Executive Summary and Organization Capacity**

Founded in 1933 by Albert Einstein, the International Rescue Committee, Inc. (IRC) helps people whose lives and livelihoods are shattered by conflict and disaster to survive, recover, and gain control of their future. The IRC's 25 U.S. programs offices nationwide provide a range of holistic services in the core sectors of resettlement, economic empowerment, community integration, immigration services, and education and learning to help refugees integrate into their new communities, acquire skills for economic self-sufficiency and achieve citizenship.

IRC's Economic Empowerment programs assist resettled refugee clients to secure employment through various stages of their new lives. Job development is both integrated with the overall case management process and a specialized activity that involves reaching out to local employers, keeping tabs on the local job market, and assisting clients with employment-related activities. IRC's services provide clients with intensive short-term job skills training; resume and interview preparation; workforce readiness classes including English Language Training for employment; and job coaching, counseling and placement. Through this engagement, the IRC diversifies clients' skill sets, increases earning potential and improves long-term career success.

Through its current participation in VRRP in Charlottesville, the IRC has demonstrated its capacity to implement these services with significant success. If invited to provide services in the Richmond Area, IRC is ready to serve 200 individuals each year for employment services including English Language Training, placing at least 150 of these into jobs that meet or exceed the required performance standards for hours and wages.

**A. Summary of Past Accomplishments**

In Charlottesville, the IRC has provided initial case management and employment services, as well as a broad range of English Language Training (ELT) and other immigration, education and community integration services to more than 3,000 refugees, asylees and other humanitarian entrants from 31 countries since 1998. As the only refugee-serving agency in Central Virginia, IRC in Charlottesville prides itself on its ability to support the needs of these new Americans not just at the time of their arrival but until the point where they achieve economic self-sufficiency and acculturate.

IRC in Charlottesville operates with a staff of 16 professionals supported by four full-time AmeriCorps members (Please see Attachment N: IRC Organizational Charts). Two staff members and two AmeriCorps members are dedicated specifically to economic empowerment programming. Supported by approximately 100 volunteers annually, IRC in Charlottesville provides its clients with a holistic range of culturally and linguistically appropriate services comparable to those available in larger agencies and cities.

Under both the current and previous Office of Newcomer Services (ONS) grant cycles, IRC in Charlottesville has consistently met and exceeded its employment and ELT goals. In FY2014, IRC secured employment for 94 unduplicated clients under the RSS program at an average wage of between \$9.50 and \$9.75 per hour. IRC also provided English language classes to over 200 adults. The IRC in Charlottesville has met all other grant requirements as well, including timely submission of quarterly and trimester reports, staff attendance at required meetings, development of an active community dialogue group and support of all initiatives and directives from ONS. The IRC in Charlottesville has worked closely with ONS in implementing a range of high quality programs including the

Virginia Refugee Student Achievement Project (VRSAP) and the Refugee Health Grant. During the past year, IRC in Charlottesville's Refugee Health program has served over 300 refugees with referrals to primary and specialized medical care, coordinating with community providers of dental care and children's health intervention programs, education in obtaining and understanding prescription medications, assistance enrolling in health insurance and the ACA marketplace, and advocating on patients' behalf with medical providers including billing issues. Through the VRSAP program, the office serves approximately 110 children during the year, providing new arrivals and their families with school and parent orientation, counseling and intervention as needed for parent-teacher meetings and school issues, and coordination of resources and services on behalf of children with disabilities through the process of developing and implementing an Individual Education Program. As demonstrated through its successful implementation of ONS programs in Charlottesville that are similar in scope and size, and its careful stewardship of funds provided by the Virginia Refugee Resettlement Program (VRRP), the IRC in Charlottesville is eager to expand its holistic range of culturally and linguistically appropriate employment services, supported by case management and ELT geared towards improving employability, to assist refugees resettled in Richmond.

**B. Service Delivery Plan**

*Overview: If implemented by the IRC, VRRP in Richmond will serve 200 unduplicated clients per year with employment services, including both basic employment services and the STEP program of career development services. For newly arrived refugees, services will begin upon referral of the client to IRC from a partner resettlement agency. Eligible clients who have completed their initial resettlement period are free to*

*self-refer. At the time of initial intake, each client will meet with the Case Worker and the Employment Specialist to begin the development of their Comprehensive Resettlement Plan (CRP), using the required ONS format. Together with the client, the Case Worker and Employment Specialist will assess the client's strengths and needs, and spell out his or her individual employment, English language learning, education, health and other goals, in their CRP, which will thereafter be used to guide service delivery to the client. The Case Worker will focus on reducing barriers to the client's employability such as childcare and medical concerns, and the Employment Specialist will focus on developing the employment component of the client's CRP, which includes the job readiness and development services necessary to secure the client's employment as quickly as possible. Both staff members will be based out of the Richmond sub-office. As part of the intake process, clients will undergo an English language assessment with the Instructional Specialist so they can be enrolled in an appropriate ELT program, either on site at IRC or via referral to a community partner. Appropriate mainstream services are provided by Henrico County Adult Education and other similar programs in the Region Fifteen Adult Education Consortium (Please see Attachment O: Letters of Support). Clients will also have access to ELT tutors and employment mentors through IRC's volunteer program. (Please see Attachment P: IRC Volunteers in Richmond).*

*All IRC services are guided by standards and procedures detailed in federal and state contracts as well as financial and programmatic oversight from IRC headquarters staff. IRC staff documents all case management and employment activities and report outcomes in case files, in IRC's proprietary online case note and data tracking system, as well as in the Virginia Newcomer Information System (VNIS) database. Outcomes are*

*reviewed at local, state, and national levels with full reports to funders as required. Program quality is assured through internal executive oversight, national headquarters reviews, and on-site monitoring by ONS. IRC staff members receive ongoing professional training and technical assistance through internal resources in IRC's national network as well as through state training opportunities.*

If the IRC is awarded the grant from ONS, it will establish a sub-office in Henrico County or the City of Richmond by October 2015 in order to assist Richmond's growing refugee population in securing and retaining gainful employment. A Site Manager will be recruited to oversee all office operations and supervise staff and interns. The Site Manager will also have primary responsibility for implementing the STEP program of career development services to qualified participants. A full-time Employment Specialist will work on employer recruitment, job development, and job placement services to all clients. A part-time Instructional Specialist will provide onsite English Language Training as well as job readiness training and financial literacy classes and will work with the Site Manager to develop individual training plans for clients served in the STEP program. A part-time Case Worker will ensure clients receive referrals and services needed in support of their social and economic self-sufficiency. IRC will hire trained community interpreters in the most frequently requested languages as part-time staff to provide culturally informed interpretation services as needed for all service provision. IRC staff also has access to a national phone interpretation service for situations where live interpretation is not available. The IRC in Charlottesville Executive Director and Finance Manager will provide fiscal and programmatic oversight to the program both remotely and through physical presence in the Richmond office as needed.

The IRC US Programs network is vertically integrated; local offices and sub-offices are branches of the national organization and part of a single corporate entity (Please see Attachment N: IRC Organizational Charts). IRC US Programs' Sr. Director for Program Quality and Innovation leads a national program unit comprised of five technical advisors, including a Technical Advisor for Economic Empowerment programs with over 11 years of experience designing, implementing and managing economic development programs for refugees in the US. Employment staff in Richmond will have access to guidance and technical assistance from the Technical Advisor on all areas of employment programming including, job readiness and development, financial literacy, career development, and vocational ELT.

I. Eligibility

Eligibility for IRC services is determined by official documentation of immigration status as designated by the United States Citizenship and Immigration Service (USCIS) and includes refugees, asylees, Cuban/Haitian Entrants, Amerasians, Iraqi or Afghan special immigrant visa-holders, and victims of human trafficking.<sup>1</sup> Clients who receive employment and ELT services under the Virginia Refugee Social Services (RSS) program must have been in the U.S. less than sixty months, and those receiving employment services cannot also be enrolled in the federal matching grant employment program. Services are delivered in order of priority to: (1) newly arriving refugees who have been in the U.S. for one year or less, (2) refugee clients on Refugee Cash Assistance and/or Temporary Assistance to Needy Families (TANF), (3) unemployed refugees not on cash

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<sup>1</sup> The term "refugee" is used to apply to all categories.

assistance, and (4) employed refugees in need of services to retain employment, to attain job upgrades, or to attain economic independence (Please see Attachment M: Individuals Eligible to be Served). IRC in Richmond's culturally and linguistically appropriate services will be provided equally to women and men. The IRC has made *Narrowing the Gender Gap* a key initiative of its 2015-2020 organizational strategic action plan, and IRC offices across the country, including Charlottesville, are currently reviewing how to best integrate this into programs and outcomes.

II. Case Management Services:

Each refugee client referred by other resettlement agencies to the IRC in Richmond for employment services will complete the intake process with both the Case Worker and with the Employment Specialist. The Case Worker and Employment Specialist determine client eligibility, open a client file and assess any potential barriers to employment. They will develop a CRP with the client that spells out individual employment, English, education, health and other goals, and is thereafter used to guide service delivery to clients. Clients are then required to complete an English language assessment with the Instructional Specialist prior to enrollment into either on site ELT classes or referral to a mainstream service provider.

The Case Worker will focus on providing support services to all clients as needed including liaising with local departments of social services on benefits issues; assisting with referrals to mainstream service providers on other issues including housing, basic health and mental health needs; helping with access to childcare; and advocating for clients as needed to resolve situations that impede employability. The IRC is in the process of building relationships with community partners such as the Henrico County

Department of Social Services, the Henrico Health Department, and local medical providers. The Case Worker, with assistance from the Site Manager, will continue to develop linkages with key community partners to ensure clients receive appropriate services.

III. Core Employment Services:

The process of preparing refugee clients for work will begin immediately after they are referred to the IRC in Richmond by local resettlement agencies (or if they self-refer). The Employment Specialist will focus primarily on providing regular employment services, job placements for new arrivals and job development, for 160 unduplicated clients. (See paragraph above for details on the intake process and development of the CRP.) The Employment Specialist will update and revise the plan as needed during the grant period, based on client progress and any challenges that may arise. Client progress will also be regularly and clearly documented in case notes maintained in IRC's online case note and outcome documentation system.

All job readiness classes follow curricula based on best practices from decades of experience from refugee employment specialists throughout the IRC national network, and are customizable to the local context. The proposed program curricula will consist of 12 hours of employment orientation. The first six hours will cover the most critical topics for joining the US workforce, and will be delivered in an intensive format via biweekly classes during the client's first month enrolled in the program. Topics to be covered will include, but are not limited to, an overview of the IRC employment program; getting a job and the types of jobs available; where to look for a job (i.e. internet resources); marketability and interviewing; life/work skills; on the job training and safety;



transportation for work and driving in Virginia; understanding your paycheck; and, career advancement. An additional six hours of classes are then offered on a weekly basis in a workshop/job club format. Each workshop or job club module will require a “hands-on” approach, utilizing techniques such as situational role plays that give clients the chance to practice handling a range of common job-related issues. Topics covered will include application practice, practice interviewing, resume building day/job search, accessing services at the Virginia Workforce Center, elevator speeches and skills workshop. During workshops and job clubs, former clients who have found employment will be invited to speak to new clients and share their experiences, offering tips and encouragement for joining the workforce in the US. Job readiness training will be provided by the Instructional Specialist with input and support from the employment staff.

During the program, clients will also meet regularly with the Employment Specialist to pursue individualized job searches. The Employment Specialist, with the support of interns and volunteers, will help clients complete applications, develop resumes, collect references, and gain extensive practice and coaching in interview skills. The employment specialist will introduce clients to local employers to inquire about job openings, schedule interviews, and provide interpreters and transportation to job interviews. He/she will follow up on job applications and interviews in person, on the phone, or by email. When a client is hired, the Employment Specialist will facilitate new hire paperwork, job orientation, on-the-job training, and work transportation options, and coordinate with the Case Worker to make referrals for childcare or other community resources as needed. IRC in Richmond will have staff interpreters present to facilitate all scheduled services with access to telephonic interpretation for situations where live

interpretation is not available to ensure that services are provided to the client in a culturally and linguistically appropriate manner.

To further ensure client progress towards self-sufficiency and successful program outcomes, the IRC in Richmond Site Manager will convene weekly meetings with the Case Worker and Employment Specialist to review all active cases. At every stage, the Case Worker and Employment Specialist will track individual progress toward clearly identified benchmarks of self-sufficiency included in the CRP. The Site Manager will provide guidance and oversight to ensure that staff provide adequate support to clients on the completion of their CRP and meet all the requirements of the VRRP. In addition, staff at IRC in Richmond will have access to experienced case management and employment staff at IRC in Charlottesville, many of whom have five to 15 years of experience, for assistance in resolving unusual or complex issues.

#### IV. Specialty Services and Skills Training for Earning Potential (STEP)

IRC in Richmond proposes to serve 40 unduplicated clients in the specialized Skills Training for Earning Potential (STEP) component of the program that assists clients to secure higher paying and more skilled job placements (Please see Attachment K: Skills Training for Advanced Earnings Potential). All clients will be screened for the STEP program during the intake process. Clients selected for STEP will demonstrate strong English language skills and either professional credentials or prior work experience that makes them suitable for skills training in the U.S. For example, many Afghan and Iraqi Special Immigrant Visa (SIV) holders have experience that would qualify them for more highly skilled job opportunities as an initial placement than clients who need more time to improve their language and employment skills. Another group that would qualify for STEP

is clients who have been in the US for at least a year, gained critical work experience and have improved their English language skills to the point where they can succeed beyond an entry-level position. Through STEP, clients will be assisted to access vocational training opportunities, such as pharmacy technician and certified nurse assistant training, available at J. Sargeant Reynolds Community College, John Tyler Community College, and Richmond Technical Center. STEP will also assist refugee clients who held professional degrees in their home countries, including those with medical and engineering degrees, with the professional recertification process in the US. Some clients may also use the vocational training opportunities to switch into new industries with higher potential for career growth.

The IRC in Richmond Site Manager will be responsible for coordinating the STEP program. He or she will identify program participants, assess their needs and refer them to local mainstream service providers for additional skills training, such as computer skills training, advanced ELT as needed, and workforce/vocational training through local technical education centers and community colleges. Once STEP clients have completed all necessary pre-employment steps, as well as other requirements outlined in their CRP, IRC employment staff will provide specialized job counseling and placement assistance.

To ensure high quality and culturally and linguistically appropriate service delivery, IRC in Richmond will draw on the expertise and best practices of other IRC field offices in the network that have implemented similar employment programming, and will customize existing curricula to match the local context. For example, IRC's office in Silver Spring, MD has an established career development program that could inform the rollout of services in Richmond. IRC in Charlottesville is currently evaluating two workforce

programs that IRC in Silver Spring offers specifically for refugees in conjunction with Montgomery College to evaluate if they can be replicated in Virginia. This program provides both Certified Nursing Assistant (CNA) and Certified Apartment Maintenance Technician (CAMT) training in a format which incorporates Vocational ESL and job readiness components as part of the curriculum. These programs may also be suitable for the Richmond context. For credentialing and recertification, IRC in Richmond will utilize resources available from HIGHER, a major technical assistance provider in the field of refugee employment, to support STEP clients.

Upon notification of a grant award, IRC in Charlottesville's Executive Director will immediately begin to reach out to potential community partners in the provision of workforce services including the community colleges and technical schools mentioned above. She will continue to work with the Richmond Site Manager and Instructional Specialist as these positions are filled to ensure appropriate service providers are identified and that the process of developing collaborative relationships is initiated.

#### V. English Language Training

Research has shown that access to immediate ELT instruction accelerates refugees' integration into the community, strengthens cross-cultural communication, and improves employability. IRC Case Workers and Employment Specialists continually stress English learning as an integral part of employment success and a critical step in achieving self-sufficiency. Therefore, the Instructional Specialist will assess the each client's English language level immediately following intake, and facilitate his or her enrollment into ELT. In most cases for newly arrived refugees, they will begin with IRC's onsite program since it is provided in a format that allows access at any time. IRC's

Instructional Specialist will then work with mainstream providers to transition clients to appropriate classes available in the community during the time frames when new students are accepted. IRC feels strongly that refugees should have access to high quality language training, taught by professional instructors following nationally recognized curricula and standards. IRC's Executive Director has already initiated contact with the ELT Coordinators for Regional Fifteen Adult Education (Please see Attachment O: Letters of Support) and with Henrico County Adult Education. If awarded the grant, the Executive Director, along with the Instructional Specialist when hired, will work to solidify those relationships and develop protocols for cooperation and referral of clients. IRC in Richmond's onsite ELT will operate using either a rotating 90 day "survival English" curriculum or the basic English literacy necessary to secure, maintain and progress in an entry level job. The class will be taught using the Comprehensive Adult Student Assessment System (CASAS) standards. If sites closer to where clients live than the IRC office prove to be desirable, IRC may partner with other community organizations to access classroom space at an alternate location.

IRC in Richmond will hire an Instructional Specialist who is certified in ESL with prior experience working with underserved populations to provide ELT instruction, job readiness training, and financial literacy classes; to liaise with mainstream ELT providers; and to support the development of an instructional plan as part of the CRP for STEP participants. The Instructional Specialist will teach two hour long ELT classes daily for a total of ten instructional hours per week. The classes will provide adult refugees with immediate, intensive English instruction immediately upon enrollment in the VRRP. The Specialist will teach the class using the same curriculum used by IRC in Charlottesville

and other offices in the IRC network that is tailored to meet the unique learning needs of newly arrived refugee English language learners. The curriculum is based on best practices of English instruction for refugees, and includes a range of task-based and role-play activities drawn from various teaching approaches including Community Language Learning (CLL), Suggestopedia, Silent Way, Audio Lingual Method (ALM), Total Physical Response (TPR), and Natural Approach.

The 13-week rotating ELT curriculum is designed so that clients can enter at any time and receive instruction on all major topics over a three month period, the average length of study prior to job placement. Topics are specially designed for refugees seeking their first job in the U.S. includes units on personal greetings, alphabet, numbers and counting, name and address, telling time, identifying and counting currency, asking for directions, describing health symptoms, and using the telephone. All lessons are delivered in the context of refugee clients' needs for "survival" English with a particular emphasis on terminology needed for seeking and maintaining employment. Attendance in English class is required for all IRC employment clients, and achievement will be measured using a standard pre and post test system, the test will be administered once prior to enrollment and again when the student leaves the onsite class and enrolls in a mainstream class.

To reinforce classroom English learning and promote language competency, refugee clients expressing interest will be matched with volunteer tutors who are recruited by the Site Manager with support from IRC in Charlottesville's Volunteer Coordinator and trained in basic language learning techniques by the Instructional Specialist. The tutors will meet with their student at least once a week for two hours at a location that is mutually

convenient with a goal of working together or a minimum of six months. IRC tutors provide English language lessons focused on improving the client's employability by building practical vocabulary and cultural familiarity.

#### VI. Financial Literacy

Financial Literacy is critical for refugee clients to move beyond basic self-sufficiency and increase their earning potential and financial security. Therefore, in addition to job readiness training and ELT, IRC in Richmond will implement Financial Literacy training as part of its employment curriculum. Completion of the training is a critical step in every client's CRP, and will be accessible to all 200 clients enrolled in the program. The Instructional Specialist will deliver the course in one hour sessions to be offered once a week in a recurring six week cycle. He or she will use IRC's comprehensive, standardized curriculum developed at the national level which can be adapted to the local context for use by clients with varying levels of experience in handling financial issues. Course topics will include budgeting and bill payment, bank account management, and building credit.

#### VII. Key Partnerships

IRC Headquarters and other field staff across the country have established strong relationships with key employers at the national level, such as Whole Foods and Chipotle. IRC in Richmond will collaborate with Headquarters and IRC in Charlottesville staff to expand relationships with national and regional partners to the Richmond area. Richmond has a strong manufacturing economy and IRC in Richmond will develop partnerships to maintain the capacity to make refugee job placements are in that sector. In addition, clients will benefit from IRC in Charlottesville's over 100 existing relationships with

employers in other sectors such as hospitality and support services to hospitals. IRC in Richmond will work to expand opportunities in these areas to provide employment options in a wide variety of job categories and employers to all clients. As in Charlottesville, IRC in Richmond anticipates serving a diverse range of refugees from countries such as Bhutan, Iraq, Afghanistan, Myanmar and the Democratic Republic of the Congo (DRC), and IRC will ensure that program staff members are familiar with the unique skill sets and needs that are common amongst these populations. Upon establishment of an IRC presence in Richmond, the IRC Site Manager and Employment Specialist, supported by interns, will immediately conduct outreach to Richmond-based employers in manufacturing, hospitality, retail and other industries to establish new partnerships that will allow them to quickly respond to the acute employment needs of the local refugee population.

#### VIII. Community Linkages and Resources

IRC in Charlottesville is able to assist a high number of refugees to achieve self-sufficiency each year, in large part due to the support of a well-established network of community supporters which includes a cadre of eight to 10 dedicated interns from the University of Virginia Internship program year-round. The interns help refugee clients create resumes, prepare for job interviews, access networking opportunities and guide them on their path to self-sufficiency, integration and citizenship. If IRC receives the VRRP grant from ONS, program staff in Richmond will implement a similar model (Please see Attachment P: IRC Volunteers in Richmond). The IRC in Richmond Site Manager, with guidance from the IRC in Charlottesville Volunteer Coordinator, will establish connections with the career services departments at the undergraduate and graduate



programs at Virginia Commonwealth University, the University of Richmond, and local community colleges such as J. Sargeant Reynolds and John Tyler, in order to recruit well-qualified volunteers and interns.

Interns support IRC staff in all program areas including employment services, case management, and as teacher's assistants during scheduled classes; their presence allows staff to significantly amplify the range and quality of direct service provision. Once identified, all interns are required to participate in IRC's standard volunteer orientation, which covers office protocols and policies, community demographics, and information on individual target populations. Each volunteer also undergoes a background check and signs a hire letter confirming their commitment to IRC's Code of Conduct, known as The IRC Way, which includes abiding by IRC's Confidentiality Policy. IRC interns typically build strong relationships with clients, helping them develop and gain confidence in their own individual strengths. They help refugee clients create resumes, prepare for job interviews, access networking opportunities and are dedicated to monitoring their progress towards self-sufficiency, integration and citizenship.

IX. Virginia Community Capacity Initiative

If IRC is awarded the grant from ONS, the Executive Director and the Site Manager will work with the members of the existing Richmond Refugee Dialogue to evaluate current membership and practices and to seek ways to create a vibrant and high-performing group. The main objective of the community-driven Dialogue Group is to ensure that all members fully understand the role they all play in the refugee resettlement process, how stakeholders can work together to streamline and improve the experience for the clients and themselves, and that they are informed about refugee arrivals, numbers

and populations coming into the local area (Please see Attachment I: VCCI Goals). IRC in Richmond will utilize best practices learned from the highly successful Charlottesville Refugee Dialogue, where IRC staff convenes more than 15 participants on a monthly basis. The Charlottesville Refugee Dialogue has numerous accomplishments, including the creation of a Workforce Services Working Group that engages selected dialogue members with representatives of other community providers to examine refugee access to mainstream workforce services, with the goal of eliminating barriers to participation and improving referral mechanisms between agencies. Working Group members include the local technical education center, community college and one stop center, among others. As the main facilitator of the Richmond Refugee Dialogue, IRC will ensure that the group is providing maximum benefit to stakeholders and clients by consulting with the local resettlement agencies to review existing membership, and then determining if there are any additional needs of knowledge or expertise that may benefit the group. If and when these gaps are identified, IRC in Richmond will work with stakeholders to reach out to other service providers and encourage them to join the group. In addition, IRC will evaluate any structural changes that may need to be made to the group, such as the frequency of meetings, the types of topics covered, or any other pertinent issues in order to make the meetings engaging and meaningful to all members.

X. Staff Qualifications

IRC field offices across the country draw on the skills of uniquely qualified staff to ensure culturally and linguistically appropriate service delivery to clients. Casework and employment staff will have access to local and online trainings, as well as other skills trainings, and will keep up to date on ongoing trends and developments related to refugee

resettlement work in the US. If the IRC is awarded the grant from ONS, the IRC in Charlottesville Executive Director, with support from IRC Headquarters' Human Resources Department, will hire a full-time Site Manager, a full-time Employment Specialist, a part-time Case Worker and a part-time Instructional Specialist. The **Site Manager** will oversee all office operations, supervise staff and volunteers, and have primary responsibility for the STEP career development program. He or she will have a Bachelor's degree (Master's degree preferred), and three to five years' of experience advocating for and providing employment or casework services for refugee or other vulnerable populations. The **Employment Specialist** will focus on job placements for new arrivals, job development, and supporting the STEP program as needed. He or she will have a Bachelor's degree and one to two years of experience working with refugees or other vulnerable clients. The **Case Worker** will provide support services to all clients as needed, including liaising with local departments of social services on benefits issues, assisting with referrals to mainstream service providers on other issues including housing, basic health and mental health needs, assisting with access to childcare as needed, advocating for clients as needed to resolve situations that impede employability. He or she will have a Bachelor's degree and one to two years of experience working with refugees or other vulnerable groups. The **Instructional Specialist** will provide ELT instruction, job readiness training, financial literacy classes, liaise with mainstream ELT providers, and support development of instructional planning as part of the CRP for STEP participants. He or she will be certified in ESL instruction, with at least one to two years' experience instructing English language learners. Program staff will preferably have extensive cross cultural experience, having studied or worked abroad, particularly in

countries from where many of Richmond's refugees originate, such as Bhutan, Iraq, Afghanistan, Myanmar and the DRC. Preference will be given to candidates with fluency in a key refugee language such as Arabic, French, Nepali, Swahili, Dari, or Burmese. See Attachment Q for Staff Positions and Job Descriptions.

The IRC in Charlottesville Executive Director and Finance Manager will provide fiscal and programmatic oversight to the program. Executive Director Harriet Kuhr joined the IRC in 2004, first working with the Atlanta office before moving to Charlottesville in April 2010 as Executive Director. Prior to joining the IRC, she worked for over 19 years in various capacities with The Friendship Force, an international citizen exchange program based in Atlanta. Harriet has a B.A. from the University of Virginia. She speaks French and has worked in the DRC. The Finance Manager, Jere Bidwell, joined the IRC in December 2005 after a long career as an accountant at LEXIS Law Publishing. He has a degree in Accounting from Emory & Henry College. As part of their executive oversight of the Richmond office, the Executive Director and Finance Manager will review grant compliance and budget versus actual expenditures on a monthly basis.

IRC adheres to rigorous human resources policies and a performance management system designed by IRC's Human Resource department. Each employee is reviewed by his/her supervisor annually with salary increases based on performance. Performance ratings are measured against outcomes as identified during the previous annual review. Employees who fail to receive a rating of at least "successfully meets expectations" on their annual review must fulfill a "performance management action plan" to document meaningful improvement on specific performance indicators or else risk termination.

XI. Staff Development

To ensure they are maximizing client services, IRC employment staff engages regularly with colleagues in other IRC offices nationwide to share best practices and resources and discuss challenges by engaging in monthly virtual “communities of practice.” Employment and Casework Supervisors attend national trainings on an annual basis where they are given materials in a “train the trainer” format to they can return to their home office and train other staff. For the proposed program, the IRC in Richmond Site Manager would attend this training and share knowledge gained with the Employment Specialist, Case Worker and Instructional Specialist. Employment staff will also participate in peer learning opportunities facilitated by the Virginia Office of Newcomer Services.

XII. Outcomes and Performance Measures

IRC proposes the goal of serving 200 unduplicated individuals with employment services and ELT during the service period. Of the 200, 160 will receive regular employment services by way of Refugee Social Services. Forty will be enrolled in the STEP program for more advanced job readiness and placement services. Of the 200 individuals, at least 150 will be placed into employment, with a minimum of 115 placements being full time; 90 placements will offer access to health benefits within 90 days of employment. IRC expects the average wage of all those employed on the standard program to be \$9.75 per hour and on the STEP program to be \$13.00 per hour; over 80% of individuals placed into employment will still be employed at 90 days after the initial placement.

IRC will meet the following performance standards for employment services:

1. Number of job placements

<b>Indicator (Outcome Goal)</b>	<b>Performance Standard</b>
150 refugees enrolled in employment services are placed in a job.	Minimum of 75%

2. Number of full-time job placements

<b>Indicator (Outcome Goal)</b>	<b>Performance Standard</b>
115 refugees enrolled in employment services are placed in a full-time job.	Minimum of 75%

3. Wage of full-time job placements

<b>Indicator (Outcome Goal)</b>	<b>Performance Standard</b>
Average wage of FT placements at \$9.75 per hour.	Average of all placements= \$9.75
Average wage of FT placements at \$13.00 per hour for STEP program.	Minimum wage of any full-time placement= \$7.25

4. Public assistance terminations

<b>Indicator (Outcome Goal)</b>	<b>Performance Standard</b>
Refugee Cash Assistance will be terminated for 100% of clients within 30 days of job placement. TANF benefits may be continued as Transitional TANF.	N/A

5. Full time jobs with health benefits

<b>Indicator (Outcome Goal)</b>	<b>Performance Standard</b>
90 full-time placements in which the employee is offered health benefits within 6 months of employment	75% of all full-time placements offer health benefits

6. Number of job placements in which the employee is employed at any job on the 90<sup>th</sup> day

<b>Indicator (Outcome Goal)</b>	<b>Performance Standard</b>
125 job placements in which the employee is employed at any job after 90 days	75% of all placements

### XIII. Monitoring and Evaluation

All IRC field offices around the world and across the US utilize robust monitoring and evaluation methods and tools that are developed in-house, to measure the outcomes of its programs and improve on its investments and implementation approaches.

Recognizing the growing importance of reliable impact data in meeting donor requirements and advancing its programs, IRC in Richmond will track information about changes in knowledge and behavior across multiple services and groups of participants through IRC's comprehensive web-based database known as the Efforts to Outcomes (ETO). The database has the capacity to sort data according to nationality, level of English proficiency, gender, or any other distinguishing characteristic, as well as specified time periods. Pre- and post-test scores, participant surveys and attendance records will be recorded for easier data aggregation and analysis. ETO will be used in conjunction with VNIS to allow all client data and metrics to be effectively tracked. IRC in Richmond staff will receive training on how to use the database and will use it to ensure systematic data collection and analysis, completed by a number of other monitoring tools that are regularly used to measure and report on project impacts so that data can be analyzed to inform improvements to ongoing programming, including:

- **Pre- and post-tests:** Pre-tests establish a baseline; post-tests help determine the progress a client has made as the result of a specific activity. Pre- and post-tests will be developed by the Instructional Specialist as part of the curriculum for ELT, job readiness training, and financial literacy classes.
- **Pre- and post-assessments:** Clients complete questionnaires before and after IRC workshops and other activities, evaluating their own knowledge and capacity.

- **Case file documentation:** Intake forms, enrollment and attendance records, case notes, referrals and other forms of follow-up documentation are retained in each client's case file. Case file documentation will serve to verify self-reported information collected in the pre-and post-assessments and track the effectiveness of programs.
- **Field visits, client, specialist and employer surveys:** Qualitative feedback from multiple sources helps IRC staff adapt activities, refine client CRPs, and triangulate quantitative data.
- **Activity and outcome tracking:** All IRC activities for each client, together with their job placements, attendance records, self-sufficiency achievements, self-assessments, and other information, are entered into the tracking database in order to analyze the progress each client makes over time.



**BUDGET AND BUDGET JUSTIFICATION - RSS**

<b>Class Category</b>	<b>Amount</b>
a. Personnel	\$107,420
b. Fringe Benefits	\$31,689
c. Travel	\$0
d. Equipment	\$0
e. Supplies	\$10,768
f. Contractual	\$900
g. Other	\$32,558
h. Total Direct Charges	<b>\$ 183,335</b>
i. Total Indirect Charges	\$ 16,665
j. Total Charges	<b>\$200,000</b>

**a) Personnel Expenses** for 0.82 FTE Employment Specialist at an annual base salary of \$34,000, or \$27,880; 0.75 FTE Site Manager at an annual base salary of \$42,000, or \$31,500; 0.40 FTE Caseworker at an annual base salary of \$34,000 or \$13,600; 0.40 FTE Instructional Specialist at an annual base salary of \$35,000, or \$14,000; 0.26 FTE Interpreters at an annual base salary of \$29,250 or \$7,605; 0.095 FTE Executive Director at an annual base salary of \$88,765, or \$8,433; 0.095 FTE Finance Manager at an annual base salary of \$46,335, or \$4,402. Total Personnel: **\$107,420**.

**b) Fringe Benefits** are calculated using the following percentages: Medical and dental benefits 10.48%; FICA & Medicare 5.51%; retirement plan 6.93%; workers compensation & evacuation insurance 2.17%; life, AD&D insurance, long-term disability & short-term disability 1.07%; and other insurance and benefits 3.34%. The total IRC network benefits rate for eligible full time salaries is 29.5% of salaries. Total Fringe Benefits: **\$31,689**.

**c) Travel.** No expense.

**d) Equipment.** No expense.

**e) Supplies** for consumable office supplies including program supplies and materials, paper, pens, pencils, notebooks, file folders, binders, labels, paper clips, tape and toner, calculated at 0.80 of \$80 per month times 12 months, or \$768; computers budgeted at 0.80 of \$800 each times 4 units, or \$2,560; an all-in-one copier/printer/fax/scanner budgeted at 0.80 of \$800, or \$640; network equipment including a network switch budgeted at \$1,000, a firewall budgeted at \$1,500, an uninterrupted power supply budgeted at \$300, a secure network cabinet budgeted at \$400, and cables budgeted at \$300, for a total budgeted expense of 0.80 of \$3,500 or \$2,800; office furniture including 4 desks budgeted at \$500 each or \$2,000, 4 office chairs budgeted at \$150 each or \$600, 26 guest chairs budgeted at \$50 each or \$1,300, 1 lateral file cabinet budgeted at \$500, and 6 tables budgeted at \$100 each, for a total budgeted expense of 0.80 of \$5,000 or \$4,000. Total Supplies: **\$10,768.**

**f) Contractual.** Telephonic Interpretation Services budgeted 68.2 minutes per month at \$110 per minute for a total budgeted expense of \$900. Total Contractual: \$900.

**g) Other** expenses include office rent and utilities budgeted at 0.80 of \$2,333 per month times 12 months, or \$22,400; general insurance costs budgeted at 0.80 of \$200 per month

per month times 12 months, or \$1,920; postage and delivery costs budgeted at 0.80 of \$30 per month times 12 months or \$288; office phone, internet, fax costs budgeted at 0.80 of \$300 per month times 12 months or \$2,880; telephone system rental budgeted at 0.80 of \$350 per month times 12 months, or \$3,360; software purchase/maintenance budgeted at .080 of \$25 per month times 12 months, or \$240; printing and copying at 0.80 of \$10 per month times 12 months, or \$96; bank charges at 0.80 of \$2 per month times 12 months, or \$19; employee background checks at \$45 times 11 checks, or \$495; local staff travel costs estimated at 124.6 miles per month times \$.575 per mile times 12 months, or \$860. Total Other: **\$32,558.**

**h) Total Direct Charges: \$183,335.**

**i) Indirect Charges** have been computed at 9.09% of direct program charges. This consists of a portion of IRC's headquarters administrative costs including personnel, occupancy, and utilities. This ICR rate is provisional per the Negotiated Indirect Cost Rate Agreement with IRC's cognizant federal agency, United States Agency for International Development. Total Indirect Charges: **\$16,665.**

**j) TOTAL CHARGES: \$200,000.**

## BUDGET AND BUDGET JUSTIFICATION - TAP

Class Category	Amount
a. Personnel	\$26,897
b. Fringe Benefits	\$7,935
c. Travel	\$0
d. Equipment	\$0
e. Supplies	\$2,692
f. Contractual	\$0
g. Other	\$8,310
h. Total Direct Charges	<b>\$ 45,834</b>
i. Total Indirect Charges	\$ 4,166
j. Total Charges	<b>\$50,000</b>

**j) Personnel Expenses** for 0.18 FTE Employment Specialist at an annual base salary of \$34,000, or \$6,120; 0.25 FTE Site Manager at an annual base salary of \$42,000, or \$10,500; 0.10 FTE Caseworker at an annual base salary of \$34,000 or \$3,400; 0.10 FTE Instructional Specialist at an annual base salary of \$35,000, or \$3,500; 0.025 FTE Executive Director at an annual base salary of \$88,765, or \$2,219; 0.025 FTE Finance Manager at an annual base salary of \$46,335, or \$1,158. Total Personnel: **\$26,897**.

**k) Fringe Benefits** are calculated using the following percentages: Medical and dental benefits 10.48%; FICA & Medicare 5.51%; retirement plan 6.93%; workers compensation & evacuation insurance 2.17%; life, AD&D insurance, long-term disability & short-term disability 1.07%; and other insurance and benefits 3.34%. The total IRC network benefits rate for eligible full time salaries is 29.5% of salaries. Total Fringe Benefits: **\$7,935**.

**l) Travel.** No expense.

**m) Equipment.** No expense.

**n) Supplies** for consumable office supplies including program supplies and materials, paper, pens, pencils, notebooks, file folders, binders, labels, paper clips, tape and toner, calculated at 0.20 of \$80 per month times 12 months, or \$192; computers budgeted at 0.20 of \$800 each times 4 units, or \$640; an all-in-one copier/printer/fax/scanner budgeted at 0.20 of \$800, or \$160; network equipment including a network switch budgeted at \$1,000, a firewall budgeted at \$1,500, an uninterrupted power supply budgeted at \$300, a secure network cabinet budgeted at \$400, and cables budgeted at \$300, for a total budgeted expense of 0.20 of \$3,500 or \$700; office furniture including 4 desks budgeted at \$500 each or \$2,000, 4 office chairs budgeted at \$150 each or \$600, 26 guest chairs budgeted at \$50 each or \$1,300, 1 lateral file cabinet budgeted at \$500, and 6 tables budgeted at \$100 each, for a total budgeted expense of 0.20 of \$5,000 or \$1,000. Total Supplies: **\$2,692.**

**o) Contractual.** No expense.

**g) Other** expenses include office rent and utilities budgeted at 0.20 of \$2,333 per month times 12 months, or \$5,599; general insurance costs budgeted at 0.20 of \$200 per month per month times 12 months, or \$480; postage and delivery costs budgeted at 0.20 of \$30 per month times 12 months or \$72; office phone, internet, fax costs budgeted at 0.20 of

\$300 per month times 12 months or \$720; telephone system rental budgeted at 0.20 of \$350 per month times 12 months, or \$840; software purchase/maintenance budgeted at .020 of \$25 per month times 12 months, or \$60; printing and copying at 0.20 of \$10 per month times 12 months, or \$24; bank charges at 0.20 of \$2 per month times 12 months, or \$5; local staff travel costs estimated at 73.95 miles per month times \$.575 per mile times 12 months, or \$510. Total Other: **\$8,310.**

**h) Total Direct Charges: \$45,834.**

**i) Indirect Charges** have been computed at 9.09% of direct program charges. This consists of a portion of IRC's headquarters administrative costs including personnel, occupancy, and utilities. This ICR rate is provisional per the Negotiated Indirect Cost Rate Agreement with IRC's cognizant federal agency, United States Agency for International Development. Total Indirect Charges: **\$4,166.**

**j) TOTAL CHARGES: \$50,000.**