



BOARD OF ADVISORS FOR THE
**UTAH REFUGEE
SERVICES OFFICE**

REPORT TO THE GOVERNOR

December 1, 2019



**WORKFORCE
SERVICES**
REFUGEE
SERVICES

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Dear Governor Herbert:

Thank you for the opportunity to share the Refugee Services Office (RSO) annual report from your Board of Advisors for state fiscal year (SFY) 2019, which chronicles the work of more than 30 public employees assisting refugees in the state of Utah. The report highlights the successes and challenges of providing substantial programs to refugees in Utah.

The mission of RSO is to educate and empower refugees in Utah to achieve their dreams through quality services offered in a collaborative, resource-rich environment. RSO envisions a strong integrated community engaged to connect refugees to family-sustaining employment that will ensure their success in Utah for generations to come. RSO continues to work with numerous community organizations to create and enhance programs that improve refugees' access to employment. In addition, RSO takes the lead running the Utah Education and Training Center, where the majority of RSO staff are located and where we engage and partner with refugee communities and other organizations to help refugees access better paying jobs. With the support and counsel of your Board of Advisors and the Department of Workforce Services, RSO manages federal and state funding and coordinates services for refugees in Utah.

During federal fiscal year (FFY) 2019, Utah resettled 472 refugees. This number is reflective of a lower Presidential Determination on Refugee Admissions, at just 30,000. In spite of the lower numbers, Utah has continued to remain a welcoming place for newly arriving refugees, as well as those who have long called Utah their home.

Of the nearly 65,000 refugees currently living in Utah, approximately 99 percent reside in the Salt Lake Valley. With sizable refugee populations from Bhutan, Bosnia, Burma, Burundi, Congo, Chad, Ethiopia, Eritrea, Iraq, Ivory Coast, Liberia, Rwanda, Sierra Leone, Somalia, Sudan, Togo, Vietnam and the former Soviet Union, among others, the Salt Lake Valley is becoming incredibly diverse.

In 2019 we continued our efforts to build and strengthen the refugee employment pathway, recognizing that a good job with promotional opportunities provides the best foundation for long-term family-sustaining wages. We continued to provide various short-term occupational skills trainings and an upward mobility planning process for long-term career guidance, all with the goal of helping refugees build a

career pathway to a livable wage.

The state of Utah is known nationally as a welcoming place for refugees from around the world, thanks to your leadership and support of Utah's refugee program. The following pages outline the various programs administered by RSO. If you have any questions, please contact my office.

Thank you for your continued service to the state of Utah.



Jon Pierpont
Chair, Board of Advisors for the Utah Refugee Services Office

Refugee Arrivals for the Last Four Federal Fiscal Years

FFY	Presidential Determination	Actual arrival numbers in U.S.	Utah Arrivals
2015	70,000	70,000	1,117
2016	85,000	84,995	1,245
2017	110,000	53,700	799
2018	45,000	22,500	421
2019	30,000	30,000	472
2020	18,000		



Refugee Services Office

OVERVIEW



We believe **ALL REFUGEES** should have access to family-sustaining employment opportunities.

The Refugee Services Office (RSO) works in collaboration with the Refugee Services Board of Advisors, who meet on a quarterly basis to provide support and advice to RSO. The Board of Advisors provide a forum for identifying, addressing and recommending solutions to encourage the successful integration of refugees in the state of Utah.

RSO houses the State Refugee Coordinator and serves as the designated state agency to receive and direct money from the U.S. Office of Refugee Resettlement. Most of these funds are granted to community service providers and other agencies to deliver vital services

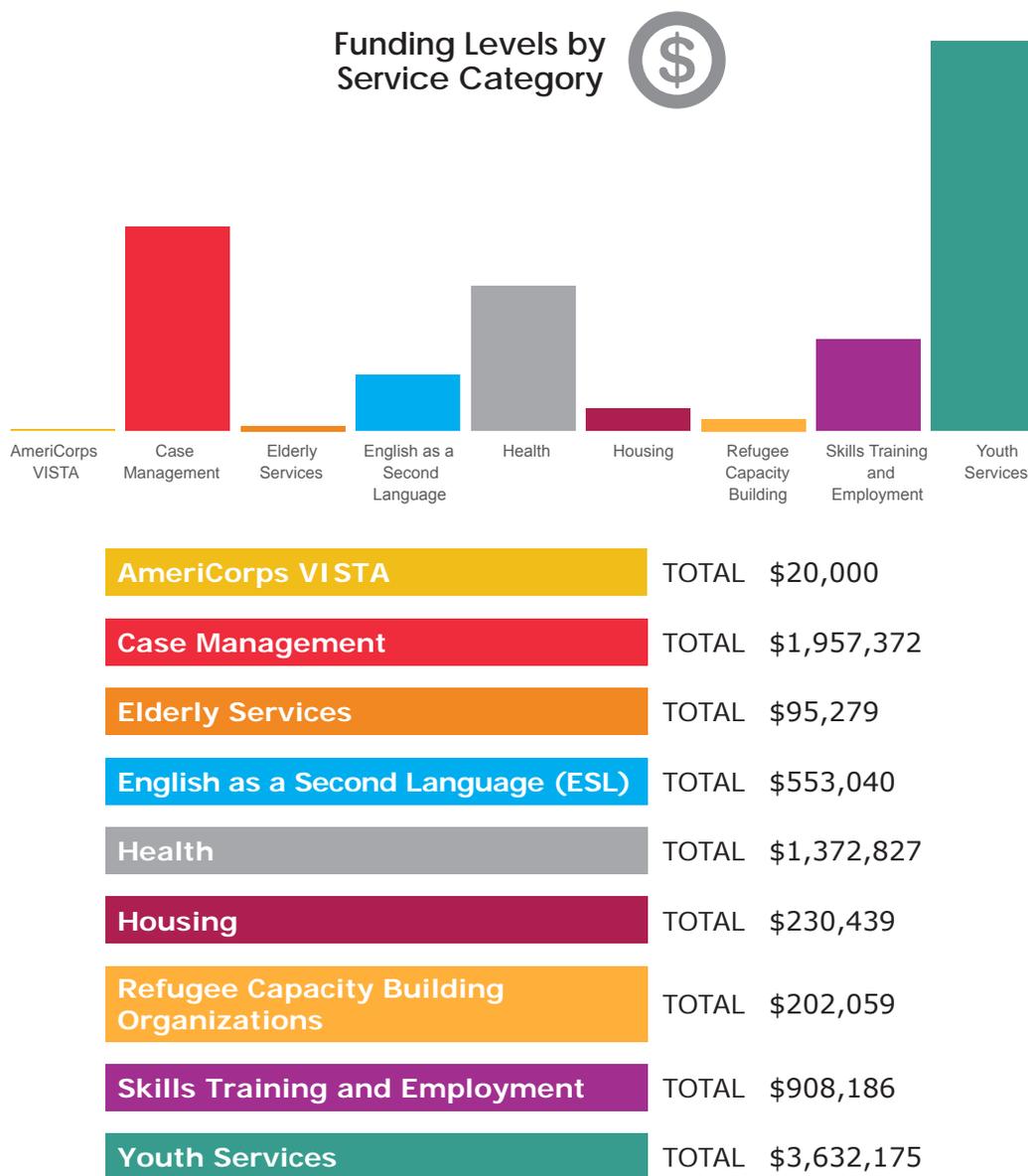
for the successful integration of refugees in Utah. RSO is also home to a dedicated refugee employment team, which administers the Family Employment Program and Refugee Cash Assistance program for Utah's newly arrived refugees. The team works in a collaborative environment to develop employment plans and offers job preparation services to refugee customers. Additionally, RSO assists in the support of Temporary Assistance for Needy Families-funded refugee programs, including case management, housing, English as a Second Language (ESL) and other employment programs for Utah's refugees.



Department of Workforce Services

FUNDED SERVICES

The majority of refugee services are federally funded through the U.S. Office of Refugee Resettlement (ORR) and the Temporary Assistance for Needy Families (TANF) program (with the exception of \$132,000 provided by the state of Utah). RSO administers approximately \$4.5 million from TANF and \$6.4 million from ORR for refugee services in Utah. Overall funding levels are broken out by level of service listed below.



Utah Refugee Education and **TRAINING CENTER**



Core Partners

- Salt Lake Community College
- Utah Department of Workforce Services
- Utah State University



Summary Data

July 2018 — June 2019

Average quarterly number
of refugee visits:

10,653

Average quarterly number of activities
held at the Refugee Center: **720**

- Led by Workforce Services: **23%**
- Led by Partners: **67%**
- Led by Refugee Communities:
10%

Center Goals

The Refugee Center serves two purposes:

1. to foster opportunities for refugees to access family-sustaining employment, and
2. to support refugee communities' efforts to find appropriate solutions towards integration.

Programming Partners

- English Skills Learning Center
- Head Start
- Horizonte Instruction and Training Center
- USU 4H
- Microbusiness Connection Center
 - International Rescue Committee
 - Salt Lake Community College
 - Salt Lake County
 - SCORE
 - Utah Small Business Development Center Network
 - Utah State University
 - Utah State University Extension
- Promise South Salt Lake
- Salt Lake City Mayor's Office – Know Your Neighbor
- Tech Programming
 - Adobe
 - Oracle
 - MX Technologies
 - 3M
 - Utah Asian Charitable Foundation
- University of Utah REFUGES Program

Refugee Services Office

ACTIVITIES

EMPLOYMENT

Case Management

Since 2009, TANF and ORR Refugee Social Services have funded two-year case management for all newly arrived refugees. Extended case management is the foundation of refugee services in Utah, connecting refugees to resources that will improve integration into the communities in which they live.

In 2017, RSO shifted to an outcomes-based case management assessment, resulting in coordinated service delivery to provide refugees with tools and resources to become more economically and financially stable. RSO collected data for 24 months of case management services for arrivals from January 1, 2017. Thus far, reported results indicate case management's positive impact on refugee integration in Utah. Based on the reported data, refugees show an overall increase in progress assessment:

- **86** percent of assessed refugees, 18 years of age and older, show improvement in employment outcomes
- **99** percent live in safe and affordable housing
- **83** percent can successfully navigate educational and training opportunities
- **90** percent understand how to access health care systems
- **92** percent navigate community support services
- **78** percent speak functional English

- **97** percent are able to accomplish life skills tasks such as transportation, parenting, and U.S. civic, legal and law enforcement systems
- **60** percent of employed refugees are **making \$12 an hour** or higher



During FFY 2019, 472 individuals were resettled through Catholic Community Services and the International Rescue Committee. There were 80 secondary resettlement refugees aided by the Refugee and Immigrant Center Asian Association of Utah.

Employment Services

RSO's team of employment specialists help ensure refugees are successful in their employment search, job placement and retention. Refugee-focused employment specialists screen and assess applicants, provide workshops and services, and support employers in hiring refugees.



During SFY 2018, RSO's employment team helped an average of 615 refugee customers per quarter, with an average of 226 quarterly job acquisitions and a 79 percent retention rate.

The current overall average hourly wage for refugee customers is \$12.29, which is a 10 percent increase from the previous year. RSO served 321 customers as part of the Family Employment Program and Refugee Cash Assistance program. RSO successfully closed 238 cases and achieved a positive closure rate of 89 percent. Of these positive closures, 89 percent were due to employment or higher earnings.

Supportive services provided by RSO's employment team during SFY 2018 include (based on quarterly averages):

- **324** supportive services to job seekers, including job applications, resumes, mock interviews, translation and transportation
- **50+** employment-related events, including job fairs, resume workshops, Job Connections, Application Labs, interview preparation, employer education, and networking and employer site tours

- **108** services provided to Utah employers
- **84** distinct employers engaged in hiring refugees

Humanitarian Center

In 2009, the Humanitarian Center Project was created as a partnership between Workforce Services, The Church of Jesus Christ of Latter-day Saints and various local refugee service providers. As the only program of its kind in the U.S., the Center is used to teach English and provide job training to 150 individuals (75 referred by Workforce Services and 75 referred by Latter-day Saint bishops) for 12 months at a time. In FFY 2019, 79 participants completed the program and 36 participants found jobs (a 92 percent placement rate).

Refugee Supportive Housing Assistance

Refugee Employment Subsidized Housing

Workforce Services, in partnership with the Housing Connect, administers the Refugee Employment Subsidized Housing program for single-parent households who are prepared to

work. For the period of August 2018 to July 2019, the program served 73 households including 15 new refugee households.

Bud Bailey Case Management

The Bud Bailey Apartment Community has 136 units, with 45 units reserved for housing vouchers assigned to refugee families. A contract agreement between RSO and the Housing Connect supports two case managers who currently provide case management services to 45 refugee voucher households. The areas of focus for the refugee families are:

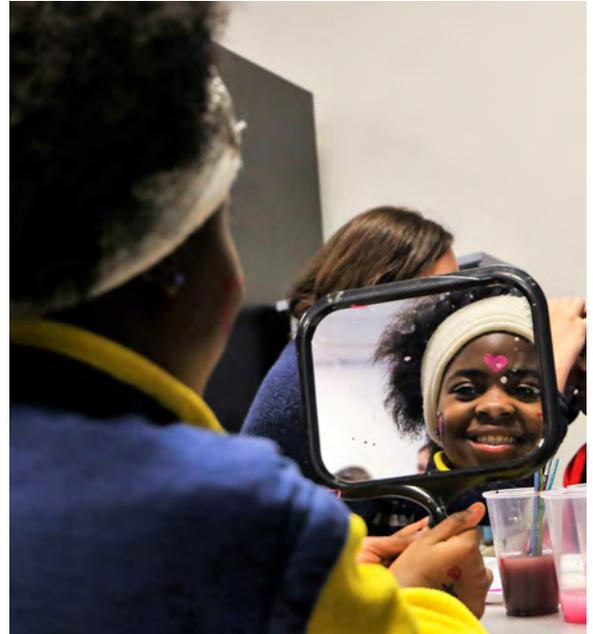
- housing stability
- financial capability/self-sufficiency
- family services for after-school programs

The case managers at the Bud Bailey Apartment Community are using a case management assessment tool that tracks progress in the following seven integration outcome areas:

1. Employment
2. Housing
3. Education and Training
4. Health
5. Community and Family Support
6. Language and Cultural Knowledge
7. Life Skills

Short-term Occupational Trainings

Short-term occupational trainings improve employment outcomes. RSO, in partnership with Salt Lake Community College, continues to expand short-term training offerings. In addition to a successful Warehousing and Distribution program, and Medical Manufacturing and Framing Assistant training programs, RSO recently added National Police Officer Selection Test preparation (NPOST), Phlebotomy, and Computer-aided Drafting.



Warehousing and Distribution

Two warehousing and distribution trainings were held in 2019, serving 18 students and resulting in a 100 percent graduation rate. Preliminary results show that six of the students who entered the training unemployed are now employed in the industry, earning an average wage of \$13.40 an hour.

Medical Manufacturing

The second year of medical manufacturing training proved to be very successful. There continues to be great interest among refugees in gaining skills in this industry. In 2019, 17 students participated in medical manufacturing training, with a 94 percent graduation rate. RSO is currently partnering with employers such as BioFire, Merit Medical and Edwards Life Science to find employment opportunities for refugees.

Framing Assistant

RSO's framing assistant class, ending in September 2019, successfully graduated all five students who participated. RSO will

work with these refugees to find jobs in the industry.

Phlebotomy

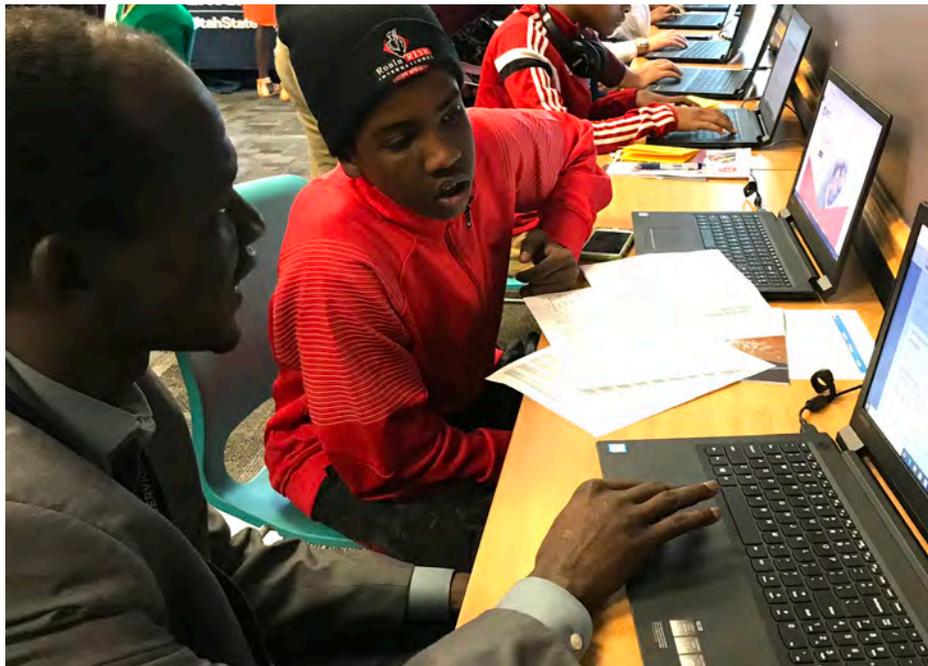
The pilot program for phlebotomy drew a tremendous amount of interest from the refugee community in gaining skills in the medical field. The first phlebotomy training had nine participants, with a 100 percent graduation rate in September 2019. RSO is currently working with these students to secure employment in the phlebotomy field.

Computer-aided Drafting

RSO piloted a computer-aided drafting class in 2019. All five participants successfully graduated from the training. RSO staff are excited to help them find job opportunities in this industry.

Employment Conference

In May 2019 RSO held a two-day conference: "Refugees in Motion: Upward Career Mobility." Day one was an employment conference held for Utah's business community and local



service providers. The focus of day one was to launch Utah's upward career mobility initiative for both refugees and employers. Several dignitaries including, Governor Gary Herbert, were in attendance. Gov. Herbert was given a lifetime achievement award by RSO that was presented by Pamela Atkinson. Afterwards, the governor was joined on stage by all the refugees in attendance that work for the State of Utah, and that now call Utah home. It was a moving tribute to kick off the conference.

Later on day one, Dr. Faith Nibbs spoke to the business community about her research around upward mobility and the importance of short-term training to help refugees work towards a living wage. Per the surveys collected at the conference, her information was well received and impactful. The day also included a "Refugee Experience" — an eye-opening simulation to help the business community and other participants get a small taste of what it is like to be a refugee. This simulation has been replicated multiple times for business leaders as well as the United Way Board of Directors. Day one saw approximately 200 participants.

Day two of the conference was focused around connecting refugees to employers. A job fair was held with 50 employers who recruited from around 200 refugees who attended the job fair and second day of the conference. RSO staff made multiple connections with employers who are sympathetic to hiring refugees.

Upward Mobility

In 2019 RSO implemented the first steps in an upward mobility plan. The model is designed to assist refugees in moving from entry-level jobs into jobs where they can earn a livable wage and attain self-sufficiency in a shorter period of time than if they were working towards these goals without support.

A key strategy of upward mobility involves short-term trainings, where refugees can learn English along with key employment skills in trades that pay higher wages. Some short-term trainings offered in partnership with Salt Lake Community College include medical device manufacturing, forklift and warehousing, and IT. English taught in the classes is specific to the training industry so students have the skills to be successful.

All refugees in short-term trainings meet with the Upward Mobility Coordinator to create a unique plan specific to them. The plan is intended to help refugees understand how to work from entry-level jobs to livable wage jobs.



INTEGRATION

Community Team

The RSO Community Team supports successful integration for refugees through:

- **Capacity Building** – Building refugee community resilience that builds self-reliance and facilitates integration
- **Crisis Intervention** – Providing a safety net to assist refugees in crisis resolution
- **Education** – Increasing knowledge for refugees to remove barriers towards integration
- **Community Connection** – Linking refugees to resources that move them towards self-sufficiency

In SFY 2019, the Community Team served an average of 476 refugees per quarter and provided the following support:

- More than 4,600 unique services, such as interpretation, advocacy, applications, teaching and making appointments, and referrals to available mainstream community resources
- Two resource fairs and 195 workshops focused on economic stability, education, health and life skills

English as a Second Language

Since the beginning of the U.S. Refugee Resettlement Program in 1975, the abilities to speak, read and write English are the major indicators for a person to become self-sufficient and eventually integrate into the greater community. With the growing diversity of refugees resettled in Utah and the low literacy levels of some of these major groups, ensuring the literacy of all refugees has become an increasing challenge.

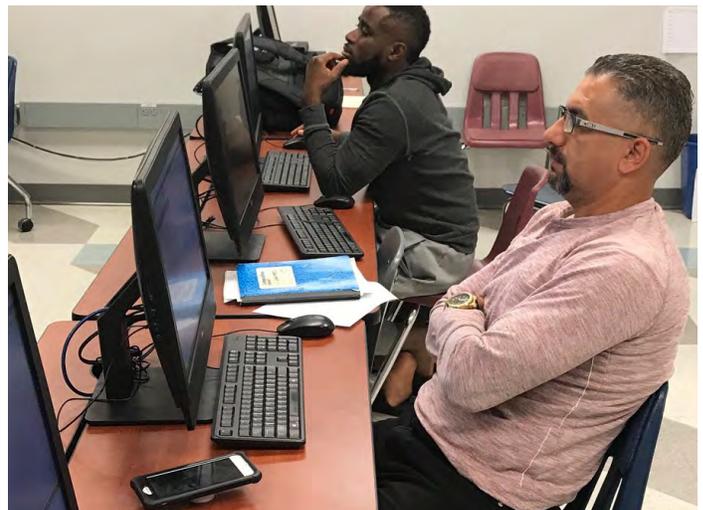
English language instruction funding provides English Language Learner (ELL) training for

refugees enrolled in The Church of Jesus Christ of Latter-day Saints Humanitarian Center skills training program, as well as classes in various locations and for different English language skill levels, including work readiness English language classes. These contracts, which are funded by TANF and ORR Refugee Social Services funding, served more than 594 adult refugee students.

In 2018, in collaboration with ELL providers, RSO moved toward teaching functional English to support better employment placement, as well as competency-based metrics.

Mental Health Support

The RSO Licensed Clinical Therapist (LCT) team offers mental health support to help refugees become aware of the emotional, psychological and physical trauma related to their experiences, and to seek mental health services to overcome them. The purpose of the LCT team is to help refugees access holistic and culturally relevant treatment to manage mental health symptoms, become able to work and integrate into their new community. The LCT team assesses, educates, refers, coordinates and monitors follow-through with services.



From July 2018 to June 2019:

- **258** individuals were served by the LCT team
- **127** individuals attended psycho-educational and support groups in the area of domestic violence, mental health and parenting
- **222** individuals were referred to community partners for additional resources and support

Refugee Capacity Building

The 2018-19 Refugee Community-Based Organization (RCBO) Capacity Building Grant, a collaboration between Workforce Services and The Church of Jesus Christ of Latter-day Saints, focused on building organizational capacity, implementing programs and meeting outcomes. Refugee capacity building funding is a crucial component in supporting the development, organization and overall integration of Utah's refugee population.

Through this grant, RCBOs grow their ability to successfully build and facilitate sustainable programs around expected outcomes. Additionally, they broaden their organization's scope through Workforce Services' required grant trainings to address common gaps in organizational capacity, identified in a mediated assessment with each community

organization at the beginning of the grant period.

This year's organizations were funded as a whole, allowing their boards to propose and budget for multiple year-long programs. During the last grant term between March 2018 and February 2019, 16 community-based organizations received funding to facilitate 36 programs. Programs focused on assisting refugee communities with integration, improving their well-being and teaching the basic skills crucial for success in the United States.

During this grant cycle, 1,526 unique participants attended more than 1,038 program workshops, addressing topics such as board development, English as a second language, life skills, health, parenting, technology and computers, and youth development. To date, these RCBOs have partnered with 70 outside organizations and utilized the support of more than 202 volunteers. Community leaders have performed 517 home visits and referred 286 individuals to programs and resources outside of their own organization, which helps reduce isolation and connects individuals to vital services.

For the full Refugee Capacity Building Grant Report, please see appendix A (page 22).



Refugee Leadership Training

The Refugee Leadership Training is a partnership between Salt Lake Community College, RSO and American Express. The goal of the training is to provide refugees an opportunity to develop their leadership skills and connect to resources that will help benefit their respective communities. This year marked the ninth year the training was offered to adult refugees and our second year offering the training for youth.

Adult Cohort

Upon finishing the 16-week training, participants received a certificate of completion from Salt Lake Community College. Participants included 12 men and 9 women representing seven refugee communities. Leadership topics focused on public speaking, assessing community needs, civic responsibility and conflict resolution. This year's class had the privilege of visiting the Utah State Capitol building and learning about the American legislative process.

Youth Cohort

For the second annual youth leadership class, RSO partnered with USU's 4-H program to offer a nine-week course focusing on personal, organizational and community leadership. The youth cohort was comprised of five boys and 20 girls, all of whom received a certificate of completion from Salt Lake Community College. The class had the privilege of touring the Utah



State Capitol building and participated in a day-long ropes course team-building activity.

Refugee School Impact Grant

In 2019, RSO administered \$191,785 through the Refugee School Impact Grant, which was allocated to Granite School District (GSD) and Salt Lake City School District (SLSD). The goals of the Refugee School Impact Grant are to strengthen academic performance and facilitate social adjustment of school-aged refugees within five years of arrival to the United States. RSO focuses these efforts on college and career readiness, English language acquisition, newcomer support and school support services coordination. The grant's primary objectives include:

- Broad partnerships focused on newly arriving refugee youth to ensure coordination for effective planning and successful program implementation while avoiding duplication of services
- Specialized approaches suited for newly arriving refugee populations, such as cultural orientation, parent-teacher meetings and school orientations
 - In 2019, SLSD used this funding to ensure that refugee students attended school regularly and fulfilled graduation requirements.
- Programming that supports integration of ORR-served youth into school systems such as ELL, buddy programs, mentoring and group activities



- o In 2019, GSD used this funding to support growth of English levels for 54 refugee students enrolled in the Language Academy at Cottonwood High School.

RSO monitors and tracks student progress, facilitates meetings between the school district and the refugee resettlement agencies, and is available as a resource for school districts.

Services For Older Refugees

RSO has contracted with Salt Lake County Adult and Aging Services to develop programs for senior refugees. The purpose of this agreement is to create a Case Manager position to assist refugee seniors in accessing existing mainstream services in the community including supportive services, citizenship resources, connecting and referring senior refugees to the benefits resources, interpretation and translation services, and training and workshops to address their needs. The goal is to reduce social isolation of senior refugees, integrate them into the community, enhance community connections, and promote health and wellness

Case Management

During 2019, 41 seniors and four refugee communities received services related to obtaining citizenship and referrals to community resources. Salt Lake County hosted workshops for refugee seniors featuring various providers, partners and community leaders.

Translation

Salt Lake County has developed and translated brochures and pamphlets of information relevant to seniors into five major refugee languages: Russian, Swahili, Spanish and Arabic. In addition, the training manual for the Foster Grandparent Program has been

translated into Spanish. These tools increase access to vital services for refugee seniors.

World Refugee Day

Nearly 5,000 people attended the 15th annual World Refugee Day celebration June 21-22, 2019, at Big Cottonwood Park in Millcreek City. This event gives the community an opportunity to share and learn about cultures from around the world. For the first time, RSO partnered with Venture Out to expand the event to two days.

The goals of World Refugee Day are to:

1. **Foster Refugee Integration** — World Refugee Day is an opportunity for the mainstream community to interact with and learn about the refugees who make

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2018	45,000	22,500	421
2019	30,000	30,000	472
2020	18,000		





WORLD REFUGEE DAY

Event Sponsors:

- American Red Cross
- Cotopaxi
- Fox 13
- Goldman Sachs
- Health Choice Utah
- Millcreek City
- LDS Charities
- Talent Team
- Fathers and Families Coalition

Event Partners:

- Catholic Community Services
- Their Story is Our Story
- Global Talent
- English Skills Learning Center
- Granite School District
- International Rescue Committee
 - o East African Refugee Goat Project of Utah
 - o Microbusiness Connection Center
 - o Spice Kitchen Incubator
- Good Samaritan Foundation
- Utah Department of Public Safety
- Utah Health & Human Rights
- Mayor's Office for New Americans
- Utah Community & Refugee Partnership Center
- Utah Refugee Connection
- United Nations High Commissioner for Refugees
- Columbus ESL Center
- Women of the World
- Youthlinc



Through the generosity of many donors and local organizations, RSO secured \$24,871 in grants, sponsorships and booth fees.

Utah their home. It also provides an opportunity to educate the welcoming community about refugees and their contributions to Utah.

2. **Celebrate Refugees** — World Refugee Day is a celebration of the strength, courage and perseverance of millions of refugees who fled their homes as a result of persecution in search of a better life and a future for their children.

The celebration includes a citizenship ceremony, music, dance, soccer and volleyball

tournaments, food, movie showing, and children's activities. Local refugee entrepreneurs operate the food tents and global marketplace. Around the World booths allow refugee community organizations to share information about their cultural heritage and engage attendees in learning more about their experiences in their countries of origin.

Through the generosity of many donors and local organizations, RSO secured \$20,970 in grants, sponsorships and booth fees.

ADDITIONAL COORDINATION AND KEY ACTIVITIES

AmeriCorps VISTA

AmeriCorps VISTA (Volunteers in Service to America) is the domestic equivalent of the Peace Corps and one of several national service programs administered by the Corporation for National and Community Service. VISTA members commit to:

- Living and serving in some of the nation's poorest urban and rural areas for a full year
- Subsisting on a living stipend that equates to less than \$5/hour
- Creating and expanding sustainable programs for local organizations and nonprofits

With passion, commitment and hard work, their programs are designed to bring individuals and communities out of poverty.

RSO houses the Utah Refugee VISTA Project, which is made up of 12 members from eight organizations assisting the refugee communities in Utah to build their capacity to become self-sufficient. Many of RSO's VISTA members have completed their year of service and continue to work with refugees in Utah.

The VISTA Project strives to assist refugees in three ways:

1. Integration — Involving and incorporating resettled refugees as equals into the local community
2. Education — Bringing both refugees and the welcoming community members



together to learn from each other and work together

3. Programming — Developing programs to assist refugees in the process of integrating into their new home

In 2019, AmeriCorps VISTA members raised around \$142,000 in cash/in-kind items and coordinated more than 2,800 volunteer hours performed by 1,157 volunteers. They also succeeded in creating 79 new programs, resources and guides, and made more than 46 new community partner connections

Refugee Services Fund

At the end of SFY 2019, the Refugee Services Fund had a balance of \$41,477.04. From July 1, 2018, to June 30, 2019, RSO received \$17,347.08 in donations and sponsorships to the fund, and expended \$22,451.40 to support refugees.

Funds were used for:

- Funerals — \$600
- Girls Volleyball Program — \$2,562.71
- Refugee Voices — \$180
- Rental assistance — \$1,100
- World Refugee Day — \$14,192.78
- Women’s services — \$100
- Youth services — \$398.94
- Refugee Training Center — \$3,316.97

Utah Department of Public Safety

In November 2015, in response to heightened security concerns surrounding terrorism worldwide, Governor Herbert directed the Utah Department of Public Safety to conduct a review of the federal screening process for refugees and security procedures related to refugee resettlement in Utah. This process led to a partnership between RSO and Public

Safety, with a Public Safety officer assigned as a refugee liaison to work with local law enforcement, resettlement agencies and other organizations as a resource, and to build relationships with Utah’s refugee community. This is a unique partnership in Utah and nationally. Between November 2018 and October 2019, the efforts of Public Safety have resulted in:

- **300+** newly resettled refugee contacts
- **20** U.S. law orientation classes at Catholic Community Services and International Rescue Committee
- **7** youth dialogue presentations
- **14** community civic dialogues
- **2,000+** refugee contacts at community events
- **6** local law enforcement coordination meetings
- **6** cases opened or referred to local law enforcement of potential refugee victimization
- **5** gang prevention classes with refugee parents and youth
- **4** classes to refugee communities on domestic violence
- **2** classes for refugee community leaders on the criminal justice system, rights/



freedoms, and improving relations between law enforcement

- Joint efforts from DPS, SLC PD, Horizonte, and RSO to recruit and mentor refugees interested in a law enforcement career
- DPS-lead symposium focused on protecting faith-based communities from targeted violence

Youth Coordination

RSO's goal for refugee youth is to ensure they have access to the same opportunities, regardless of the resettlement agency they are assigned to, their age upon arrival in the U.S., and which school district they are enrolled in. The Refugee Youth Services Coordinator provides collaboration, support and coordination to ensure that refugee youth feel supported and are able to access these services equitably. Additionally, RSO's youth coordinator works to maintain partner engagement, collaborate with appropriate state agencies, advise applicable committees, organizations and boards on refugee youth issues, and implement innovative programming.

2019 Youth Highlights:

- **Ten** at-risk refugee youth were connected to mentors through the Know Your Neighbor Volunteer Program, a partnership between RSO and Salt Lake City.
- RSO hosted the third-annual Refugee Families Halloween Social, where more than **200** individuals participated in games, food and fun, and were given free Halloween costumes for their children.
- RSO hosted the third-annual Refugee Youth Job Fair. More than **118** youth participated in the job fair with **25** employers.
- RSO coordinated the fourth-annual refugee girls volleyball league where **70** refugee girls participated, culminating in a tournament held in conjunction with World Refugee Day.
- The 2018 Salt Lake County Youth Summer Internship Program was completed by **28** refugee youth. Of those, **two** youth were hired on in permanent positions
- Four New youth programs were initiated, serving **59** youth. Programs include Public Speaking, Future Fit, Homework Help and Girls Who Code.



SUCCESS STORIES

TEMESGEN

FOR NEARLY TWO YEARS, Ethiopian-native Temesgen has been attending trainings offered at the Refugee Education and Training Center (RETC) and, at each level, has been building upon his prior success. He first enrolled in a short-term vocational training, providing him the skills to gain employment in a warehouse as a forklift driver for Globus Relief, with a starting wage of \$15 per hour. While attending this training he also enrolled in a basic computer course offered at the RETC, where he learned basic computer skills such as downloading files and internet navigation. Using this base knowledge he applied, and was accepted, in an advanced RETC computer hardware and networking course taught by volunteers from the field. After mentioning to his employer that he was attending this training and looking for IT work, he was able to secure a new IT position with his same employer, raising his wage to \$22 per hour and providing many opportunities for upward mobility and wage growth in the future.



10-YEAR

Partnership Celebration with the LDS Humanitarian Center

ON OCTOBER 25, the LDS Humanitarian Center celebrated 10 years of partnership with the Department of Workforce Services, CCS, IRC, and AAU. Over the past 10 years more than 1,000 refugees have been placed in jobs, due in large part to the training and English skills learned at the Humanitarian Center. With the help of hundreds of volunteers and the collaboration with Workforce Services and other partners, the Humanitarian center has helped hundreds of refugee families attain greater self-sufficiency. The average placement wage for refugees has increased by 22 percent for refugees graduating the program.

SEIN FAMILY

THE SEIN FAMILY was referred to the Refugee Center by a medical social worker. Resettled in Utah three years ago from Burma, they have two young children, one of whom suffers from a chronic medical condition, and the family has not been following up on necessary treatments. The medical social worker worried the family didn't have family or friends and didn't know about available resources. Within one day of receiving the referral, RSO staff contacted the family and made a home visit. RSO learned that the family was concerned about medical costs. The family shared that they don't have friends or family in the state and a lot of worries and needs. The team helped the family apply for Medicaid, SNAP and disability benefits for the child. RSO also helped connect the family with a mentor to check on them weekly and to help navigate resources. The family has been coming to the RETC regularly for support and guidance and they are on their way to a more positive future.

CONCLUSION

The Refugee Services Office remains committed to providing the highest quality services and best practices for refugees who now call Utah home. The work continues for both newly arrived refugees and individuals who have lived in Utah for five, 10, 15 or more years. As part of Workforce Services, the Refugee Services Office will continue to develop, fund and support programs and services that allow refugees to become integrated members of the Utah community.

Visit refugee.utah.gov to learn more about the Refugee Services Office



2018

Refugee Capacity
Building Grant Report

APPENDIX A
PAGE 22



**WORKFORCE
SERVICES**
REFUGEE SERVICES

In Partnership With:



RCBO Grant Overview



Community Capacity [kə'myōnədē kə'pasədē] *noun*: Community capacity is the combined influence of a community's commitment, resources, and skills that can be deployed to build on community strengths and address community problems and opportunities.¹

Background

Over 60,000 refugees currently live in the state of Utah. In 2010, the Utah Refugee Services Office (RSO) developed the Refugee Community-Based Organization (RCBO) Capacity Building grant, with the goal to enable the development, organization, and integration of Utah's refugee population. During this time, RSO supported the creation of more than 25 RCBOs, assisting with bylaws, articles of incorporation, and non-profit status for groups comprised of newly arrived refugees in Utah.

Since its inception, the grant purpose has evolved from focusing on the formation and governance of organizations to the development and coordination of high-quality programs and partnerships. Now, the RCBO grant measures outcomes in three categories: organizational capacity, education and skills, and social integration. The objective of this new structure is to better allow refugee communities to actively participate in their own integration.

Why fund communities directly?

1. Provide funding to small, refugee-led organizations that often don't qualify for other funding sources.

RCBOs' Grant Funding History

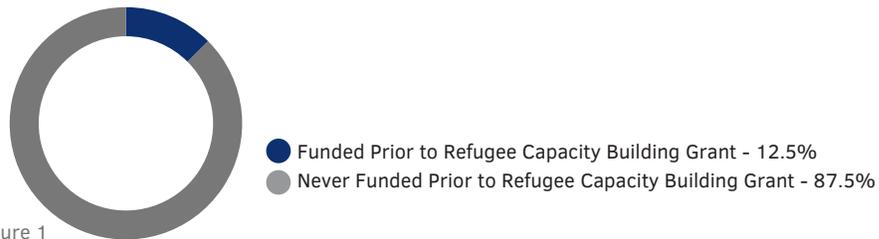


Figure 1

*Figure only includes 2019 grant recipients

2. Generate bottom-up social innovation that allows refugee communities to find solutions to their specific problems.²

Benefits of Bottom-Up Solutions

- a. Innovative diversity
- b. Greater community buy-in
- c. Niche group solutions

3. Extend the reach of the Refugee Services Office beyond those we directly serve.

Refugees Currently Served in Utah



Figure 2

*Figure based on estimated Utah refugee population of 60,000

¹ Aspen Institute, Measuring Community Capacity, version 3/96 pg. 11, (University of Utah Study).

² Tom Hargreaves, Sabine Hielscher, Gill Seyfang, Adrian Smith, Grassroots innovations in Community Energy: The Role of intermediaries in Niche Development, Global Environmental Change, Volume 23, Issue 5, October 2013.

RCBO 2018 Outcomes Organizational Capacity

The key measure of organizational capacity is the ability to successfully manage grants and administer programs independently. Developing capacity in this area is critical to create organizational infrastructure necessary to be accountable to founders and effectively meet the organization's goals.



Kujang Kuteng - Board Member of Equatoria Community Association



International Women's Day 2019

This year, the United African Women of Hope took over responsibility for the International Women's Day refugee celebration, which was previously run by RSO. They planned, organized, and executed the event successfully with over 200 attendees.

23% Increase

6% Increase

16
 Organizations

Successful Completion 88%

38% Exceeded Expectations

Grant Management

- 16 refugee organizations funded
- 88% successfully completed their grants (completed all grant requirements and contracted sessions)
- 38% exceeded contract expectations and required sessions
- 36 total programs (27 new programs created this year)
- 10 month average program length
- 100% received grant management training
- 9 organizations received additional funding
- \$89,775 funds received through outside sources
 - 58% raised through fundraising efforts
 - 42% received through external grant funding

The Equatoria Community Association of Utah (ECAU) began their grant year under leadership that had to unexpectedly step down, leaving the community without their required documentation and five months behind on programming. Seven months later, ECAU completed their grant term with new grant managers, up-to-date documentation, and exceeded program workshop expectations.

Refugee Leadership Experience

- 5 organizations operating independently at the end of the grant year
- 77 refugees served in leadership positions

Leadership Type Breakdown



*Overlapped sections represent individuals who participated in both types of leadership



81% Improved Overall Capacity

Organizations Received Additional Funding

9

\$89K External Funds Obtained

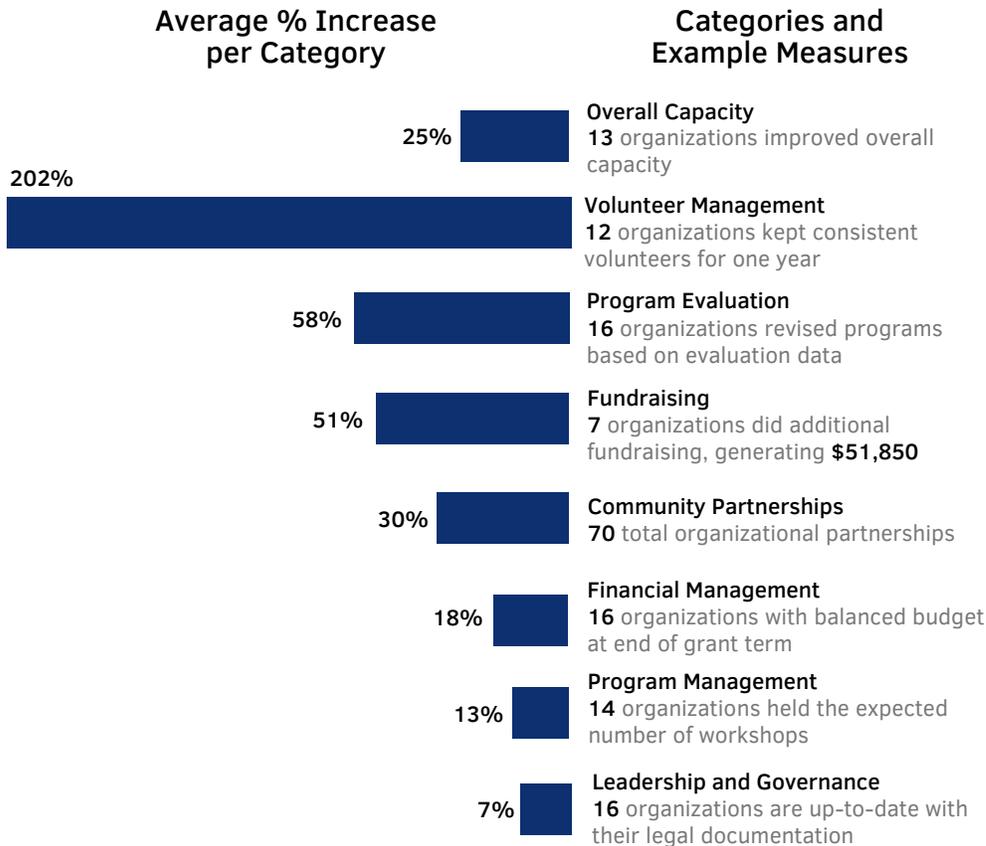
Organizational Capacity Assessment Tool (OCAT)

RSO's Organizational Capacity Assessment Tool (OCAT) is a mediated assessment that was developed to catalyze conversation among leaders about organizational strengths and weaknesses.³ The tool identifies capacity areas and indicators of success in each area that are normalized on a numeric scale. Organizational scores are used as baselines to measure growth over time.

Based on the initial OCAT responses, three categories were identified as having the greatest potential for growth: (a) Volunteer Management, (b) Forming Partnerships, and (c) Fundraising. RSO held multiple grant-management training sessions covering these topics.

*The OCAT was a new grant outcome measure created in 2018

OCAT Results



Women of Action - President: Gilberthe Mwendanga (left); Vice President: Yvette Bwende (right)



Amadou Niang - United Africans of Utah's Project Coordinator

Due to an organizational partnership with the Refugee Justice League, the United Africans of Utah (UAU) were able to connect four troubled youth in their community to legal counseling, allowing them to make informed decisions in court that did not leave them vulnerable to jail or deportation.

³ Benton Cooney, Jessica, et al. *Pact Organizational Capacity Assessment (OCA) Handbook*. 2012.

RCBO 2018 Outcomes Educational Programs

Programs are successfully implemented with measurable learning outcomes. These short-term, newly-created programs focus on building the skills necessary for both increasing employment potential and overall integration.



Somali Community Services' "English Language Program"



Desange at graduation - photo by Laura Seitz, Deseret News

High-school student Desange participated in the Sudanese Community in Utah's "College Preparation Program," which focused on connecting students to scholarship opportunities and advising as well as interview practice. "Through this program, I was able to get a full-ride scholarship to the University of Utah," she says. "This program has given me hope."

177% Increase 200% Increase

Total Programs

36

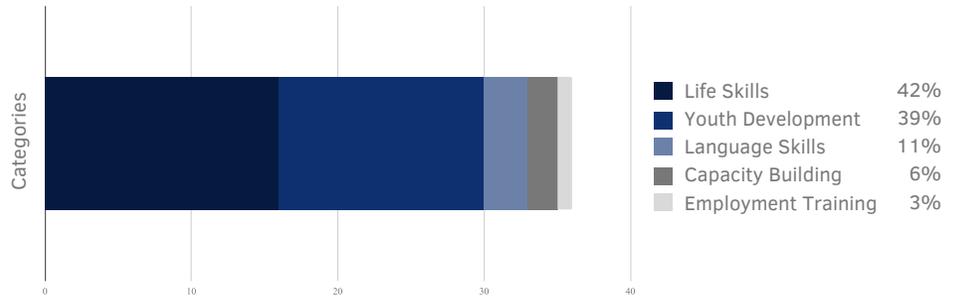
27

New Programs

10

Month Average Program Length

Program Category Breakdown



Language Programs

English Language Learning (48 Participants)

"I can go to the pharmacy by myself and refill medications without an interpreter."
-Somali Community Services' "English Language Program"

47% of students increased their proficiency score to a 3 or above in Reading
76% of students increased their proficiency score to a 3 or above in Speaking
*Scores on a scale of 1-4

Native Language Preservation (101 Participants)

Literacy in the native language is shown to promote higher levels of achievement in English⁴

4 students received the State of Utah Seal of Bilingualism

Employment Programs

Employment Skills and Referrals (118 Participants)

Hawo, a single mother of three, lived in Utah for five years before participating in the Refugee Support Services' "Employment Program." Previously, she was making minimum wage. With the support of this program and DWS Employment Services, Hawo got a job with UPS, earning a 79% increase in her hourly wage.

76 participants referred to DWS Employment Services
60 participants employed during the grant period

Youth Development Programs

College Preparedness (145 Participants)

40 youth applied for college
37 youth applied for financial aid
98 scholarship applications
96% of participants have a better understanding of how to prepare for higher education

Youth Empowerment and Education (399 Participants)

"I can be a leader while I am still young."
-Somali Bajuni Community of Utah's "Goat Project Program"

6 youth engaged in volunteer service activities
7 youth trained for leadership positions

⁴ August, Diane. "English Language Learners: Developing Literacy in Second-Language Learners." *Journal of Literary Research*, 2009.



338% Increase

63% Increase

1,038

Program Events

1,526

Total Participants

99%

Would Recommend Program to Others

*2017 comparison data adjusted to reflect 12 month grant cycle

Life Skills

Life skills programming addresses topics that facilitate comprehensive integration. These skills and cultural expectations are not always immediate concerns upon resettlement, but hinder the integration process if ignored.

Exam Preparation Programs

Driver's License (23 Participants)

6 students passed the drivers license test

Citizenship (48 Participants)

7 students in citizenship class were granted citizenship

Skills-based Programs

Computer Skills (77 Participants)

100% of students demonstrated improvements in their basic computer skills based on pre- and post-test results

Financial Literacy (87 Participants)

90% of participants know how to manage a family budget

Local Laws (115 Participants)

93% of participants have a better understanding of their rights and the role of law enforcement in the US

Healthcare (69 Participants)

24 families enrolled in health insurance plans

Women's Programs

Parenting (273 Participants)

*"I will let my children have a voice in my parenting so they are heard too."
-Somali Bajuni Community of Utah's "Parenting & Youth Program"*

99% of participants have a better understanding of culturally appropriate parenting behaviors in the US

115 participants learned new strategies for dealing with family conflict

125 school meetings attended by parents

Health & Nutrition (259 Participants)

95% of participants noticed an improvement in their physical well-being

Domestic Violence Prevention (143 Participants)

92% of participants increased their knowledge of available domestic violence prevention resources

"Because of some difficult vocabulary, I didn't understand questions and failed at the DMV test. After attending driving classes ... I was able to pass and obtain a Driver's License."

-Bhutanese Community in Utah's "Driver's License Program"



Bhutanese Community in Utah's "Parenting Program"



United African Women of Hope's "Women's Health and Nutrition Program"

"Before, I was buying unhealthy food. Now, I check expiration dates and how much sugar is in food before I buy it."

-Women of Action's "Women's Self-Sufficiency Program"

RCBO 2018 Outcomes

Social Integration

Bridging and bonding are both crucial components of successful integration. These two indicators allow individuals and communities to gain resiliency and successfully navigate life in their new home (*Indications of Integration*).⁵



A mainstream volunteer teaching in the Somali Community Services' "English Language Program"

"I was able to work with [volunteers] who truly cared about my future. People who took time out of their busy days to come and help me."

-Sudanese Community in Utah's "College Preparation Program"

A client scheduling a meeting with RSO's job developers



71% Increase

70

Organizational Partnerships

22% Increase

Total Volunteers

202

17% Increase

2,287

Volunteer Hours

*2017 comparison data adjusted to reflect 12 month grant cycle

Bridging

Increase connections with the broader community of the host country.

"[Partnering with health-related RCBO programs] is very helpful in building cross-cultural, patient- and community-oriented skills in [the University of Utah's] physician assistant students. I anticipate that this will help them be of better help to refugee communities after graduation."

-Dr. Grant Sunada, instructor with the Department of Family and Preventative Medicine at the University of Utah

External Connections

70 organizational partnerships

110 mainstream volunteers

87% of participants got to know people from other communities

70% of participants created new relationships with the wider community

Connection to Resources

84% of program participants learned of new resources

85% of those who learned of new resources can access them independently

286 referrals made to local services

Common referrals included:

- a) DWS Programs and Services (177)
- b) Utah Community Action's HEAT Program
- c) Granite School District's Parenting Class
- d) Humanitarian Center's English Program

Kalson, a single mother of eight from Somalia, met a volunteer named Mary through the Somali Community Services' "English Language Program" three years ago. Mary began to visit Kalson at home twice a week to help her with basic ESL, then, when Kalson was able to read and write, she moved on to teaching citizenship preparation. After three years of home visits, Mary took Kalson to apply for her citizenship, remaining by her side as support during the intimidating interview. Kalson passed her test, earning citizenship for herself and all of her children! Now, Mary's family has become family to Kalson's. Kalson says that Mary is her sister from another mother, because Mary changed her life from one of isolation and loneliness to a life full of hope and joyful memories.

⁵ Understanding Integration: A Conceptual Framework, Journal of Refugee Studies Vol. 21, No. 2, Alastair Ager 2008. Published by Oxford University Press.



136% Increase



*2017 comparison data adjusted to reflect 12 month grant cycle

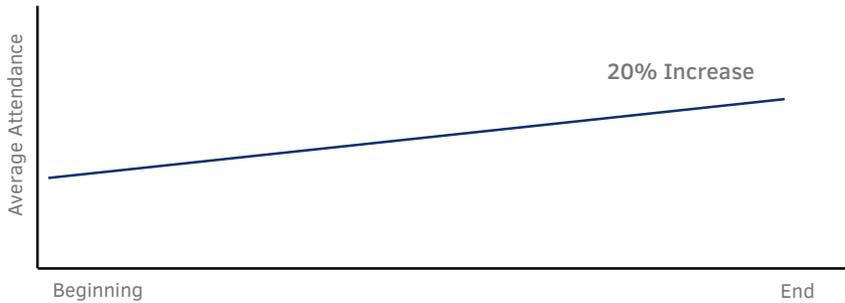
Bonding

Increase connections and sense of belonging within self-identified cultural groups.

Create a Cohesive Group

- 1,038 program events
- 1,526 total participants
- 99% of surveyed participants would recommend their program to others
- 89% of programs maintained or increased attendance throughout the grant period

RCBO Average Program Attendance



Connection to Community

"Each person is so important to collective growth."
 -Equatoria Community Association's "Cultural Preservation Program"

- 92 refugee volunteers
- 517 home visits
- 22 cultural events
- 94% of participants identified feeling a deeper bond with community members
- 86% of participants attributed participation in a program with connecting them to a community member who can provide support and guidance

Decrease Isolation

"Participating in the community gatherings made me feel safe and loved."
 -Somali Bajuni Community of Utah's "Goat Project Program"

- 25% of participants do not meet with their community outside of RCBO events or religious gatherings
- 97% of participants feel they are a part of a representative community



Refugee community women at social event

"What started as a citizenship class has ended up to be a strong group that supports families and the community at the same time as striving to reduce the language barrier."

-Somali Community Services' "English Language Program"

United African Women of Hope's cultural celebration





Visit

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