Attachment A
RFP Richmond Service Area
Attachment B

U.S. Refugee Resettlement Program

The U.S. Refugee Resettlement Program is a congressionally legislated and funded humanitarian program. The first refugee legislation enacted by congress was the Displaced Persons Act of 1948. Later laws provided for admission of persons fleeing Communist regimes. Most of these waves of refugees were assisted by private ethnic and religious organizations in the U.S. and formed the basis for the current U.S. refugee resettlement public/private service delivery paradigm. In 1975, with temporary funding, the U.S. resettled Indochinese refugees through an ad hoc Refugee Task Force. In 1980 Congress passed the Refugee Act, which provides the legal basis for today’s U.S. Refugee Resettlement program. Subsequent laws passed by Congress have expanded the immigrant groups eligible for federally funded services. See all groups eligible for services at Section II B, Eligible Individuals to be Served.

The Department of Health and Human Services, Office of Refugee Resettlement (ORR) administers a refugee cash and medical assistance grant, employment grants, and other program grants for refugee arrivals and other eligible populations. The commodity that is the subject of this RFP is employment services which are awarded to state offices on an annual basis.

1. Refugee Social Services (RSS) funds are awarded annually to each state on a per capita based multiple-year formula.

2. Targeted Assistance Program (TAP) funds are awarded annually to localities on an indicator-based multiple year formula that is competitive. For FFY2016 Richmond has qualified for these funds.

Role of Office of Newcomer Services

The Virginia Office of Newcomer Services (ONS) administers RSS and TAP funds dedicated to Virginia. Oversight includes procuring service providers, monitoring, assessment, planning and directing service delivery, and forwarding federal reports to ORR.

The services offered through both RSS and TAP, as enumerated in this RFP, are identical. However, the agency that is awarded funds under this RFP will be required to track expenditures and services rendered by these funds separately.

Separate and distinct from both RSS and TAP, the Department of State administers a 90 day reception and placement program for refugee arrivals, commonly referred to as the Match Grant (MG) Program. Employment services are included in the MG program and refugees enrolled in that program are not included in this RFP’s targeted population.
Attachment C

Richmond Area Projected Population Growth

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population and Growth</td>
<td></td>
</tr>
<tr>
<td>Population 2010</td>
<td>1,002,696</td>
</tr>
<tr>
<td>Projected population 2020</td>
<td>1,151,229</td>
</tr>
<tr>
<td>Projected population 2030</td>
<td>1,314,978</td>
</tr>
<tr>
<td>Projected population 2040</td>
<td>1,496,955</td>
</tr>
<tr>
<td>Projected growth rate 2010-2020</td>
<td>14.8%</td>
</tr>
<tr>
<td>Projected growth rate 2020-2030</td>
<td>14.2%</td>
</tr>
<tr>
<td>Projected growth rate 2030-2040</td>
<td>13.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Diversity and Growth</td>
<td></td>
</tr>
<tr>
<td>Population by race: 2010</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>625,873</td>
</tr>
<tr>
<td>Black</td>
<td>286,726</td>
</tr>
<tr>
<td>Asian</td>
<td>36,991</td>
</tr>
<tr>
<td>American Indian/Alaska native</td>
<td>4,132</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>547</td>
</tr>
<tr>
<td>Other</td>
<td>25,503</td>
</tr>
<tr>
<td>Multiple races</td>
<td>22,924</td>
</tr>
<tr>
<td>Non-Hispanic</td>
<td>948,477</td>
</tr>
<tr>
<td>Hispanic</td>
<td>54,219</td>
</tr>
<tr>
<td>Population by race: 2030</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>741,300</td>
</tr>
<tr>
<td>Black</td>
<td>349,080</td>
</tr>
<tr>
<td>Asian</td>
<td>89,539</td>
</tr>
<tr>
<td>All Other</td>
<td>135,059</td>
</tr>
<tr>
<td>Non-Hispanic</td>
<td>1,156,511</td>
</tr>
<tr>
<td>Hispanic</td>
<td>158,469</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau; Virginia Employment Commission, Community Profiles
Attachment D  Richmond Area Unemployment: Past and Recent

### Annual Unemployment Rate Comparison: 2006 - 2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Richmond PDC</th>
<th>Virginia</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>3.1%</td>
<td>3.1%</td>
<td>4.6%</td>
</tr>
<tr>
<td>2007</td>
<td>3.0%</td>
<td>3.0%</td>
<td>4.6%</td>
</tr>
<tr>
<td>2008</td>
<td>4.0%</td>
<td>3.9%</td>
<td>5.8%</td>
</tr>
<tr>
<td>2009</td>
<td>7.3%</td>
<td>6.7%</td>
<td>9.3%</td>
</tr>
<tr>
<td>2010</td>
<td>7.7%</td>
<td>7.1%</td>
<td>9.6%</td>
</tr>
<tr>
<td>2011</td>
<td>7.0%</td>
<td>6.6%</td>
<td>8.9%</td>
</tr>
<tr>
<td>2012</td>
<td>6.3%</td>
<td>6.0%</td>
<td>8.1%</td>
</tr>
<tr>
<td>2013</td>
<td>5.8%</td>
<td>5.7%</td>
<td>7.4%</td>
</tr>
<tr>
<td>2014</td>
<td>5.2%</td>
<td>5.2%</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

### Monthly Unemployment Rate Comparison

<table>
<thead>
<tr>
<th>Month</th>
<th>Richmond PDC</th>
<th>Virginia</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2014</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mar</td>
<td>5.5%</td>
<td>5.5%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Apr</td>
<td>4.9%</td>
<td>4.8%</td>
<td>5.9%</td>
</tr>
<tr>
<td>May</td>
<td>5.3%</td>
<td>5.2%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Jun</td>
<td>5.4%</td>
<td>5.4%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Jul</td>
<td>5.6%</td>
<td>5.5%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Aug</td>
<td>5.6%</td>
<td>5.5%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Sept</td>
<td>5.1%</td>
<td>5.0%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Oct</td>
<td>4.8%</td>
<td>4.7%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Nov</td>
<td>4.6%</td>
<td>4.6%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Dec</td>
<td>4.5%</td>
<td>4.5%</td>
<td>5.4%</td>
</tr>
<tr>
<td><strong>2015</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan</td>
<td>4.8%</td>
<td>4.6%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Feb</td>
<td>5.0%</td>
<td>5.0%</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

Source: Virginia Employment Commission, Local Area Unemployment Statistics
Attachment E  
Fastest Growing Occupations in Virginia

### Top Four Economic Sectors in Percentage Growth of New Jobs Available: 2012-2022

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percent Growth 2012 - 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare Support Occupations</td>
<td>33.6%</td>
</tr>
<tr>
<td>Computer and Mathematics Occupations</td>
<td>26.5%</td>
</tr>
<tr>
<td>Personal Care and Service Occupations</td>
<td>25.1%</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>22.1%</td>
</tr>
</tbody>
</table>

### Fastest Growing Occupations 2012 - 2022

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Percent Growth 2012 - 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpreters, translators</td>
<td>65.6%</td>
</tr>
<tr>
<td>Physical therapist aides</td>
<td>64.1%</td>
</tr>
<tr>
<td>Occupational therapy assistants</td>
<td>62.0%</td>
</tr>
<tr>
<td>Personal care aides</td>
<td>58.0%</td>
</tr>
<tr>
<td>Veterinary technologists and physicians</td>
<td>56.6%</td>
</tr>
<tr>
<td>Physical therapist assistants</td>
<td>54.9%</td>
</tr>
<tr>
<td>Audiologists</td>
<td>51.3%</td>
</tr>
<tr>
<td>Information security analysts</td>
<td>50.3%</td>
</tr>
<tr>
<td>Atmosphere and space scientists</td>
<td>49.4%</td>
</tr>
<tr>
<td>Skincare specialists</td>
<td>48.3%</td>
</tr>
<tr>
<td>Physician assistants</td>
<td>48.2%</td>
</tr>
<tr>
<td>Physical therapists</td>
<td>48.0%</td>
</tr>
<tr>
<td>Dental hygienists</td>
<td>48.0%</td>
</tr>
<tr>
<td>Emergency medical technicians and paramedics</td>
<td>47.5%</td>
</tr>
<tr>
<td>Home health aides</td>
<td>46.9%</td>
</tr>
<tr>
<td>Diagnostic medical sonographers</td>
<td>44.7%</td>
</tr>
</tbody>
</table>

Source for all data: Virginia Employment Commission, Long term industry and occupational projections 2012 - 2022
Attachment F

U.S. Reception and Placement Program

Each refugee approved for admission to the United States is sponsored by one of ten resettlement agencies participating in the Reception & Placement (R&P) Program under a cooperative agreement with the Department of State. The sponsoring agency is responsible for placing refugees with one of its affiliated offices and for providing initial services, which include housing, essential furnishings, food, clothing, community orientation, and assistance with access to other social, medical and employment services, for the refugees’ first 30-90 days in the United States. The R&P Program is a public-private partnership, which anticipates that sponsoring agencies will contribute significant cash and/or in-kind resources to supplement U.S. Government funding for the program.
Attachment  G

Office of Refugee Resettlement Matching Grant Program

The Matching Grant Program for national voluntary agencies is an alternative to public cash assistance providing services to enable ORR-eligible populations (refugees, asylees, Cuban and Haitian entrants, certain Amerasians from Vietnam, Victims of Severe Forms of Trafficking, and Special Immigrant Visa Holders (SIVs)) to become economically self-sufficient within 120 to 180 days of program eligibility. Services required under this program include, but are not limited to, case management, employment services, maintenance assistance and cash allowance, and administration. Self-sufficiency must be achieved without accessing public cash assistance. Enrollment is available to all ORR-eligible populations meeting the minimum employability requirements as defined under the Program Guidelines; however, enrollment must occur within 31 days of becoming eligible to ensure adequate services are provided and self-sufficiency is achieved and maintained within the period of eligibility.
Attachment H

Refugee Arrivals to Richmond

<table>
<thead>
<tr>
<th>Richmond Total</th>
<th>FFY 2012</th>
<th>FFY 2013</th>
<th>FFY 2014</th>
<th>Total</th>
<th>Average 2012-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>271</td>
<td>237</td>
<td>380</td>
<td>888</td>
<td>296</td>
</tr>
</tbody>
</table>

Source: Virginia Newcomer Information System
Attachment I

VCCI Goals

The Three Primary Goals of Refugee Community Dialogues

Goal 1  To promote successful refugee integration as a long-term strategy toward durable economic self-sufficiency and social and civic adjustment; and to create welcoming receiving communities for refugee groups resettled throughout Virginia.

Goal 2  To determine a capacity baseline for each receiving community's short and long-term ability to resettle refugees using the revised Virginia Refugee Resettlement Model & ONS Capacity Indicators.

Goal 3  To ensure the State Refugee Coordinator’s Office has accurate & relevant information for its annual review and input into the Department of State’s decision making process during its review of Reception and Placement Program abstracts submitted by national voluntary agencies’ for its Virginia affiliates.

The latter goal fulfills a federal mandate to ensure community input into annual projections of refugee arrivals into the community.
Attachment J

Virginia Refugee Student Achievement Project (VRSAP)

The Virginia Refugee Student Achievement Project (VRSAP), was first funded by Office of Newcomer Services in 2004. It is supported by discretionary grant funds by the Office of Refugee Resettlement. The purpose of VRSAP is to facilitate successful academic performance for eligible refugee school-aged children who are served in priority order of newly arrived and arrivals not exceeding three years from arrival. Primary objectives include:

- Improvement of refugee student academic performance and adjustment by increasing school attendance and participation in school activities
- Improvement and increased participation in English language training
- Increasing the number of refugee children that complete school each year
- Increasing the interaction between school staff and parents
- Increasing parental participation in classroom activities
- Improving school personnel’s understanding of refugee families’ cultural and language needs

Services are carried out by school liaisons who work with the refugee student, parents, and school teachers as they pursue the Project objectives.

Virginia Refugee Health Program

The Virginia Refugee Health Program has several aspects. For initial refugee medical screenings and follow-up, the Office of Newcomer Services contracts with the Virginia Department of Health, Refugee Health Program. Additionally, ONS funds refugee health liaisons positions to both assist refugee case managers in ensuring that refugees arriving with serious medical conditions receive immediate health assistance and with assisting all refugees to connect with a medical home.
Attachment K

Skills Training for Advanced Earnings Potential (STEP)

Skills’ Training for Advanced Earnings Potential (STEP) was initiated by the Office of Newcomer Services and has the following goals:

- To prepare skilled refugees to meet the workforce needs of the new millennium
- To assist those highly trained, highly skilled and highly motivated refugees, asylees and SIVs transition into positions that will enrich Virginia’s communities
- To increase wage and promote self-sufficiency

Some refugees and other eligible populations arrive in the United States with skills, experience and career backgrounds, which in most circumstances are not immediately transferable for applying for comparable positions in the United States. In order to provide these individuals with an opportunity in preparing them for professions or careers, in the spring of 2014 the Office of Newcomer Services developed and piloted (STEP) in northern Virginia. In STEP, clients that qualify are matched with specialized services that will enable them to access assessments, testing, training, certifications, and courses that will match their backgrounds and provide opportunities for employment in their career fields.
## Outcome Goals and Performance Standards

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Outcome Goal</th>
<th>Performance Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employment (job) placements</td>
<td>Number of job placements</td>
<td>Number of placements represents 75% of the number of persons enrolled in employment services</td>
</tr>
<tr>
<td>2. Full-time job placements</td>
<td>Number of full-time job placements</td>
<td>75% of all placements are full-time placements</td>
</tr>
</tbody>
</table>
| 3. Wage of a full-time placement | Average wage of all full-time placements | a. Average wage of all placements = $9.75  
b. Minimum wage of any full-time placement = $7.25 |
| 4. Public Assistance Terminations due to a job placement | Number of public assistance terminations | --- |
| 5. Jobs with health benefits or offering health benefits | Number of jobs with health benefits or that offer health benefits | 75% of job placements have health benefits or offer health benefits |
| 6. Individual placed in a job is employed 90 days later | Number of individuals placed in a job that are employed 90 days later | 75% of individuals placed in jobs are employed 90 days later |
Attachment M

Individuals Eligible to Be Served

Individuals eligible to be served through this RFP include all of the categories listed. The contractor must ensure that individuals served provide documentation from the authorizing entity: departments of State, Homeland Security or Health and Human Services Office of Refugee Resettlement which shows they have been given one of the official designations below.

- **Refugee** – an individual who meets the definition of a refugee under section person (101(a)(42) of the Act. Eligible participants holding the legal immigration status of a refugee are granted this status prior to their arrival in the United States.

- **Asylee** - a person who has applied for and received asylum through the U.S. court system or through the Board of Immigration Appeals. Asylees do not enter the United States with the legal status of refugee, but rather apply for asylum after they arrive, either after arrival in the U.S. or at a border, demonstrated that he/she qualified.

- **Cuban / Haitian Entrant** – a person from Cuba or Haiti who has been admitted or paroled into the United States under P.L. 96-422 or obtained that immigration status after arrival.

- **Amerasian** – a person of American and Asian descent, especially one whose mother is Asian and whose father is American. Certain Amerasians from Vietnam are admitted into the United States as immigrants under the provisions of specific federal laws. These individuals were born in Vietnam after January 1, 1962, and before January 1, 1976, and were fathered by U.S. citizens. Eligible spouses, children, and parents or guardians also qualify for the program.

- **Iraqi or Afghan with special immigrant visa (SIV) status** – a person who was granted SIV status under Section 8120 of P.L. No. 111-118, Department of Defense Appropriations Act, 2010.

June 17, 2015

Kathy Cooper  
Virginia State Refugee Coordinator  
Office of Newcomer Services  
Virginia Dept. of Social Services  
801 East Main St.  
Richmond, VA 23219-3301

Dear Ms. Cooper,

It is my pleasure as the Director of ReEstablish Richmond to write a letter in support of the proposal for Refugee Services in the Richmond Area submitted by the International Rescue Committee in Charlottesville (IRC). We at ReEstablish Richmond believe that the mission, drive, and proven capability of IRC are desperately needed in the resettlement landscape of Richmond. Nothing can be done alone, and we believe that IRC would be an excellent asset to Richmond’s nascent, but blossoming, collaborative atmosphere.

ReEstablish Richmond has been a part of the resettlement landscape of Richmond for over 5 years, and through that we’ve seen our city succeed and we’ve seen shortcomings. One of the major problems in resettlement in Richmond that we see is the lack of support after ninety days of service from the current volunteer agencies. We truly believe that to be a Welcoming City, we need to focus on better community integration for the benefit of refugees and for all of the residents of our city.

We believe that IRC is committed to the self-sufficiency and integration of refugees beyond the first ninety days of service. Informed by their previous experiences in Charlottesville and at other locations around the country, IRC is prepared to support the refugee-needs of stability, community, and self-sufficiency through their own programs and through area partnerships.

We’ve spoken at length with Harriet Kuhr, the Executive Director at IRC about the vision for Richmond. ReEstablish Richmond was particularly impressed by her and her team’s desire for area partnerships and better employment services, and how in tune she was with the struggles that refugees face. For example, together we highlighted the need for an office on the bus line—something that other agencies have overlooked in the past.
If we can provide any additional information about the work of ReEstablish Richmond and our support of IRC’s proposal, please do not hesitate to contact us.

Sincerely,

Kimberly Compton  
Director, ReEstablish Richmond  
Kimberly@reestablishrichmond.org

Kate Ayers  
Outreach Coordinator  
ReEstablish Richmond  
kate@reestablishrichmond.org
June 22, 2015

Kathy Cooper  
Virginia State Refugee Coordinator  
Office of Newcomer Services  
Virginia Dept. of Social Services  
801 East Main St.  
Richmond, VA 23219-3301

Dear Ms. Cooper:

Harriet Kuhr, the Executive Director of the International Rescue Committee in Charlottesville (IRC), has shared with me IRC’s interest in providing services to refugees in the Richmond area beginning in October 2015. If awarded the grant from the Office of Newcomer Services, IRC would provide English Language Training to newly arrived refugees and employment services to ensure the economic self-sufficiency of refugee families. IRC would also implement the Skills Training for Earning Potential (STEP) program to assist qualified participants to access skills training and recertification services so they can bridge into more professional and secure employment.

In my role as the Richmond Region15 Program Manager for Adult and Continuing Education, I know how critically important it is for refugees to not only immediately receive instruction in English but to continue to have access to mainstream ESOL services as they acculturate and integrate into our community. I understand that IRC proposes to offer onsite English Language Training to meet the needs of refugees as they first arrive in our community. Their instructor and employment services staff would also actively seek to partner with other ESOL providers in the community to transition clients to mainstream programs as appropriate.

I believe that the various ESOL and other adult education programs within Region 15 would be pleased to work together with IRC if they are awarded the grant from the Office of Newcomer Services for Refugee Services in the Richmond Area.

Should I be able to further assist in the consideration of the IRC’s proposal, please do not hesitate to contact me.

Sincerely,

[Signature]

Estelle Jones
Volunteer Responsibilities and Coordination

Volunteers are an integral part of the comprehensive support services the IRC provides all its clients. In Charlottesville, approximately 100 community members serve as tutors, classroom aides, family mentors, case work and employment assistants each year, with about 40 volunteers actively involved at any given time. These include interns, who work with IRC for a summer, a semester, or for an entire academic year. Volunteers commit to serving a minimum of two hours a week for approximately six months. Interns commit to a minimum of 10 hours a week for a semester or the entire academic year, and up to 17 hours during the summer. IRC’s Volunteer Coordinator in Charlottesville will work with the Richmond Site Manager to develop a robust program of volunteers and interns to support operations in the Richmond Area. In particular, IRC will seek to develop relationships with Virginia Commonwealth University and the University of Richmond as potential sources of internship placements and volunteers. In addition, volunteer and internship positions will be posted on the IRC’s career website, along with volunteer websites such as Idealist.org. IRC at the national level also has a program to place AmeriCorps members working on Economic Empowerment activities at its U.S. sites. While it will not be possible to add an AmeriCorps member for FY2016, IRC in Richmond will apply for an AmeriCorps member to support its employment programs beginning in FY2017.

The Site Manager, with support from Charlottesville staff, will oversee recruitment, screening, training and supervision of volunteers; provide ongoing support and guidance; ensure that data on volunteer activities and hours is collected; and assess volunteer and internship placements and experiences.
At the national level, IRC’s volunteer programs are overseen by a Volunteer Operations Office at its New York Headquarters and follow guidelines as outlined in a Volunteer Operations Manual. All volunteers are required to participate in a two-hour group orientation followed by one-on-one training by IRC staff. Orientation and training of volunteers aims to ensure that volunteers and interns understand the IRC’s mission, values, policies and procedures; local office operations, the refugee resettlement process; general information on refugee populations; safety and security protocols; best practices on communication with clients; guidelines for maintaining client confidentiality; and specific responsibilities of their assigned roles. In addition, all volunteers must undergo a background check before working with clients.

The volunteer positions directly related to the case management, ELT, and employment services detailed in this proposal are described below.

**Employment Mentor:** The employment mentor is an employment guide and support for a refugee during adjustment into the American workforce. Employment mentors assist refugees to gain and hone job search skills as well as practice English vocabulary and skills on workplace topics. Mentors help fill out job applications, assist refugees in following-up on applications and interviews, both in person and over the phone, and aid refugees in focusing on self-reliance through obtaining a job as soon as possible. *3-4 month commitment; 2 hours/week minimum.*

**ESL Tutor:** ESL tutors provide English language lessons, cultural orientation, and friendship to newly arrived refugee individuals or families. Tutors concentrate on improving the client’s employability and ability to communicate and succeed in their new
life by building practical vocabulary, answering questions, and encouraging them with social interaction and support. *6 month commitment, 2-4 hours/week.*

**Employment Intern:** Finding and maintaining employment is a key element to refugee self-sufficiency. The intern will assist IRC employment staff to identify potential employers and job opportunities for refugee clients. The intern will complete job applications, assist with resume writing, prepare clients for job interviews, fill out new hire paperwork, shop for needed work clothes and tools, and accompany clients to their first day of work. Depending on the intern's schedule, h/she may act as a teaching assistant in job readiness classes. The intern will also provide administrative support including documenting job search activities and delivering appointment notices to clients' homes. *Semester-long commitment; 10 hours/week minimum*

**ESL Education Intern:** The ESL Education Intern helps newly arrived refugee clients gain English literacy comprehension and literacy skills so that they can become self-sufficient and thrive in their new community. ESL instruction is focused on developing vocabulary and confidence for dealing with real world survival situations such as shopping, housing issues, public transportation, employment, and other daily living skills. *Semester-long commitment; 10 hours/week during class times.*
Staff Positions and Job Descriptions

Background information on current staff members who will be providing services under the proposed program are included below, followed by job descriptions for the existing and proposed positions.

1. Harriet Kuhr, Executive Director: Harriet joined the IRC in 2004, first working with the Atlanta office as Employment Supervisor and then as Manager of Resettlement Services 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 D.R. Congo.

The Executive Director is the face of IRC at the local level. He/She sets the vision, articulates the mission, manages and oversees program design and implementation, ensures compliance of services within grants and contracts, oversees effective delivery of key services such as case management, orientation and acculturation, employment services and placement, initial financial assistance, immigration and social adjustment. This position reports to the Regional Director, US Programs.

Responsibilities:

General Management - Leadership/Stewardship

- Organizational Leadership: Establish and articulate vision and strategy for local office; engage actively with local leaders and community to advance IRC’s mission and work at the local level
• Staff Management: Establish office management structure; ensure regular staff/management meetings, engaged support, consistent use of job descriptions and annual reviews

• Interaction with HQ: Timely and consistent communication with HQ (USP Directors and other departments) on operational and programmatic issues, policies and reporting

• Human Resources: Ensure systems in place for recruitment, hiring, orientation, terminations, layoffs, leaves, etc.; ensure staff development and retention.

Financial Management

• Budget Oversight: Oversee annual budget development; regularly review budget-to-actuals; establish systems for tracking spending rates; address anomalies in arrivals

• Program Budget Tracking: Track monthly R&P and Matching Grant direct assistance; establish system for medical spending needs; Track and ensure sufficient monthly Matching Grant

• Budget Training: Train program managers/staff on program budget oversight; establish budget expectations; ensure consistent communication between program and accounts management

External Relations

• Provides vision for overall fundraising strategy and develops a local fundraising plan based on analysis of program strengths, service gaps and local environment.
• Development: Collaborate with CFR focal person; utilize PIDI; document field service and support gaps for use with; provide input as appropriate to assist in upkeep of office Website

• Marketing: Utilize IRC logo, brand and ‘From Harm to Home’ messaging; use HQ generated marketing materials; vet local level marketing materials with HQ for consistent messaging

• Media and Communications: engage with HQ Communications Department on all media contacts; ensure HQ review of press releases; ensure consistent use HQ-approved messaging

Requirements:

• Bachelors Degree + Advanced Degree in social work, international relations, or relevant field

• Min. 6-8 yrs progressive work experience with social services or humanitarian assistance programs, Min. 3 yrs senior management experience, including program development, monitoring, evaluation and advocacy experience.

• Previous fundraising, grant writing experience; strong analytical, training oral and written communication and team building skills, excellent written + oral communication skills.

• Solid diplomatic and networking skills, ability to manage effectively a variety of internal and external relationships, including relationships with media/communication and donors

• Proven people management and leadership skills; ability to lead staff and promote productivity in a pleasant environment.
• Previous financial management experience, effectively manage budgets and financial matters
• Excellent interpersonal skill, effectively work with partners and colleagues in cross-cultural environment.
• Solid organizational skills with ability to multi-task, set priorities, effectively manage time and meet deadlines. Ability to be flexible and work well under pressure in a fast paced team environment. Solid computer skills.

2. Jere Bidwell, Finance Manager: After a long career as an accountant at LEXIS Law Publishing, Jere joined the IRC in December 2005. He has a degree in Accounting from Emory & Henry College.

The Finance Manager controls and manages the implementation of the accounting systems in the Regional Resettlement office, and collect and process IRC’s financial data in order to provide management, donors, grantors, creditors, and others with timely, accurate and understandable information. The Charlottesville office has a current budget of $1.8 million with multiple federal, state and private contracts and grants. This position reports to the Executive Director.

Responsibilities:

Finance

• Ensure office compliance with IRC’s accounting policies vis-à-vis fund accounting as noted in IRC’s finance manual and generally accepted accounting principles.
• Review all accounting transactions to ensure proper coding and enter all transactions into IRC’s accounting software.
- Prepare journal entries to record HQ transactions in the regional office accounting software.
- Prepare monthly financial reports and submit to IRC NY as per scheduled due dates.
- Reconcile regional office’s database against HQ’s database on a monthly basis and investigate and resolve difference in coordination with the Regional Controller.
- Facilitate any external or internal audit.
- Prepare financial reports to various donors as per contractual obligations. Submit reports to the donors after obtaining sign off from the Executive Director and/or relevant Program Specialist/Manager.
- Supervise the regional offices banking arrangements.
- Prepare annual and quarterly cash budgets and submit the monthly cash transfer requests.
- In coordination with the Executive Director, prepare the Regional office’s annual operating budget as per the guidelines.
- Prepare “grant-specific” monthly actual to budget report and submit to appropriate Program Coordinators for approval by signature. Submit approved reports to the Executive Director.
- Coordinate billing for Interpreter Service with Manager, Interpreter Services.
- Oversee recording of Contributions-in-Kind for Match Grant Program.

Administration & Internal Controls
• Coordinate the protection of the organization’s assets by implementing IRC’s Internal Control procedures.
• Review current service agreements for cost effectiveness and recommend changes as appropriate.
• Maintain grant and contract files for all programs.
• Develop and/or update office procedures to increase efficiency and effectiveness.
• Assist the Executive Director in other areas as required.
• Maintain open and frequent communication with IRC Charlottesville staff and HQ Finance staff.
• Attend staff meetings and trainings as required.

Requirements:
• Bachelor’s Degree with a minimum of 5 years nonprofit accounting experience;
• Solid computer-based accounting skills, including Quickbooks, spreadsheets and various other financial related software programs;
• Proficient in general office software programs like MS Word, Excel, Email, and Internet;
• Proven ability to work as a team member in a cross-cultural environment;
• Excellent verbal and written communication skills;
• Ability to prioritize and manage time effectively; and
• Ability to effectively work with HQ through telephone, email and other correspondence
3. The **Site Manager** will work with the Executive Director to establish a new office in Richmond. The Site Manager will oversee the development, implementation, and completion of all grants, contracts and activities related to refugee services. She/he will deliver and ensure high-quality services and serve as a resource about IRC and the US refugee program to the general community. Responsibilities include supervision of all staff to ensure compliance with program requirements. The Site Manager will also be responsible for overall implementation of the STEP program in Richmond. The Site Manager reports to the Executive Director.

**Responsibilities:**

- Work with the Executive Director to establish the strategy for IRC Richmond in coordination with other service agencies and the State Refugee Coordinator; engage actively with local leaders and community to advance IRC’s mission and work locally; maintain and nurture key partnerships.
- Establish and provide effective management and oversight of all services and activities for the office.
- Ensure and provide quality and timely services to all clients.
- Coordinate with the Executive Director on the direction and management of the office, including grant-writing activities, resource development activities and development of an annual plan.
- Represent IRC in the community and act as point of contact for community stakeholders and donors. Continue to develop community resources and relationships with a focus on those supporting workforce training and development.
• Oversee implementation of the STEP program of career development services.
• Recruit and oversee community volunteers and interns.
• Recruit and hire staff as needed; engage and communicate openly with staff; maintain an open door policy and practice; maintain solid and effective office management structure; ensure regular staff/case management meetings; support expansion and strengthening of intern and volunteer programs. Provide direct supervision of staff members. Provide appropriate training, coaching and development of staff. Conduct annual performance evaluations.
• Provide oversight of monthly expenditures.
• Review and authorize payment voucher requests from staff and plan program expenditures in accordance with the annual budget.
• Ensure case files are maintained and conform to all contract requirements and reflect contact with clients and program activity in a timely manner.

Requirements:
• College degree required. Graduate degree in management, international relations or social work preferred.
• At least three years of experience in domestic refugee resettlement or social services programs and financial/budgetary experience. Previous employment services or case management experience is strongly preferred.
• Ability to represent the IRC in public forums, meetings and in the community.
• Must have excellent communication skills both verbal and written. Fluency in a refugee language is preferred.
• Ability to think and work independently. Must be flexible, capable of working under pressure with deadlines and managing multiple priorities. Comfortable working in a fast-paced, multicultural environment and serving as a strong advocate for refugees.

• Computer literacy (PC) required.

• Must have reliable transportation and maintain valid driver’s license and insurance coverage for vehicle.

4. The **Caseworker** provides social services to refugees in support of their self-sufficiency.

   The Caseworker develops service plans to match individual client needs and preferences utilizing a broad range of financial, medical, social, vocational, and other services and resources as appropriate. This is a part-time position which may be combined with the Instructional Specialist position for qualified candidates. This position reports to the Site Manager.

   Responsibilities:

   • Ensuring that each client has access to appropriate services including public benefits, medical care, English language training, etc.

   • Providing individualized support, referral, and advocacy services by assessing and evaluating each client’s distinct needs.

   • In cooperation with the Employment Specialist, developing the Comprehensive Resettlement Plan (CRP) for each client.

   • Ensuring that clients are provided the tools they need to meet their established goals and objectives.
- Assessing and monitoring client progress to ensure goals are being attained, designated resources are being maximized, and modifying CRP as required.
- Ensuring compliance with case file management and reporting requirements.
- Additional related duties as assigned

Requirements:

- A four year degree, with an emphasis in Social Work or an equivalent field of study. This may be substituted by some formal education and the skills and knowledge typically acquired through 2-3 years of relevant work experience.
- One to two years of related provisional work experience (in addition to the above). A significant portion of this experience should include responsibilities in social services, humanitarian relief, public service, or other not-for-profit environment.
- Demonstrated success working and communicating effectively in a multi-cultural environment.
- Proven ability to contribute both independently and as a key team member.
- Self-starter with excellent problem solving skills combined with the proven ability to multi-task, prioritize duties, and manage time effectively.
- Fluency in written and spoken English. Fluency in a language spoken by refugee populations in Richmond highly desirable.
- Proficient in Microsoft Office applications (Word, Excel, Outlook).
- Valid driver’s license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area.
5. The **Employment Specialist** is responsible for managing the provision of services to assist refugee clients to attain self-sufficiency through employment. Specifically, the Employment Specialist ensures services that include employment preparation, placement, career enhancement services and follow-up services.

Responsibilities:

- Provide intake, assessment, and pre-employment/job readiness orientation to clients eligible for employment services.
- In coordination with the Case Worker, develop a Comprehensive Resettlement Plan for each client.
- Work with the Instructional Specialist to provide both group and one-on-one job readiness training that provide clients with the basic skills required to enhance their employability.
- Develop and cultivate long term relationships with area employers in order to identify appropriate employment opportunities for clients.
- Determine specific employment opportunities appropriate to clients and guide clients through hiring process.
- Monitor job performance, wage level, and employer/employee satisfaction.
- Assist clients and employers as necessary with post placement issues and continued employment needs.
- Ensuring compliance with case file management and reporting requirements

Requirements:

- Undergraduate degree in a related field of study preferred.
• One to two years related professional work experience in social services, humanitarian relief, public service, or other not-for-profit environment.

• Experience with the US job search process.

• Detail oriented with the proven ability to meet deadlines.

• Proficient in Microsoft Office applications (Word, Excel, Outlook).

• Fluent in English, both spoken and written; bilingual ability in one of the predominant languages of the local client base is desired.

• Valid driver's license, reliable vehicle with current insurance, and the ability to travel regularly throughout the service delivery area.

6. The **Instructional Specialist** provides onsite English language, financial literacy, and job readiness training to refugees. The Instructional Specialist will work with existing curricula which may be adapted as needed to suit the needs of the current client base. The Instructional Specialist also works with the Site Manager and Employment Specialist to develop individual training plans for clients enrolled in the STEP program of career development services and will support the efforts of the Site Manager to develop partnership with local providers of workforce education including the technical education centers and community colleges. This is a part-time position which may be combined with the Case Worker position for qualified candidates. This position reports to the Site Manager.

**Responsibilities:**

• Teaching English two hours per day as well as weekly financial literacy and biweekly job readiness training.
• Assessing all new clients for English language and literacy skills using CASAS standards. Monitoring client progress in ELT. Assessing clients at completion of English classes to determine progress.

• Maintaining class attendance lists, assessment results, case notes and other records as required.

• Working with the Site Manager to develop and maintain strong partnerships with mainstream providers of ESOL and workforce education. Gaining familiarity with available programs and best practices for referring clients for services.

• Actively working with local partners to transfer clients to mainstream educational services when onsite programs no longer meet their needs.

• Consulting with Site Manager and Employment Specialist on the development of individual educational plans for clients enrolled in STEP career development services.

Requirements:

• University degree (4-year) required, preferably in Education, TESL, or Social Sciences such as Social worker, Psychology, or Women’s Studies; graduate degree a plus.

• Minimum one to two years’ experience teaching adults, preferably ESL.

• Demonstrated experience in curriculum writing and training development

• Background in counseling low-income refugees preferred

• Initiative and ability to work independently

• Flexible and creative

• Comfortable working in a cross-cultural environment
INTERNATIONAL RESCUE COMMITTEE INC  
% DANUSIA DZIERZBINSKI  
122 EAST 42ND STREET  
NEW YORK  NY  10168

Employer Identification Number:  13-5660870  
Person to Contact:  Mrs. Black  
Toll Free Telephone Number:  1-877-829-5500

Dear Taxpayer:

This is in response to your June 23, 2014, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in April 1955.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.
INTERNATIONAL RESCUE COMMITTEE INC
% DANUSIA DZIERZBINSKI
122 EAST 42ND STREET
NEW YORK NY 10168

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Susan M. O'Neill
Susan M. O'Neill, Department Mgr.
Accounts Management Operations
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Year Joined</th>
<th>Professional Title</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Laurent Alpert</td>
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<td>2010</td>
<td>Partner</td>
<td>Cleary Gottlieb, Steen and Hamilton</td>
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<td>Mary Boies</td>
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<tr>
<td>Andrew Brimmer</td>
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<tr>
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<td>2015</td>
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<tr>
<td>Eduardo Mestre</td>
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<td>2012</td>
<td>Chairman of Global Advisory</td>
<td>Evercore Partners</td>
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<tr>
<td>David Miliband</td>
<td>President/CEO</td>
<td>2013</td>
<td>President and CEO</td>
<td>International Rescue Committee</td>
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<td>Board Member</td>
<td>2014</td>
<td>Vice Chairman</td>
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<td>Sarah O'Hagan</td>
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<td>Consultant</td>
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<td>Gordon Smith</td>
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<td>2011</td>
<td>Chief Executive Officer of Consumer &amp; Community Banking</td>
<td>JP Morgan Chase &amp; Co.</td>
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<tr>
<td>Gillian Sorensen</td>
<td>Board Member</td>
<td>2014</td>
<td>Senior Advisor and National Advocate</td>
<td>United Nations Foundation</td>
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The total Board giving between 10/1/2013 - 9/30/2014 was $3,847,355, which was contributed by 29 of the 33 Board members in Fiscal Year 2014.

*Please note that the International Rescue Committee does not release the personal addresses of the Board of Directors. Please send all correspondence to the President’s Office, International Rescue Committee, 122 East 42nd Street, 10168. All phone enquiries can be directed to the President’s Office at 212-551-3000.*

The dates of the last three board meetings were as follows:
- Wednesday, June 3, 2015
- Wednesday, February 11, 2015
- Wednesday, November 5, 2014
International Rescue Committee, Inc.  Client Confidentiality Policy

I. INTRODUCTION
Maintaining client confidentiality is among the core principles of social service provision. The National Association of Social Workers (NASW)\(^1\) stresses privacy and confidentiality as an ethical standard, and federal and state legislation uphold these principles. As a standard practice, the International Rescue Committee (IRC) seeks to protect the confidential nature of the relationship between its clients and staff and regularly revises its policies and procedures in order to ensure that all cases are handled with the maximum degree of care. Client casefiles are official documents and are designed to provide an accurate portrayal of all services and referrals provided by IRC. All documentation contained in client casefiles shall remain confidential and may not be released to third parties without a client’s written consent (utilizing a Client Release Form – attached) unless mandated by law or court order.

While maintaining confidentiality is a key principle of service provision, in certain situations, caseworkers may be mandated by law to report information revealed to them during their interactions with clients. These situations would include a client expressing the intention of hurting her/himself or others, or if the welfare of a minor is at risk. Other situations include case anomalies and suspected instances of fraud. As stipulated by the Cooperative Agreement for the Reception and Placement (R&P) program, IRC staff must report via the appropriate channels all such instances as required by the IRC’s cognizant funding agency. However, please note that IRC resettlement staff (including caseworkers) should never make the decision to breach the confidentiality of an IRC client without first consulting with their resettlement director or national director. In addition, client casefiles may be subject to a court ordered subpoena. In the event of a court ordered subpoena, IRC resettlement staff shall contact IRC Legal immediately so that they may request that the court withdraw the order where disclosure may harm the client, or limit the order as narrowly as possible.

II. FILE SECURITY
In order to maintain the confidential nature of client information, casefiles must be kept in a secure location. While the means of providing security may vary depending on the set-up of a particular office, attention should be given to storing files in a way that prevents unauthorized access. For example, caseworkers may store files in a locked drawer for which the key is kept in a safe location in the IRC office known to the resettlement director and authorized resettlement staff. Please note that the key should not be removed from the IRC office so that it is always available. As an alternative, resettlement staff may keep files in a locked room to which there is no unauthorized access. While working on files throughout the day, caseworkers should not leave files unattended on their desks and should place files in a secure location when leaving their workspace. Files requiring added security (such as those for victims of trafficking, special medical cases, and other high risk cases) should be stored in a designated locked area separated from other casefiles. Inactive resettlement casefiles ready to be stored should be shipped using a secure mail service to Stanford University’s Hoover Institute. The Hoover Institute offers an archiving system that provides the IRC the opportunity to retain files in a secure location and contribute to Hoover’s tradition of preserving records of political victims.

III. ELECTRONIC FILE SECURITY
Electronic casefile information must be treated with the same care and discretion as paper files. All electronic document files (e.g. Word, Excel) and file-based databases (Access) referencing client information should be stored in a secure folder on a network file server, if available. Under no circumstances should such files be stored on a home personal computer (PC) or a laptop that is removed from the office. Document file back-up media (tapes, CDs, disks, thumb drives) should be stored in a secure location, and should not be removed from the office unless the data is encrypted.

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IV. FILE DOCUMENTATION

Correct file documentation also protects client confidentiality. The following recommendations are provided to streamline documentation procedures across all IRC resettlement offices:

Cover Stamp: In order to emphasize the confidential nature of client information, the cover of all files should be stamped: “Confidential: Not for Public Review”.

Unrelated Cases / Individuals: In compliance with the PRM Cooperative Agreement, IRC resettlement staff shall create a unique casefile for all new arrivals. Information contained in client files should pertain only to that case, and should not reference unrelated cases or individuals. If a particular document, such as an arrivals memo, contains information on unrelated individuals, that information should be blacked out or, if appropriate, the entire document removed in compliance with the redaction procedures described in Section VI of this Policy. As an exception to this rule, information should never be redacted from overseas processing documents such as biodata sheets, assurances, and affidavits of relationship (AORs), as these are official documents and may not be altered.

Special Medical Cases: In 1996, the US Department of Health and Human Services implemented the Health Insurance Portability and Accountability Act (HIPAA), which increased the level of protection afforded to patient medical records. As a result of this legislation, service providers are required to use additional precautions when handling sensitive medical information. When working with special medical cases, caseworkers should not reveal a client’s specific diagnosis in casenotes. Instead, staff should document general service provision details such as doctor’s appointments attended and referrals provided.

Victims of Trafficking: Because of the heightened security risks faced by victims of trafficking, additional restrictions apply to the handling of their casefiles. Regulations mandated and standardized by the United States Conference of Catholic Bishops (USCCB) funded anti-trafficking program (in which IRC participates as a subcontractor) require caseworkers to assign a unique code to each client (first initial then last initial – month of birth – year of birth, ex: MB-04-73) and only use this code when referring to that client in casenotes and other conversations. Clients’ names and addresses should not be included in files if possible, and files should be stored in locked cabinets. When entering client information into the Refugee Resettlement System (RRS), caseworkers should use client codes instead of names and the IRC office address instead of clients’ personal contact information.

High Risk Cases: Certain other cases require added security precautions. In handling these high risk cases, staff should take care to protect the identity of these individuals. Clients’ names and addresses should not be included in files if at all possible, and files should be stored in a designated locked location.

V. REFUGEE EMPLOYEES

In the event that former clients become IRC employees, their files should be placed in a designated locked location in order to prevent other staff from having access to their casefiles.

VI. REDACTION PROCEDURES

If documents contain information on unrelated cases or individuals, caseworkers should determine with their supervisor whether or not the document is essential to a client’s file. Non-essential documents should be removed entirely while essential documents should be redacted as follows: remove the document from the file and black out unnecessary information using a permanent marker; make a photocopy of the blacked-out document; place the copy in the Casefile; place the original document in a secure administrative file.

VII. TRAINING AND POLICY MONITORING AND ENFORCEMENT

Resettlement staff will receive training on this policy through case management trainings and workshops. In order to ensure the full implementation of the revised guidelines on client confidentiality, IRC senior management will assess resettlement staff compliance with ongoing monitoring. IRC senior management will also evaluate the effectiveness of this policy and will implement changes as needed.

VIII. CONFIDENTIALITY AGREEMENT

After reviewing the revised client confidentiality procedures, all staff with access to casefiles must sign the attached Client Confidentiality Agreement, which will be included in each employee’s personnel file.