



NEW SITE DEVELOPMENT GUIDE



United States Department of State

*Bureau of Population, Refugees,
and Migration*

Washington, D.C. 20520

Greetings,

It is my pleasure to share with you this New Site Development guide. Our office has received numerous inquiries from a range of stakeholders about how to start resettlement in their communities. This guide was compiled by staff from national and local resettlement agencies, state refugee coordinators, the Office of Refugee Resettlement, and my office to increase understanding of how a new refugee resettlement site is established.

The foundation of the U.S. Refugee Admissions Program rests on public-private engagement and sponsorship. Like many aspects of the resettlement program, the initial selection of a prospective resettlement site requires consultations with many stakeholders and an assessment of the local community focusing on the services and capacity available in both the public and private sectors.

We are a nation of immigrants with a proud history of welcoming people from all over the world. Since 1975, Americans have embraced over three million refugees fleeing war, persecution, and violence. We hope that you will find this guide useful in identifying the many ways in which you can participate to make our resettlement program stronger.

Sincerely,

A handwritten signature in blue ink that reads "Lawrence Bartlett".

Lawrence Bartlett, Director
Office of Refugee Admissions

PREFACE

PURPOSE OF THIS GUIDE

The purpose of this guide is to assist individuals and organizations in the United States in understanding the United States' refugee resettlement process and provide resources for identifying, evaluating, and developing a new refugee resettlement site. While this guide will touch on the overseas processes, the primary focus is on domestic resettlement. It is our hope that after reviewing the document, the reader will have a better understanding of what makes domestic resettlement successful and the process by which a new resettlement site is developed. Some may find after reviewing the information herein that their community may not be the best fit for resettlement. Therefore, in the final section of this guide, there are options for supporting refugee resettlement in the United States in other ways.

WHO IS A REFUGEE?

For the purpose of this guide, and as defined by United States law, a refugee is someone who:

- Is located outside of the United States;
- Is of special humanitarian concern to the United States;
- Demonstrates that he/she was persecuted or fears persecution due to race, religion, nationality, political opinion, or membership in a particular social group;
- Is not firmly resettled in another country; and
- Is otherwise admissible to the United States.

Anyone who has commanded or participated in the persecution of any person on account of race, religion, nationality, membership in a particular social group, or political opinion is ineligible to apply for refugee status under international law.

WHAT IS RESETTLEMENT?

Resettlement involves the process of relocating a refugee from a country of first asylum to another country when it is clear that a refugee will not be able to return to his/her home and cannot be integrated into the country to which s/he has fled.

HOW DOES A REFUGEE ENTER THE UNITED STATES AS PART OF THE RESETTLEMENT PROGRAM?

A refugee must be referred to the United States Refugee Admissions Program (USRAP), generally by the United Nations High Commissioner for Refugees (UNHCR). Once the USRAP has received a referral, the determination process can begin and may lead to a denial of admission or ultimately resettlement into the United States.

For more information on the definition of a refugee or the application process, please follow this link: <https://www.uscis.gov/humanitarian/refugees-asylum/refugees>

CONVENTION LEADING TO THE STATUS OF REFUGEES

Also known as the 1951 Refugee Convention, this treaty signed by 26 sovereign states of the United Nations codified the definition of a refugee as well as identified the rights of refugees and asylees and the responsibilities of the nations which grant asylum.

More information about the 1951 Refugee Convention can be found at the following link:

<http://www.unhcr.org/pages/49da0e466.html>

THE REFUGEE ACT OF 1980

In its original form, the Immigration and Nationality Act of 1952 aggregated and codified all existing immigration laws at the time into a single piece of legislation. Introduced and signed into law as an amendment to the Immigration and Nationality Act, the Refugee Act of 1980 (Pub. Law 96-212) provided the legislative authority to develop a systematic approach to fund, identify, classify, admit, and resettle refugees into the United States.

The Refugee Act of 1980 (Pub. Law 96-212) can be seen in its original format at the following link: <https://www.gpo.gov/fdsys/pkg/STATUTE-94/pdf/STATUTE-94-Pg102.pdf>

REFUGEE RESETTLEMENT IN THE UNITED STATES

Although the United States has received refugees even before its birth, the refugee admissions process as it exists today was designed to assist in the resettlement of those individuals who meet the definition of a refugee as determined by international law. The United States Refugee Admissions Program comprises the following entities:

- The Bureau of Population, Refugees, and Migration (PRM) of the U.S. Department of State
- U.S. Citizenship and Immigration Services (USCIS) of the U.S. Department of Homeland Security
- The Office of Refugee Resettlement (ORR) of the U.S. Department of Health and Human Services
- Non-governmental or international organizations who operate Resettlement Support Centers around the world through funding from PRM
- Domestic non-governmental organizations, often referred to as Resettlement Agencies (formerly known as Voluntary Agencies)

The goal of the U.S. refugee resettlement program is to help refugees achieve economic self-sufficiency through employment as soon as possible after their arrival in the United States.

WHY DOES THE UNITED STATES RESETTLE REFUGEES?

The United States is proud of its history of welcoming immigrants and refugees. The U.S. refugee resettlement program reflects the United States' highest values and aspirations to compassion, generosity, and leadership. Since 1975, Americans have welcomed over 3 million refugees from all over the world. Refugees have built new lives, homes and communities in towns and cities in all 50 states.

HOW MANY REFUGEES ARE RESETTLED IN THE UNITED STATES AND WHERE DO THEY COME FROM?

Every year, the President, in consultation with Congress, determines the maximum number of refugees to be resettled in the United States. Part of the determination reflects the area of the world from which refugees will be arriving. Each year, the President's Determination is made publicly available, usually on both the White House and Department of State's websites.

For more information about refugee arrivals nationwide and by state, please visit <https://www.wrapsnet.org/default.aspx>

SECTION 1

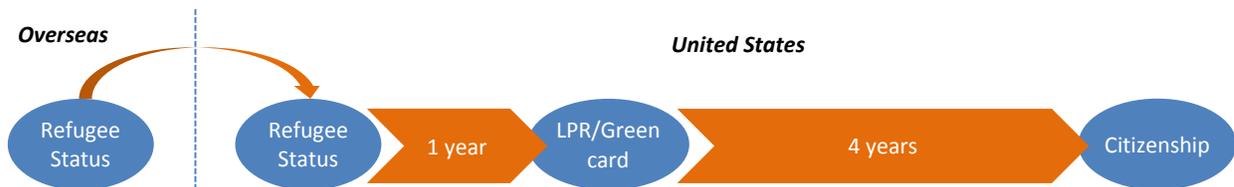
REFUGEE RESETTLEMENT AND INTEGRATION

Resettlement in the United States is generally thought of as initial reception and placement into a new community as well as support to address refugees' immediate needs upon arrival. A range of core services and ongoing integration activities help stabilize the refugees to enable them to work quickly towards self-sufficiency. All resettlement services provide essential tools and building blocks for the longer-term integration process and development of self-reliance.

Integration can be defined in different ways. For the purpose of this document, **integration** is defined as a "dynamic, two-way process in which newcomers and the receiving society work together to build secure, vibrant, and cohesive communities." (*Grant Makers Concerned with Immigrants and Refugees*). Integration is a much longer process than the initial reception and placement period, and is the long-term goal of the program.

To assist in the integration process, resettlement agencies augment initial resettlement services to empower refugees to participate fully in American society and to strengthen the communities where refugees live and work. Resettlement agencies, working closely with local partner organizations, offer programs and activities to help refugees build the skills, knowledge, and networks needed to facilitate their path to becoming self-reliant community members and engaged citizens. Local partner organizations may offer programs to promote English language acquisition, career development, academic success, mutual support, leadership and organizational skills, and understanding of civics in the United States context.

Resettlement agency staff, community service providers, and volunteers work to strengthen environments that are welcoming to newcomers. In many cases, refugees themselves actively contribute to this process, as language interpreters, volunteers, community group leaders, and small business owners. As illustrated below, the process of refugee integration often takes a path parallel to immigration status; i.e. from arrival, to adjustment of status, to lawful permanent resident, to naturalization as a United States citizen.



Successful integration is usually measured by an ability to navigate local and national linguistic, social, economic, and civic domains.

SECTION 2

RECEPTION AND PLACEMENT: A PUBLIC-PRIVATE PARTNERSHIP

The Reception and Placement Program (R&P) is the core program for resettling refugees in the United States and sets the foundation for the integration process. Funded by the Bureau of Population, Refugees, and Migration (PRM) of the United States Department of State, the R&P Program provides initial support, over a period of 30 to 90 days, to help refugees begin their new lives in this country. The R&P Program constitutes a public-private partnership, where federal government resources are leveraged with state, private, nonprofit, faith-based, and community resources to support refugees and their families. A pillar of the R&P Program and resettlement in general is the involvement of the community, as well as the resettlement agency, in welcoming refugees. All resettlement agencies work in concert with state refugee coordinators and other social support networks to ensure that refugees are welcomed broadly into communities.

RESETTLEMENT AGENCIES AND THEIR AFFILIATE NETWORKS

PRM contracts directly with resettlement agencies to deliver the R&P Program. Currently, these agencies are:



Church World Service (CWS)
<http://cwsglobal.org/>



Lutheran Immigration and Refugee Service (LIRS)
www.lirs.org



Domestic & Foreign Missionary Society (DFMS)
Episcopal Migration Ministries (EMM)
<http://www.episcopalchurch.org/emm/>



U.S. Committee for Refugees and Immigrants (USCRI)
www.refugees.org



Ethiopian Community Development Council, Inc. (ECDC)
www.ecdcus.org



United States Conference of Catholic Bishops (USCCB)
Migration and Refugee Services
www.usccb.org/mrs



HIAS
www.hias.org

world relief™ World Relief (WR)
www.wr.org



International Rescue Committee (IRC)
www.rescue.org

Each of these resettlement agencies maintains a nationwide network of local affiliates or sub-offices that provide resettlement assistance and services to refugees at the local level. More than 320 affiliates are currently located in some 190 communities across the country, with some cities having multiple agencies. The national resettlement agencies provide training and guidance to their affiliates, coordinate their efforts, communicate about local environments with PRM, and manage the placement of arrivals.

Every week, representatives of the resettlement agencies meet to determine where U.S-approved refugees will be resettled in the United States. During this meeting, the resettlement agencies match the particular needs of each incoming refugee with the specific resources available in a local community. If a refugee has relatives or very close friends in the United States (a "U.S. tie"), he or she is most likely to be resettled near or with them. Otherwise, the resettlement agency that agrees to sponsor the refugee decides on the best match between a community's resources and the refugee's needs.

THE COOPERATIVE AGREEMENT

The Cooperative Agreement between PRM and each national resettlement agency sets forth the program requirements and details the basic necessities and core services that refugees are entitled to receive as part of the R&P Program.

PRM provides funding to each resettlement agency headquarters for the management and oversight of its R&P Program. A per capita grant is also made to the local resettlement agency for each refugee resettled which is intended to partially support resettlement at the local level. Most of these local funds go toward the refugees' rent, furnishings, food, and clothing within the initial resettlement period (30 to 90 days). A portion of this grant also augments costs of local agency staff salaries, office space, and other initial resettlement-related expenses that are not donated or provided by volunteers. Private resources raised at the national and local levels by resettlement agencies supplement PRM federal funds for initial resettlement.

Basic necessities that must be provided to each refugee case include:

- decent, safe, and sanitary housing;
- specified furnishings and household goods;
- food or food allowance until receipt of food assistance;
- appropriate seasonal clothing;
- pocket money; and
- transportation to job interviews and job training.

Core services include:

case management

- an intake interview, development of a service plan, and at least two home visits

provision of cultural orientation

- post-arrival education provided to refugees to help them acquire the knowledge, skills, and attitudes needed to adapt to their lives in the United States and become fully integrated into their communities

assistance with accessing health services

- including a refugee health screening, including immunizations, health navigation and follow-up

assistance with benefit applications

- social security cards, cash and medical assistance, and food assistance

assistance with enrollment in other services

- English language programs, employment services, school enrollment for children, registration with selective service as appropriate, and filing change of address forms with Department of Homeland Security and the Post Office

*The attached **Basic Needs and Core Services** (Attachment One) document further identifies the requirements.*

All these services are temporary and help refugees stabilize themselves in their new community as they begin to look for employment and other ways, such as through educational opportunities, to rebuild their lives.

AFTER THE R&P PROGRAM ENDS

Though PRM's R&P Program is limited to the first three months from arrival, support for longer-term services is provided through funds from the Department of Health and Human Services Office of Refugee Resettlement (ORR). ORR works through state agencies and non-governmental organizations to provide longer-term cash and medical assistance, as well as language, employment, and social services. Other community partners, such as refugee community-based organizations, community health centers, and mental health organizations, as well as community members themselves, help support refugees on their journey from arrival to integration.

SECTION 3

EFFECTIVE RESETTLEMENT FACTORS

While the USRAP ensures support within the first 30-90 days after a refugee's arrival to the United States, the process of integration happens over years and generations. When considering a new site, it is important to consider factors beyond what is required during the initial resettlement period. It is also very important to consider what happens both for the refugee and the community after initial resettlement services are completed. These factors include:

- **Local systems which are prepared to meet ongoing needs of refugees.** Refugees will need additional support and services beyond those provided during the initial 30-90-days. Meeting the diverse needs of refugees with various language capacities and cultural norms can lead to challenges for a range of service providers such as public assistance offices, medical and behavioral health care providers, social service agencies, adult education systems, employment services, school systems, and public safety providers. Not only must these services be available, but providers must also have the capacity to meet the needs of a diverse population.
- **A variety of employment opportunities.** Self-sufficiency through employment is a central goal of the resettlement program. Refugees arrive with a range of assets and all employable adults are expected to begin working soon after arrival. Ideally a community will have a strong labor market with several types of jobs accessible to persons with varying skills and English levels.
- **Affordable housing which is accessible to refugees.** Not all housing that is available is accessible to refugees. Requirements such as minimum income, rental history, and credit scores can be a barrier for refugees to secure housing upon arrival. It is essential to establish relationships with property owners willing to rent to refugees even though they arrive in the United States without rental or credit history, income, or employment. Transportation options are also a key factor in determining accessible housing.
- **Broad community participation and dialogue.** Successful resettlement and integration is a dynamic two-way process where refugees and the broader community slowly and gently navigate the integration process leading to a vibrant inclusive community where everyone feels welcomed. Newcomers will likely develop religious, cultural, social, and economic networks that look different from existing networks. Without intentional engagement of the broader community to understand and participate in the welcome of refugees, host communities may perceive newcomers as a burden or threat to the existing way of life in the community.

SECTION 4

OPENING A RESETTLEMENT OFFICE

Evaluation of the local environment is the first step towards creating a new resettlement site. Below is a list of benchmarks for this evaluation that is used by resettlement agencies and can be used by communities interested in resettlement opportunities. While there is no one process for this evaluation, all benchmarks must be reached before a site can be considered by PRM.



A. ESTABLISHING A PARTNERSHIP WITH A NATIONAL RESETTLEMENT AGENCY OR PRM

An application for a new resettlement site must be submitted to PRM through an agency with a current Cooperative Agreement with PRM or as part of an application from a proposing new resettlement agency submitted through PRM's annual Notice of Funding Opportunity. Potential new sites may be initiated in many ways: through grassroots, local inquiries; via an observed or identified need for additional capacity in an underserved location; through requests by state refugee coordinators to expand resettlement to cities with appropriate infrastructure for resettlement; or as part of a resettlement agency's strategy for network expansion.

Each resettlement agency has its own network of local affiliated resettlement offices. Most of these networks comprise well-established, independent social service providers with 501(c)(3) non-profit status; two are wholly corporately operated; and some are a combination of independent local organizations and field offices.

B. ASSESSING LOCAL FACTORS WHICH IMPACT THE SUCCESS OF RESETTLEMENT

Once a site has been preliminarily identified as a promising location, several key factors must be considered and information gathered as part of assessing the suitability of the location. These should include a qualitative and quantitative accounting of the following criteria:

- **Employment:** unemployment rate, employment trends, economic diversity

- **Housing:** quality of affordable and available housing
- **Cost of living:** housing, utilities, transportation, food
- **Education:** public schools, adult education
- **Community support:** social and medical services, refugee service providers, local government and community receptivity, involvement of communities of faith
- **Quality of life:** access to health and mental health care, cultural integration, safety
- **Transportation :** accessible public transportation
- **Sustainability:** private fundraising potential, government funding potential, potential to build diverse programs for refugees, community acceptance

The attached **Site Assessment Matrix** (*Attachment Two*) is one tool used in evaluating whether a particular locality or community is well-suited for refugee resettlement.

This tool serves an evaluation purpose; it is not a set of mandatory criteria. A community interested in welcoming refugees may find it useful as they evaluate their local environment's readiness for refugees, and a resettlement agency considering a new site would, drawing from their experience and expertise, utilize a similar tool in determining the viability of the site for successful resettlement. While agencies do use similar criteria to conduct their assessments, the way they weigh, measure, and rate criteria may vary in relation to their respective organizational infrastructures and strengths.

C. ENSURING COMMUNITY SUPPORTS AND SERVICES ARE IN PLACE TO MEET THE NEEDS OF NEW ARRIVALS

Although the R&P Program encompasses only the first 30-90 days after arrival, services for refugees are needed beyond that period, provided either by the local resettlement agency or other community-based service providers. It is important to consider the middle and longer-term needs of refugees as they begin to integrate into the civic landscape, and consider questions which can assess the availability of local and mainstream services. Some questions to consider beyond the questions posed in Section 3:

- Are there other relevant community supports or integration programs available within the community, currently serving other immigrant groups?
- What infrastructure is in place to assist specific populations of concern such as female-headed households, LGBTI refugees, or survivors of trauma or torture?

It is equally necessary to gauge community capacity for developing financial and in-kind resources in support of the R&P Program and beyond. Foundations, corporations, employers, faith-based and community-based organizations, fee-for-service programs, individuals, and state/county/local government are all potential sources of support.

The attached **Community Questionnaire** (*Attachment Three*) is used by resettlement agencies in evaluating whether a particular locality or community is well-suited for refugee resettlement.

D. CONSULTING WITH LOCAL COMMUNITY STAKEHOLDERS

Public support for welcoming refugees is key to the success of any local resettlement program, and ultimately to the integration of refugees into their new communities. Because resettlement is local, it is important to identify and engage community members to gauge and garner support for refugee resettlement. Consultations with potential community stakeholders should begin as soon as a location is identified, continue throughout the assessment process, and ultimately become an integral part of the ongoing facilitation of resettlement services.

Keep in mind that people may not know much about the USRAP, or may already have strong feelings about refugees or resettlement. The consultation process is meant to facilitate two-way conversation

and learning. Communities or interested agencies will need to be prepared to explain the resettlement process as they meet with people and listen to any concerns expressed.

PRM has established a minimum list of stakeholders who must be consulted prior to applying as a new site. The aforementioned Community Questionnaire and Site Assessment Matrix can be good guides for starting conversations with relevant stakeholders, including civic leaders, education officials, public benefit administrators, the state refugee coordinator, public health officials, the state refugee health coordinator, the local Social Security Administration, public safety officials, faith-based groups, landlords, and employers. Establishing these relationships and more early in the process will facilitate the successful resettlement of refugees.

E. MEETING PRM REQUIREMENTS

Requirements for proposing a new resettlement agency are established by PRM. Each year PRM publishes a Notice of Funding Opportunity (NOFO), inviting applications from eligible organizations to participate in the R&P Program which can be found at <http://www.state.gov/ijprm/funding/> each year.

The following excerpts taken from the FY 2017 NOFO outline requirements for new sites:

1. Community consultation:

Prior to proposing a new site, applicants must consult with stakeholders in the proposed new site. In these consultations, applicants shall discuss the size and scope of the proposed program, and the participant stakeholders' abilities to adequately receive and serve the proposed caseload. Participation shall include, at minimum, representation from the following offices: state refugee coordinator; state refugee health coordinator; local governance (city and/or county, as applicable); local and/or county public health, welfare and social services, and public education.

The attached **Consultation Form** (*Attachment Four*) is used by resettlement agencies during their initial consultations with community stakeholders.

2. Supporting documentation for new sites:

- Statement of rationale. The rationale should document all community consultations, including what topics were discussed, who was consulted, when meetings were held, and the outcome of the discussions
- Letter of support from the proposed site's governing entity
- Letter of support from the state refugee coordinator
- Letters of support from local social service agencies
- Explanation of the proposed management structure at the new location
- Timeline for the opening of the proposed site and implementation of program activities
- Detailed training plan for R&P staff
- A completed abstract. Each abstract should present information pertaining only to activities of that specific office administering affiliates. Abstracts representing jointly operated affiliates must contain information in all fields regarding only the sponsoring agency's activities; it should not reflect a combination of partner agencies' information.
- During the proposal review process, PRM may request additional information.

The attached **FY17 Abstract Template** (*Attachment Five*) is required by all RAs seeking approval for new sites.

SECTION 5

ADDITIONAL SOURCES OF INFORMATION¹

OVERSEAS RESETTLEMENT INFORMATION:

United Nations High Commissioner for Refugees (UNHCR) This agency is mandated to lead and coordinate international action to protect refugees and address refugee issues worldwide. Its primary purpose is to safeguard the rights and well-being of refugees. It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally, or to resettle in a third country. It also has a mandate to help stateless people.

- <http://www.unhcr.org/cgi-bin/texis/vtx/home>
- Resources: Statistics, Maps, Evaluation and Research, Publications, Archives and Records, Refworld: <http://www.unhcr.org/pages/49c3646c4b2.html>

Resettlement Support Centers (RSCs) are established by the U.S. Department of State and operate under agreements with the Bureau of Population, Refugees, and Migration. RSCs assist persons seeking or referred for admission to the United States under the United States Refugee Admissions Program to complete applications for consideration; assist the U.S. Government in the processing of such applications; conduct Cultural Orientation for approved applicants; and collect information from applicants that will enable resettlement agencies to make decisions regarding appropriate placement.

The **Refugee Processing Center (RPC)**, managed by the Department of State, houses the Worldwide Refugee Admissions Processing System (WRAPS), a customized computer system to assist in the processing of refugees bound for resettlement in the United States.

<https://www.wrapsnet.org/Home/tabid/52/Default.aspx>

At the federal level, the **Department of Homeland Security** works with other federal agencies to implement a rigorous screening process for refugees bound for the United States. This includes the **United States Citizenship and Immigration Services**. There are numerous available overviews of what this process entails. Some useful links are:

- <https://www.uscis.gov/refugeescreening>
- <https://www.whitehouse.gov/blog/2015/11/20/infographic-screening-process-refugee-entry-united-states>
- Video: Here's What the Refugee Screening Process Looks Like
<https://www.whitehouse.gov/blog/2015/11/24/watch-heres-what-refugee-screening-process-looks>

Refugee Medical Screenings include **public health screening** pre- and post-arrival. Some resources to understand the purpose and the thoroughness of these screenings can be found at:

- UNHCR on Public Health: <http://www.unhcr.org/pages/49c3646cdd.html>
- **Centers for Disease Control and Prevention (CDC)** Guidelines for pre-departure and post-arrival medical screening and treatment of U.S.-bound refugees:
<http://www.cdc.gov/immigrantrefugeehealth/guidelines/refugee-guidelines.html>

Cultural Orientation is the pre-departure and post-arrival education funded by the Department of State provided to refugees to help them acquire the knowledge, skills, and attitudes needed to adapt to their lives in the United States and become fully integrated into their communities. Topics covered during cultural orientation classes include: Role of the Local Resettlement Agency, Importance of Learning English, Housing, Transportation, Employment, Education, Health and Hygiene, Cultural Adjustment, Budgeting and Personal Finance, Community Services and Public Assistance, and U.S. Laws and Refugee Status. More information can be found at: Cultural Orientation Resource Exchange: <http://coresourceexchange.org/>

¹ This list is not meant to be exhaustive but instead a place to start to begin understanding more about refugee resettlement.

DOMESTIC RESETTLEMENT INFORMATION

R&P Agency Contact List, Affiliate Directory, Agency Affiliate Maps:

<http://www.wrapsnet.org/Home/RPAgencyContacts/tabid/100/Default.aspx>

FY 2016 Reception and Placement Program Affiliate Sites:

<http://www.wrapsnet.org/LinkClick.aspx?fileticket=rA71F2Rxiql%3d&tabid=100&portalid=1&mid=1212>

WRAPS, mentioned above, also contains **publicly available refugee arrival data:**

<https://www.wrapsnet.org/Home/tabid/52/Default.aspx>

The Department of Health and Human Services Office of Refugee Resettlement (ORR):

<http://www.acf.hhs.gov/programs/orr> helps new populations maximize their potential in the United States by linking them to critical resources that assist them in becoming integrated members of American society.

State Contacts: <http://www.acf.hhs.gov/programs/orr/resource/orr-funded-programs-key-contacts>. These contacts are key for communities interested in the establishment of a new resettlement site and should be communicated with early in the exploration process.

ORR supports to states and to nonprofits include federal grants such as:

- **Cash and Medical Assistance (CMA)** The Refugee Cash Assistance (RCA) Program helps refugees by providing cash, and the Refugee Medical Assistance (RMA) Program provides medical assistance during refugees' first eight months in the U.S. <https://www.dshs.wa.gov/esa/community-services-offices/refugee-cash-assistance>
- The **Matching Grant (MG)** Program is an alternative to public cash assistance and provides services to help ORR-eligible populations 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. <http://www.acf.hhs.gov/programs/orr/programs/matching-grants/about>
- The **Wilson-Fish (WF)** program is an alternative to traditional state-administered refugee resettlement programs for providing assistance (cash and medical) and social services to refugees: <http://www.acf.hhs.gov/programs/orr/programs/wilson-fish/about> *ORR currently funds 13 WF programs that operate in twelve states: Alabama, Alaska, Colorado (state-administered), Idaho, Kentucky, Louisiana, Massachusetts (state-administered), Nevada, North Dakota, South Dakota, Tennessee, Vermont, plus San Diego County, CA.*
- **Ethnic Community Self-Help** programs support ethnic community-based organizations in providing refugee populations with critical services to assist them in becoming integrated members of American society. <http://www.acf.hhs.gov/programs/orr/programs/ethnic-community-self-help/about>
- **Preferred Communities** programs support opportunities for early employment and sustained economic independence. In addition, they support populations with special needs. . <http://www.acf.hhs.gov/programs/orr/orr/programs/rph/about>
- In addition to adult and family resettlement programs, the **Unaccompanied Refugee Minors Program** funds foster care and helps unaccompanied minor refugees develop appropriate skills to enter adulthood and to achieve social self-sufficiency. <http://www.acf.hhs.gov/programs/orr/programs/urm/about>

TECHNICAL ASSISTANCE RESOURCES

- The **Cultural Orientation Resource Exchange (CORE)** provides cultural orientation information, materials, and instruction to Resettlement Support Centers and Resettlement Agencies and their affiliates. CORE produces refugee backgrounders, videos, and other multimedia materials to assist with cultural orientation. <http://coresourceexchange.org/>
- The **National Partnership for Community Training (NPCT)** provides training and capacity building

to refugee service providers throughout the United States so they may effectively identify, refer, assist, and serve refugees to become functioning and contributing members of their families and communities.

<http://gulfcoastjewishfamilyandcommunityservices.org/refugee/refugee-programs/national-partnership-for-community-training/>

- While no longer an active technical assistance provider, the **Refugee Health Technical Assistance Center** has online resources available for those wanting more information around refugee health issues. <http://refugeehealthta.org/>
- **Bridging Refugee Youth and Children Services (BRYCS)** is an information hub aimed at empowering immigrant children and their families. BRYCS overall goal is to facilitate information sharing and collaboration to strengthen the capacity of refugee-serving and mainstream organizations across the U.S., ensuring the successful development and integration of refugee children, youth, and their families. <http://www.brycs.org/>
- **Higher** provides newcomer workforce solutions to corporations across the U.S. while supporting career entry and advancement for resettled refugees and other new Americans. <http://www.higheradvantage.org/>
- **Welcoming America** provides refugee resettlement organizations with tools and support needed to enhance and sustain their community engagement and public awareness work in local communities, deepen their practices and local collaborations, and develop broader support for refugees which is essential to refugees' civic, linguistic, and economic integration. <http://www.welcomingamerica.org/>
- Other technical assistance resources can be found at <http://www.acf.hhs.gov/programs/orr/resource/technical-assistance-providers-1>

OTHER WAYS TO BE INVOLVED:

Beyond contacting a resettlement agency to understand how you can help, there are other ways to show support for refugees in local communities.

- **World Refugee Day:** This international observance on June 20th each year is dedicated to raising awareness of the situation of refugees throughout the world. Communities worldwide host events to celebrate refugees. Throw one in your community!
- <http://www.unhcr.org/refugeeday/us/>
- <http://www.un.org/en/events/refugeeday/>
- **Project HIVE** <http://projecthive.us/> offers opportunities to build knowledge about issues relating to refugees.
- Follow PRM and the resettlement agencies on
 - Facebook 
 - Twitter 
 - Instagram 

Please direct feedback on this guide to:

Barbara Day, Chief, Domestic Resettlement, Refugee Admissions, Bureau of Population, Refugees, and Migration, U.S. Department of State via email at daybj@state.gov

Attachment one

Reception and Placement Program Basic Needs Support and Core Services

For a period of not less than thirty (30) days after arrival and no more than ninety (90) days after arrival, the resettlement agency shall provide or ensure that refugees are provided, with appropriate language interpretation as needed, the following minimum standards of service:

Decent, safe, and sanitary housing based on federal housing quality standards or local or state standards if local or state standards are higher than federal standards, and the following:

- All areas and components of the housing (interior and exterior) should be free of visible health and safety hazards and in good repair, including no visible bare wiring, no peeling or flaking interior paint for dwellings built before 1978, no visible mold, and no detectable dangerous or unsanitary odors.
- Housing should include identified and accessible emergency escape route(s); fire extinguishers in accessible locations where required; working locks on all windows and outside doors; appropriate number of working smoke detectors; windows in working order; adequate heat, ventilation, lighting, and hot and cold running water in working order; and electrical fixtures in good repair.
- Housing should provide minimum habitable area for each occupant, including number of bedrooms or sleeping areas.
- Each residence shall be equipped with stove, oven, and refrigerator in good repair.
- Each residence shall be equipped with sink, flush toilet, and shower or bath in good repair.
- Each residence shall have easily accessible storage or disposal facility for garbage.
- Each residence shall be free of rodent and insect infestation.
- In cases of refugees with disabilities, housing should be free of, or permit the removal of, architectural barriers and otherwise accommodate known disabilities, to the extent required by law.
- To the extent possible, the family should be able to assume payment of rent at the end of the R&P period, based upon projected family income from all sources. The family should be left with sufficient resources for other essential expenses (food, transportation, utilities, etc.) after rent payments are made.

Furniture and household items that need not be new, but must be clean, in good condition, and functional and include the following:

- Beds (described as bed frame and spring, or equivalent, and mattress) appropriate for age and gender composition of family; one set of sheets for each bed; blanket or blankets for each bed as seasonally appropriate; and one pillow and pillowcase for each person. Only married couples or small children of the same gender may be expected to share beds.
- One set of drawers, shelves, or other unit appropriate for storage of clothing in addition to a closet, unless the closet has shelving to accommodate clothing, per family.
- One kitchen table per family and one kitchen chair per person.

- One couch, or equivalent seating, per family, in addition to kitchen chairs.
- One lamp per room, unless installed lighting is present and adequate, and light bulbs.
- One place setting of tableware (fork, knife, and spoon) and one place setting of dishes (plate, bowl, and cup or glass) per person.
- Food preparation utensils to include at least one sauce pan; one frying pan; one baking dish; mixing/serving bowls; one set of kitchen utensils (such as spatula, wooden spoon, knife, serving utensils, etc.); and one can opener per family.
- One bath towel per person.
- One alarm clock.
- Paper, pens, and/or pencils.
- Cleaning supplies to include: dish soap, bathroom/kitchen cleanser, sponges or cleaning rags and/or paper towels, laundry detergent, two waste baskets, mop or broom, and trash bags.
- Toiletries to include: toilet paper, shampoo, soap, one toothbrush per person, toothpaste, and other personal hygiene items as appropriate. These items should be new.
- Baby items as needed.

Food or a food allowance to include:

- Culturally appropriate, ready-to-eat food available on arrival, plus one (1) day's additional food supplies and staples (including baby food as needed).
- Food or food allowance at least equivalent to the food stamp allocation for the family unit and continued food assistance until receipt of food stamps or until the individual or family is able to provide food for himself, herself, or themselves.
- Assistance with application for food stamps, if necessary.

Appropriate seasonal clothing required for work, school, and everyday use as required for all members of the family, including proper footwear for each member of the family, and diapers for children as necessary. Clothing need not be new, but must be clean, in good condition, and functional.

An appropriate amount of pocket money for each adult throughout the first thirty (30) days to allow independent spending at the refugee's discretion.

Assistance in applying for:

- cash and medical assistance, as appropriate.
- social security card(s).

Assistance with enrollment in:

- English language programs, as appropriate.
- employment services, as appropriate.
- other services for which each refugee is eligible, as appropriate.

Assistance in accessing health screenings and appropriate health services.

Assistance with meeting school enrollment requirements and registering children for school.

Transportation in compliance with local motor safety laws.

Transportation to job interviews and job training.

Assistance with:

- registering with the selective service within thirty (30) days, as appropriate.
- filing change of address forms with the U.S. Department of Homeland Security and the U.S. Post Office for all changes of address, including initial and temporary housing, during the R&P period.
- completing and filing Affidavits of Relationship, as appropriate and as requested.

At least two (2) home visits within thirty (30) days of arrival, which shall include an assessment of the welfare, living conditions and any current or expected needs of the refugee(s), and assistance with any basic needs. Cases must be visited the next calendar day after arrival. An additional home visit should occur for all cases within thirty (30) days of arrival.

Attachment Two

Sample Site Evaluation Matrix

Potential Site: _____

Overall favorability: _____

		Favorability Criteria			
EMPLOYMENT	Favorability	Low	Medium	High	Comments
Unemployment rate	<i>Choose one</i>	High unemployment rate (>3% higher than national unemployment rate)	Average unemployment rate	Low unemployment rate (below national unemployment rate)	
Employment trends (10 year trajectory)	<i>Choose one</i>	Employment trends forecast a decrease in job openings/ unstable job market	Employment trends forecast a stabilized number of job openings	Employment trends forecast an increase in job openings	
Economic diversity	<i>Choose one</i>	Limited diversity in few employment sector opportunities	Average diversity in several employment sector opportunities	Diverse industries include many sectors, i.e. manufacturing, tourism, and agriculture.	
COST OF LIVING	Favorability	Low	Medium	High	Comments
Housing costs	<i>Choose one</i>	Fair market rent is more than 30% of average salary	Fair market rent is approximately 30% of average salary	Fair market rent is less than 30% of average salary	
Utilities	<i>Choose one</i>	Higher than national average	At or about national average	Lower than national average	
Transportation	<i>Choose one</i>	No or seriously limited public transportation	Decent but limited routes or hours of service	Well-designed, affordable public transit system	
Food costs	<i>Choose one</i>	Higher than national average	At or about national average	Lower than national average	
COMMUNITY SUPPORT	Favorability	Low	Medium	High	Comments
Social Services Network	<i>Choose one</i>	No safety net	A few services, but limited/not very accessible	Good social services	
	<i>Choose one</i>				
EDUCATION	Favorability	Low	Medium	High	Comments
Public Schools	<i>Choose one</i>	Poor national ranking, poorly funded, few or no services for non-native English speakers. High drop-out rates.	Average national ranking, with some services for non-native English speakers. Average drop-out rates.	Good/top national ranking, Schools offer services to non-native English speakers. Favorable student/teacher ratio. Drop-out rates are low.	

		Favorability Criteria			
Adult Education	<i>Choose one</i>	Few or no areas of support for Adult Basic Education, Adult Secondary Education, and English Language Acquisition.	Some programs offered.	Free/Low-cost adult education opportunities. Institutes of higher learning present	
OFFICE SUSTAINABILITY	Favorability	Low	Medium	High	Comments
Private fundraising potential	<i>Choose one</i>	Little or no resources, foundations, or business in the area that can be fostered	Some resources, foundations, and business in the area that can be fostered	Several resources, foundations, and business in the area that can be fostered	
Government funding potential (local, state, federal)	<i>Choose one</i>	Little or no potential for government funding	Some potential for government funding	Definite potential for government funding	
Potential to build diverse programs the community	<i>Choose one</i>	Does not offer programmatic diversity potential.	Offers some programmatic diversity potential	Offers a strong programmatic diversity potential	
Community acceptance	<i>Choose one</i>	Demonstrated intolerance towards newcomers, few or no newcomer resources	Some demonstrated openness to newcomers	Allocated newcomer resources and demonstrated openness	
QUALITY OF LIFE	Favorability	Low	Medium	High	Comments
Access to health care	<i>Choose one</i>	Health care difficult to access	Some barriers in accessing health care	Affordable, multi-lingual health care available	
Access to mental health care	<i>Choose one</i>	Mental health care non-existent or difficult to access	Some barriers in accessing mental health care	Affordable, multi-lingual mental health care available	
Community Support	<i>Choose one</i>	Groups are isolated from the community	Some support	Evidence of full support	
Safety	<i>Choose one</i>	Higher than average crime rate	Average crime rate	Lower than average crime rate	

Other potential data points:

- **Population** (Very Large = more than 1 million; Large = between 500,000 to 1 million; Medium = 250,000 to 500,000; Small = under 250,000)
- **Recreation/Activities**
- **Existence of immigrant populations.**

Attachment Three

Sample Community Questionnaire

Information collected in this survey informs the national resettlement agency of community capacity. The survey tracks information regarding local employment, cost of living, community support, and education.

Organization Name:

Proposed Service Area:

1. State Refugee Coordinator and Health Coordinator's Offices

- A. What programs does the state refugee coordinator (SRC) currently fund?
- B. What programs does the state refugee health coordinator's (SRHC) office fund?
- C. Have you experienced any delays in the completion of the health assessment? What is the average wait time?

2. Local Government

- A. Are anti-immigrant sentiments expressed in your resettlement area? If so, how have you managed these sentiments?
- B. Please describe the degree to which immigrant groups are isolated or integrated in the local community.
- C. Is there state or local government funding available in support of refugee resettlement programming?
- D. What ethnic communities exist in your resettlement area? What ethnic community-based organizations or mutual assistance associations exist in your community?
- E. What community services are available for refugees in your resettlement area?
- F. Please describe the types of public transportation available within your community. Is the community coverage comprehensive, is the community accessible via public transportation. Is the community accessible via bicycle throughout the year?
- G. Does local law enforcement have a community or cultural liaison? Please describe your relationship with local law enforcement, and include any anticipated support or trainings (for officers and the refugee community) that may be available?
- H. Are there any foreseeable barriers to resettlement in your community?

3. Social Services

- A. What social service programs are available within your community?
- B. What public benefits are available for refugees in your community?
- C. What is the refugee language capacity for these programs?

4. Public Health

- A. What services are available for special medical needs cases and those requiring additional care? (Class A, Class B, , hearing impaired, vision impaired, mild developmental disability, severe developmental disability, and severe physical disability)
- B. What mental health services are available for refugees? What refugee language capacity currently exists?
- C. Briefly describe health insurance and health care options accessible to refugees in your state after the 8 month RMA period.

5. Public Schools and Adult Education

- A. What are the current populations served in the public schools?
- B. What English Language Learner (ELL) programs are available? Elementary, Middle, Secondary?
- C. What tutoring or other support services are available for students?
- D. What are the student/teacher ratios in the schools that will serve refugee children?
- E. What is the drop-out rate in the schools that will serve refugee children?
- F. What adult education opportunities are available? What is the cost of these adult education opportunities? Is childcare provided?
- G. Are there adequate ELL services available to serve the proposed caseload?

ELL Provider Name	Are literacy classes available?	Are year-round classes available?	Please list the hours of availability, keep in mind day, evening, and off-work hours.	Is there a waiting list, if so how long?	Is childcare available?

6. Employment

- A. What is the unemployment rate in your community?
- B. What is the employment trends forecast (5-10 year trajectory)?
- C. Please describe the available employment industries that a refugee would have access to in your community.
- D. Please describe the entry-level jobs and opportunities for advancement in your community.
- E. What is the minimum wage? What is the average starting wage? What is the anticipated monthly salary for a dual parent family of four household?
- F. What are the major employers in the community?
- G. Are the major employer's worksites close to public transportation? What is the frequency of service?
- H. How will your organization coordinate with local employment service providers?
- I. Is there recertification programming available within your community?

7. Housing

- A. What are the average costs of 1-, 2-, and 3-bedroom homes? What is the rate of availability for each (Always, Frequently, Sometimes, or Never)?
- B. What is the average cost of utilities for a 1-, 2-, and 3-bedroom home?
- C. How many different apartment complexes/housing options do you anticipate working with?
- D. Are there any other areas within your community in which you intend to conduct outreach to improve housing options?
- E. Are housing options close to public transportation routes? What is the frequency of service?
- F. Please describe the safety of neighborhoods. What are the crime rates and most common crimes in these neighborhoods?
- G. Will housing leases be in the client's name? Who will sign the lease? Will your office be a co-signer?
- H. What is the average period of a lease?
- I. Are any landlords willing to waive deposits or fees for refugee clients?

8. Communities of Faith

- A. What existing relationships do you have with faith communities?
- B. Are they open to volunteering? Are they already active as community volunteers?
- C. What is their capacity to provide financial and in-kind support?
- D. Are refugees or immigrants part of these faith communities?
- E. Are there any other major community groups that might provide significant volunteer support?

9. Community Support

- A. Please provide a list of the other refugee service providers in your community.
- B. Please describe your community's capacity to serve refugee victims of domestic violence. Are language services available? Are there additional services for children?
- C. What programs are available to provide additional support and services to women? Do they have refugee language capacity?
- D. Please describe your community's capacity to serve lesbian, gay, bi-sexual, transgender, and intersex clients. What community resources are available to assist? Do they have refugee language capacity? What favorable state, county, or city laws are in place that support an open community?
- E. What is the estimated capacity of your community to develop financial and in-kind resources in support of the Reception and Placement Program (R&P) such as foundations, corporations, faith-based/community-based organizations, fee-for-service programs, individuals, state/county/local government, etc.?
- F. Are there other relevant community support or integration programs available within your community that you have not already mentioned?

10. Organization

- A. Please list all in-house programming available to refugee clients, not funded by the SRC's or SRHC's offices.
- B. Is there a state/local law requiring caretakers to obtain legal custody/guardianship of any minor in their household?
- C. What additional interpretation services do you utilize aside from staff language capacity?
- D. Briefly describe the agency training plan for new R&P staff.

- E. What ongoing training do you offer program staff? In what format and in what venues is ongoing training provided? How is this training tracked?
- F. Please discuss your volunteer program. How are volunteers recruited, vetted, trained, monitored, and supported? What tasks do volunteers typically perform?

Preparer's Comments/ Explanations: Please present any clarifications or similar remarks/information here:

Preparer Certification By my signature below, I certify that the above information is complete and correct to the best of my knowledge and ability.

NAME OF PREPARER:

DATE:

Attachment Four

Sample Community Consultation Form

Community			
Fiscal Year		Quarter	

This form is designed to record a single meeting at which all required stakeholders are present, as is required by the Reception and Placement Cooperative Agreement. If more than one meeting was held in order to consult with required stakeholders, complete one form for each meeting.

Meeting Name			
Meeting Date			
STAKEHOLDERS			
Fill in the following table <u>or</u> attach a list of attendees with all required stakeholders clearly identified. If a required stakeholder is not represented, record the reason for their absence below.			
Required Stakeholder	Name, Title, and Agency		
1. State Refugee Coordinator			
2. State Refugee Health Coordinator			
3. Local governance (city and/or county, as applicable)			
4. Local and/or county public health			
5. Local welfare and social services			
6. Local public education			
7. Local law enforcement			

Other Attendees (optional)		
DISCUSSION TOPICS		
Fill in the following table <u>or</u> attach meeting minutes that demonstrate all required discussion topics were addressed.		
Required Discussion Topics	Discussed? Y/N	Key Outcomes and Action Points
1. Proposed arrivals per year and projections through the end of the current federal fiscal year		
2. Characteristics of proposed refugee populations including nationality, ethnicity, average family size and composition, language and education background, and medical conditions		
3. Stakeholders' abilities to adequately receive and serve the projected caseload		
4. Aspects of integration to support refugee participation in civic life		
5. Issues that might prevent adequate resettlement		
Additional Notes (optional)		

Attachment Five

FY 2017 Affiliate/Sub-office Abstract

Each Abstract must be limited to 3 pages

National Agency		Affiliate Code	
Office State		Office City	
Office Name			
Office Address			
JOINT SITE		SUB-OFFICE	
If joint site, with which agency or agencies?		Sub-office	
		Administering affiliate	
R&P PROGRAM AFFILATE STAFFING			
	R&P FTE paid by R&P	R&P FTE paid by other (not including volunteers)	Total Client/FTE Ratio
FY 2016			
FY 2017			

CASELOAD STATISTICS (number of individuals)	FY 2015 Actual Arrivals						
	FY 2016 Acknowledged Capacity						
	FY 2016 Anticipated Arrivals						
PROPOSED FY 2017	AF	EA	ECA	LAC	NE/SA	Total	
U.S. Tie Capacity							
No U.S. Tie Capacity							
Total Capacity							

FY 2015 R&P PERIOD REPORT OUTCOMES			
Total R&P Period Reports Submitted for FY 2015		<i>(number of cases/number of individuals)</i>	
R&P Period Employment	<i>% and fraction</i>	R&P Period Out-Migration	<i>% and fraction</i>
R&P Period Basic Needs and Core Services Provided	<i>% and fraction</i>	R&P Period Household Income Exceeds Expenses	<i>% and fraction</i>

RECENT R&P MONITORING OUTCOMES			
Date of most recent PRM monitoring visit:		Compliance Rating	
Date of most recent Resettlement Agency headquarters monitoring visit (R&P):		Compliance Rating	

RECENT AND PROPOSED CASELOAD

Nationalities served FY 2015–FY 2016	
Proposed nationalities FY 2017	
Languages available on staff to support the proposed caseload	<i>Only include languages spoken by the proposed caseload.</i>
Languages available from within the community of resettlement to support the proposed caseload	<i>Only include languages spoken by the proposed caseload.</i>
Other language resources used	<i>Note whether these resources are telephonic or in-person, and include the frequency and general circumstances of use.</i>

SITE RATIONALE	
Number of other affiliates present	
Local overall unemployment rate	
Available jobs for refugees	<i>List types of jobs/fields where refugees most commonly found employment in FY 2015 and FY 2016.</i>
Average starting wage for refugees	<i>Note the average starting wage or range refugees earned in FY 2015 and FY 2016. Note whether jobs were full-time or part-time, and whether they offered benefits.</i>
Average monthly rent and availability (<i>Note whether Always, Frequently, Sometimes, or Never Available</i>)	1-Bedroom: \$ _____ Available: _____ 2-Bedroom: \$ _____ Available: _____ 3-Bedroom: \$ _____ Available: _____

GRIEVANCE AND PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE (PSEA) POLICY	
Indicate whether you have a grievance policy.	___ Yes ___ No
Indicate whether you have incorporated the IASC’s six core principles for PSEA in your organization’s code of conduct for all staff and volunteers.	___ Yes ___ No

****Instructions:** Please number each response and include the topic in **bold**. The instructions below should **not** be repeated in your response.

- 1. Health Care Access and Refugees with Special Needs:** Within the caseload you propose to resettle in FY 2017, list any conditions that, generally speaking, you are unable to accommodate (i.e., medical conditions, case composition or size, special need, etc). For each type of condition you list, briefly explain this location’s service limitations.
- 2. Community Engagement:** Give two examples of results achieved through implementation of your FY 2016 community engagement strategy. Describe your FY 2017 community engagement strategy and the results you expect to achieve (for

example: six public speaking engagements will result in increased contributions/volunteers/support/awareness for the R&P Program). Describe how you will assess the results to determine the success of your strategy.

3. **Financial Resources:** Enumerate in the chart below the financial contributions from all sources developed by the affiliate in FY 2015 and FY 2016, and proposed for FY 2017 to support the R&P Program. Information on abstracts for jointly-operated affiliates must reflect only the applicant agency’s activities; it should not represent a combination of partner agencies’ information. Include only those resources to be used for R&P activities. Name sources of funding from state, county, or local government. To calculate the per capita total, use actual arrivals for FY 2015, acknowledged capacity for FY 2016, and proposed capacity for FY 2017. Note: other public funding (federal or state) may not supplant or comingle with R&P funds.

Projected Contributions to the R&P Program						
Type of Donor	FY 2015 Actual Cash	FY 2015 Actual In-kind Value	FY 2016 Estimated Cash	FY 2016 Estimated In-kind Value	FY 2017 Projected Cash	FY 2017 Projected In-kind Value
Foundations/Corporations						
Faith-based/Community-based Organizations						
Fees for Service						
Individuals						
Volunteer Hours/Miles						
State/County/Local Government: [SOURCE]						
Headquarters						
Affiliate/Sub-office						
Other:						
TOTALS						
TOTALS PER CAPITA						