APPLICATION COVER SHEET

(Complete all items. Sign in blue ink. Submit as cover sheet for application proposal)

REQUEST FOR PROPOSALS (RFP)
RFP No. CVS-15-091

Issue Date:	May 27, 2015
Title:	Refugee Services in the Richmond Area
Commodity Code:	95275
Location:	Richmond Area
Contract Period:	October 1, 2015 – September 30, 2016 (Renewable)
Sealed Proposal Due Date & Time:	**June 30, 2015 at 4:00 p.m. Eastern Time**
Issuing Agency:	Commonwealth of Virginia Department of Social Services General Services 801 East Main Street, 14th Floor Richmond, VA 23219-2901

SEALED PROPOSALS ARE TO BE MAILED OR HAND DELIVERED TO THE ABOVE ADDRESS. DO NOT FAX OR E-MAIL.

Proposals for providing the services described herein will be received subject to the conditions cited herein until the proposal due date and time shown above. **PROPOSALS RECEIVED AFTER THAT TIME WILL BE RETURNED WITHOUT CONSIDERATION.**

All *inquiries for information* should be directed to (do not send proposals to this e-mail address) Robert Earley (804) 726-7182 robert.earley@dss.virginia.gov

In compliance with this Request for Proposals (RFP) and to all the conditions imposed therein and hereby incorporated by reference, the undersigned Applicant agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation

CWS Richmond
(Name of Organization)
3314 N. Parham Rd., Ste. B
(Address – Line 1)
Richmond, VA 23294
(Address – Line 2)

Date: June 30, 2015

Signature: James Hershberger

Printed Name: James Hershberger

Title: Executive Director, CWS Virginia

Phone: (540) 433-7942

E-mail: jhershberger@cwsglobal.org

This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, status as a service-disabled veteran, or any other basis prohibited by state law relating to discrimination in employment

Application Proposal Checklist

	Description	Included	Not Included
1	Application Cover Sheet, ***signed***,	X	
2	*Completed Proposal Checklist (this document)*	X	
3	Description of Proposed Project (Narrative – **20 Page Maximum**)	X	
4	Proposed Employment Outcome Goals *for RSS* **(Form A)**	X	
5	Proposed Employment Outcome Goals *for TAP* **(Form A)**	X	
6	Budget Forms *for RSS* **(B1, B2, B3)**	X	
7	Budget Forms *for TAP* **(B1, B2, B3)**	X	
8	Agency Organizational Chart	X	
9	Job Descriptions of positions in budget	X	
10	List of Current Board Members (non-profit applicants only)	X	
11	Letters of Support or Interagency Agreements	X	
12	Copy of Confidentiality Policy	X	
13	Program Assurances ***signed*** **(Form C),**	X	
14	Certification Regarding Lobbying, Debarment, and Drug free Workplace **(Form D)**	X	
15	Assurances, Non-construction Programs ***signed*** **(Form E),**	X	
16	W-9 Form **(Form F)**	X	
17	FFATA Sub-Recipient Data Form ***signed*** **(Form G)**	X	
18	State Corporation Form ***signed*** **(Form H)**	X	
19	501 c3 Certification from the IRS	X	
20	Copy of Most Recent Audit	X	
21	Pre-Proposal Conference Form **(Form I)**	X	

Executive Summary

The mission of Church World Service (CWS) of Richmond's Refugee Services Program is to provide support and services to help newcomers achieve sustained self-sufficiency in the U.S. CWS provides holistic services including basic needs support, case management, health services, comprehensive employment services and facilitation of access to community services and educational programs.

Church World Service (CWS) of Richmond has been providing comprehensive services to refugees in the Greater Richmond area for more than fifty years. CWS of Richmond has worked hard to demonstrate compliance with all current state and federal contracts and boasts a 98% rate of employment for eligible refugee clients. Through its broad network of employment opportunities and individualized approach to job preparedness and placement, CWS has consistently been successful in placing refugees in full time positions with an average wage at or above $10/hr.

In 2015-2016, CWS hopes to continue its partnership with the Office of Newcomer Services (ONS) and expand upon its successful employment program to increase access to high quality English language training (ELT) and enhanced employment programming. CWS will provide individualized employment assessment, preparedness, and placement services that result in 70 job placements with an average wage of $10.25/hr. Additionally, CWS will formally incorporate the STEP program into its employment services to assist refugees in upgrading their employment opportunities and opening new doors to future careers. Finally, CWS will utilize its network of partners to develop increased capacity for ELT classes that are accessible to clients by walking and/or bus and that provide for ongoing learning opportunities.

Summary of Past Accomplishments

CWS Richmond has provided resettlement services to refugees, asylees, parolees and SIV refugees since the 1962. Originally as a program of Virginia Council of Churches (VCC), CWS transitioned in July 2012 to become a direct affiliate of Church World Service. As part of the CWS network, the Richmond office has access to a broad range of resources, training and support from CWS's corporate center as well as through its network of partner affiliates across the country.

Over the past three years, CWS Richmond has successfully welcomed 433 refugee arrivals into the Richmond area providing basic needs support, comprehensive case management services, health services, individualized employment preparedness and placement and information and referral services in a culturally and linguistically competent manner. CWS Richmond has an extremely high success rate in its employment programs with job placement numbers consistently in the 95-100% range for eligible new arrivals. Because of its success in placing refugees in initial full time work quickly as well as the work that the program has done to provide job upgrading opportunities for newly arrived refugees, the Richmond office of CWS has become a hub for refugees coming from outside of the CWS network as well.

Today, employment services at CWS include partnerships with a wide variety of businesses and employers including Aeortek, Tyson's, Bon Secours, Amazon, Westminster Canterbury, HCA, Chick-fil-A, Phillip Morris, Hilton and more. Job types include food processing, Housekeeping, Laundry, Poultry Preparation, restaurant work, construction, landscaping, retail order filling & distribution, cable installation, grocery store work, maintenance, tailoring and auto repair. The Richmond office has

successfully instituted pre-employment job readiness classes to aid in job placements that has shown good results and strong attendance.

To supplement its employment programming, CWS Richmond recognizes that stability in home and health are essential to long term self-sufficiency. CWS Richmond has utilized the services of a health liaison position to assist clients with medical and mental health needs that go beyond the initial health screenings. This position has assisted refugee clients in overcoming barriers to self-sufficiency by facilitating access to health care services ranging from vision care to services for autoimmune diseases, pregnancies, psychiatric care, and comprehensive support individuals with disabilities. With a foundation of good health and support for the family, employable individuals are better able to focus on their work to prepare for and begin employment in the US.

CWS Richmond also recognizes the important need for newly arriving refugee clients to feel as though they are integrated members of the Richmond community. To ensure that clients have access to the social services they need as well as to mainstream services in the community, CWS has focused on building strong community partnerships across sectors. As a foundation, CWS maintains strong working relationships with partners at the city and county health departments, the offices of social services, and the Social Security offices. CWS has initiated events with local businesses like Genworth Financial, Capital One and the Red Cross that have sponsored special community projects for refugees on topics of financial literacy, a "Ladies Day" dealing with issues faced by female clients and an emergency preparedness workshop. CWS has also created a disaster preparedness kit for each

new family that arrives which includes supplies and emergency information should a major storm/power outage etc. occur.

A significant accomplishment for CWS Richmond has been its relationships with over a dozen local faith groups throughout the greater Richmond area. Over the years these faith groups have provided furniture, bedding, household items, school supplies, clothes, personal items, infant needs, and even holiday presents. They have assisted CWS Richmond clients with such services as culture orientation trainings, ELT classes, transportation, housing, school tutoring, and spiritual needs.

CWS Richmond has also established strong partnerships with local non-profits such as the local YMCA, Re-Establish Richmond and the Central Virginia Apartment Association. As a result of these partnerships, benefits to refugees include greater engagement in the community, information for continued integration success, additional housing options, school tutoring, training for navigating public transportation and obtaining driver's licenses. CWS Richmond staff members have obtained used automobiles that have been given to appropriate families for private transportation needs. Recently, CWS Richmond nominated a family that ultimately received a 7 passenger van from a local auto repair business.

As part of an ongoing to community engagement, CWS Richmond has several staff members participating on the Greater Richmond Mental Health Council (GRRMHC), the Refugee Leadership Council, the Richmond Dialogue Group and the Tuckahoe YMCA Social Responsibility Committee. All these entities have been established to aid in the on-going work of helping refugees successfully resettle in Richmond (see attached letters of support). As part of the GRRMHC, the CWS

Richmond Director and Health Liaison contribute to the efforts of this group. The council has developed a resource directory of mental Health facilities, established working relationships with private and public mental Health providers, recruited individuals from these providers to participate on the council, and have created a mental health assessment tool for newly arriving refugees.

Regarding the Refugee Leadership Council, CWS Richmond's Director contributed to the formation and goals of this council. He has been appointed to help coordinate communication about services, concerns and issues from the Leadership council to the GRRMHC, the Dialogue Group and others as needed. CWS Richmond's Director has also served as a co-chair of the Refugee Dialogue Group which was initially established by the state Coordinator's office as part of the Virginia Community Capacity Initiative. The Group is comprised of community leaders and individuals that provide services or impact refugees in some way. The director helped initiate Dialogue goals/objectives such as assessing and seeking out additional housing, and has taken the initiative to begin a process to encourage Henrico County to formally announce the county as a Welcoming Community for Refugees.

CWS Richmond is proud to provide a consistently high level of services to its refugee clients in accordance with all local, state and federal service contracts and grants. CWS of Virginia has recently instated a new individual as Executive Director and continues to work to upgrade its financial services and tracking mechanisms. The office has also been successful in its monitoring evaluations at both the state and national level demonstrating contract compliance and excellence. In the 2015-2016 program year, CWS Richmond will also have the added support of a Regional Director for US

Programs that will be working closely with the network of direct service offices along the east coast providing intensive staff development, program evaluation and targeted support to each office. CWS is committed to continual improvement in all of its sites and looks forward to building on the strong foundation in place in Richmond.

Service Delivery Plan

Service delivery for RSS clients is coordinated using a team based approach to services in the CWS Richmond office. Though case managers and employment specialists take a lead in coordination of service provision, all staff members regardless of job role have a responsibility to help when needed and assist/support clients in their efforts to become self-sufficient and successfully integrated into the community. The seven current CWS Richmond staff members have a total of over 34 years of experience working with refugees. This staff team, which has been together for several years, is dedicated to and diligent in their work with clients and has a genuine compassion for aiding new Americans.

Prior to the arrival of a refugee, the Richmond team meets and discusses each case to review and brainstorm around appropriate housing for this family, additional services that may be needed, health profiles and potential employment opportunties. Referrals and appointments are arranged in advance for health screenings, ELT classes, and school enrollment for children. Employable adults are identified in advance, potential employment opportunities are planned / discussed and the case is assigned to the appropriate case worker. A file is set up and documentation of the pre-arrival services is inputted into the case notes. Even before the case arrives in

Richmond, a plan of action and services is already in place and ready to be implemented.

Immediately upon arrival, an assigned worker inputs the case demographic information into the state Virginia Newcomer Information System (VNIS). As the case progressives, the employment specialist lists all appropriate job information into the VNIS database as well. This provides an important tracking tool to assess success in job placement rates, average wage and job retention.

Over the first 30 days during the Reception and Placement phase, the case worker ensures that all appropriate services are rendered efficiently and within required time frames. These services include finalizing housing; arranging for furniture delivery, providing household and personal items; ensuring the family has food; completing appointments with the department of Social Services, Social Security office, the health department and enrollment of children in school. Case managers provide comprehensive cultural orientation sessions which cover many topics such as sponsorship roles, basic needs support, immigration services, legal responsibilities, resettlement & employment plan, health care, education, American culture, public services, finances and budgeting. In 2015, the CWS Richmond program launched a video cultural orientation series to further supplement its orientation program and is in the process of obtaining translation of these videos in the primary languages of services.

During this initial resettlement period both the case worker and the employment specialist meet with the client and fill out the Comprehensive Resettlement Plan. The employment specialist also meets with the client, discusses employment services and

completes an Employment Assessment report. Before the 30th day of arrival, the Pre-Arrival & Match Grant worker will meet with the family and discuss available resources via either the Match Grant program or TANF. If the family chooses TANF the case worker will complete an online application, make arrangements with Social Services to include this service in their plan and assist in enrolling them in the VIEW program. The case worker follows up with clients in the VIEW program who need to attend ELT classes. The employment specialist works in conjunction with the VIEW program and provides all necessary job search services and job placements. For clients on Refugee Cash Assistance, the case worker and employment specialist assist with needed services such as ELT and job search actives/job placement.

CWS Richmond staff, particularly case managers and employment specialist consistently manage the case throughout the resettlement period to ensure that all services and needs of the clients are met. Staff members are frequently out in the community interacting with clients at their homes and jobs. While the government requirement is two home visits within the first 30 days, CWS case workers meet with clients for various appointments and reasons multiple times per week. This attention to their needs (over many months) helps ensure that refugees are able to adjust to their new environment, have the needed and required services afforded to them, and begin a successful, self-sufficient life. Feedback to the office reflects that CWS Richmond staff members are diligent and involved reflects this truth. The following is a recent quote from a community partner member, "I know how hard your team works because I can hear it from refugees themselves. I hear your case workers names and know they are out in the community working hard with refugees."

CWS Richmond ensures comprehensive management of cases by reviewing client files each week at staff meetings. Case workers bring concerns or issues about clients to the table and the team discusses the situations & problems and helps find solutions. Additionally, each week, family financial situations for each case are discussed. If a family or client is in need, extra funds are issued to help cover such needs as rents, utilities, or food.

Documentation of every service and contact with clients is recorded in case notes in the client's case file. All important and required documents are copied and / or placed in the file also. Case files are reviewed regularly by designated staff including the office director. CWS Richmond created a case file checklist form that case workers use to ensure that all interactions and services to refugee clients are completed and recorded.

Resettlement success goes beyond the required interactions between CWS staff and refugee clients. CWS Richmond has over the years established a wide network of community partners, both public and private that aid in resettling refugees. Of critical importance are strong relationships with various public service agencies. CWS case workers have excellent interactions with the city and county health departments. These relationships have grown to both a mutual respect and a professional friendship basis whereby CWS staff and health department staff know each other by name. CWS case workers have established strong relationships with various social workers at the departments of Social Services which is critical at times when finalizing benefits or overcoming DSS system issues when they arise.

CWS Richmond recognizes that community partners are important for both short-term and long-term refugee settlement success. The CWS Richmond office has established relationships with a number of churches / faith groups throughout the area. Various churches such as Trinity UMC, First Baptist, St. Thomas Episcopal, Staples Mill Baptist, West End Presbyterian, Tabernacle Baptist, Westover Hills Baptist, The Islamic Center of Richmond, Buddhist Temple, St. Michaels Catholic, St. Mary's Catholic, Congolese Christian Church, and Hope EPC provide needed furniture, beds & bed linens, household items, school supplies, clothing, infant baby needs, automobiles and even space for ELT classes. Whenever an essential item for a refugee family is needed, the office sends out a request to our faith network and they almost always respond with the help/item that is needed. For example, CWS Richmond required a wheelchair for a refugee client and through this network and received a donated wheelchair immediately. Each time a newly arrived pregnant clients has a baby, the churches provide overwhelming support with baby furniture, strollers, toys, clothes, diapers, and all things a new mother will need to care for her infant.

In addition to donations, faith partners offer refugees friendship and community support. They greet new arrivals at the airport, sometimes offer help with housing, jobs, ESL training, and opportunities for worship. Pastor and former Refugee Samson Njorge has made worship available to newly arriving Congolese refugees as well as provided interpretation and transportation services for clients. Another church partner, Tabernacle Baptist opened its doors to assist many Burmese refugees through worship services, fellowship, and help with community adjustment and integration.

CWS Richmond has critical relationships with organizations that are very important to the success of refugees beginning a new life. CWS staff has partnerships with several apartment complexes including Stoney Ridge, Bremner Woods, Nottingham, Patterson and Colonial. Without these housing opportunities for refugees resettlement would be extremely difficult in the Greater Richmond area. CWS staff members maintain close relationships with leasing managers of apartment complexes and this has proven to be important when clients have had housing problems, needed unit changes, or wanted to out-migrate before leases ended. By working closely and communicating with these leasing managers, CWS staff has been able to maintain our partnership on a positive note and resolve client housing issues.

Other community partners include Re-Establish Richmond, Tuckahoe YMCA, Douglas Freeman H.S., Afghanistan Student Association, Long and Foster Realty, Hope Thrift, VA Apartment Management Association, Conner Brothers, Velani owned Convenience Stores, (abused women agency) and numerous employers such as Areotek, Tyson's, Bon Secours, HCA, Westminster Canterbury, the Hilton, the Marriott, Amazon, Phillip Morris and the other local resettlement agency at Commonwealth Catholic Charities. These community partners and stakeholders are important to help ensure that refugees have a successful resettlement experience and good opportunities for living. They provide a continuum of services such as volunteering, providing donations beyond the basic required items, donations of automobiles, storage space, identification of additional housing / apartment units, good jobs with reasonable pay / benefits and promotions, training for use of public transportation and driver's education, tutoring, memberships that enhance refugees' community integration through

involvement in after school programs, sports, healthy living, and even getting to know and establishing friendships with others who are of varied ethnicities, backgrounds, and social economic status. CWS Richmond has also received significant financial donations from our employment partner, Aerotek, to help bridge the gap between what government funds will cover and the on-going needs of refugees.

CWS Richmond will continue to seek out additional community partners in an endeavor to enhance the continuum of services for refugees particularly beyond resettlement agency services. CWS Richmond office is currently in the process, through its corporate center, to accept a long-term full-time volunteer via the AmeriCorps Refugee Corps program. This person would assist with employment and health related services.

CWS Richmond assists with a variety of immigration petitions such as Green Card and Naturalization applications, Medical exemptions for the English test, extending non-immigrant status, Temporary Protected Status, Employment Authorization, Renewing Green Cards, Government Fee waivers, preparing for immigration interviews, and general consultations for immigration petitions. Further, since January of this year CWS has helped over 30 families from Guatemala, Honduras and San Salvador apply for reunification of their children through the Central American Minors (CAM) program. In fact, the Richmond office has prepared more applications than any affiliate in the CWS network. Applicants continue to schedule appointments for this service and CWS Richmond anticipates many more legal immigrants from these countries will apply. If applications for CAM are approved by the U.S. government, these children will come to

Richmond with full legal refugee status. This office will then provide all necessary resettlement services to them and their families.

CWS Richmond believes that earning an income through jobs is a critical factor with regards to refugee success and self–sufficiency. CWS is proud to have established a strong employment record and consistently places nearly 100% of employable refugees in jobs. CWS' employment specialist has created a strong and viable network of employers that often seek out the services of our program and our clients to fill their staffing needs. The CWS Richmond work plan for employment services has multiple facets with the ultimate goal of helping clients find jobs that will allow their families to live independently and avoid significant reliance on government programs.

CWS Richmond's employment services begin even before the refugee arrives. Based on the biographical information provided, staff members determine which refugees are employable and discuss a general plan of action for helping them with jobs by identifying potential employers that may match up with the clients' backgrounds. Once the clients arrive, the employment specialist interviews the client personally and conducts a comprehensive employment assessment. The assessment includes the client's previous work experience, skills, transferable skills, education, English language ability, and the job desires of the clients themselves. Once the assessment is completed, the employment specialist completes the job related portion of the Comprehensive Resettlement Plan (CRP) for that client. The CRP is shared with the client and together the employment specialist and refugee begin the job search process.

The CWS Richmond employment specialist provides an employment training workshop twice a week on Tuesday and Thursday mornings whenever job seeking clients are available. Every employable refugee receives job training. There are basic training goals such as resume' writing and how to complete a job application. Additionally, clients receive specific training as it relates to the types of positions they are targeting. In addition to resume preparation, the employment workshop covers interviewing skills, how to complete an on-line job application, resources for locating job openings, proper dress for job interviews, basic English to know with regards to the particular job one is interviewing for and why and how companies will require drug testing.

The employment specialist does not stop with just the training. After scheduling job interviews, s/he accompanies the client to the interview and often assists with filling out on location job applications and transporting clients to labs for drug testing. His/her support goes beyond simply pointing clients to potential jobs and job openings. S/he is invested in assuring that the client meets all the job requirements, does well with interviewing, and properly completes all necessary paperwork. The CWS employment specialist is also invested in a cooperative relationship between candidate and employer. When a good relationship transpires between refugee and employer, that employer is more likely to hire additional refugee clients in the future.

The employment specialist follows up on a regular basis with the employed client and the employer to ensure that a smooth transition has occurred and that both parties are pleased with the job performance. Follow-ups occur at two weeks, 30 days, 60

days and 90 days. All employment activities are documented as part of case notes in the client's case file.

In addition to assisting and placing newly arriving CWS clients in jobs, CWS has assisted many secondary migrants obtain work who hear about the success of CWS' job services. The Richmond CWS office has even received refugees who traveled to Richmond from other states when they heard our employment specialist could help them find jobs. Recently a secondary migrant arrived at our office from Wilmington, North Carolina. He had a good mechanical aptitude and experience in using a variety of power tools, but no job in NC. The CWS employment Specialist was successful in placing him with a new employer. Now 8 weeks later, the employment specialist has placed six Burmese workers with this company, three are CWS clients, one is a CCC client and two are from another state. The employment specialist helped write resumes for all clients; helped each one complete an on-line application; and took them to several interviews. The initial client from N.C. is now helping others by driving additional CWS clients to work. The jobs pay $12.50 an hour and have excellent benefits. The clients who left their existing jobs to take positions with this new employer now leave openings and job opportunities for new refugees soon to arrive who will need employment.

CWS Richmond not only enjoys a full employment percentage rate, but routinely shares employment opportunities with Richmond's other resettlement agency – Commonwealth Catholic Charities (CCC). Further, CWS Richmond's employment specialist places 30 or more CCC clients in jobs each year as well as an addition 20 secondary migrants from outside of Richmond. This has happened because of the

positive reputation of CWS Richmond's employment services and dedication to making all refugees self-sufficient.

A successful employment service means more than just finding and placing refugees in their first jobs. Recently, the Office of Newcomer Services has promoted the STEP program (Skills Training for Earning Potential Program) as an example of enhancing refugee employment. CWS Richmond employment services have been incorporating a STEP type process for nearly four years. It has always been the goal of our jobs program to help refugees move beyond entry level jobs into better paying positions with more secure companies. For example, CWS Richmond at times will initially place clients in housekeeping or laundry jobs with businesses like Holiday Inn or Marriott. After a number of weeks or when the employment specialist determines they have gained good experience, he moves them to better jobs with companies like Westminster Canterbury and Bon Secours. Here they earn higher wages, have full-time jobs, and the option of receiving benefits. Additionally, these companies place a higher worth on hiring and retaining refugee clients and treat them as valuable assets to their businesses and offer upward job mobility opportunities. Several former clients have performed well and have become supervisors and team leaders within the various departments where they work.

CWS Richmond also seeks out opportunities to match refugee clients in jobs like those they had in their countries of origin. An Iraqi client came to Richmond who was a tailor by trade. He readily accepted an initial job with Chick-fil-A in order to begin caring for his family and earning self-sufficiency. CWS' employment specialist recognized that this was not a long-term solution and worked to help the client improve his employment

status. The employment specialist found a tailoring position with a high-end retail clothier company (Franco's). The retailer hired the client and he has been performing in his chosen career field for several years now. He earns an excellent salary and the company is highly pleased with his performance.

The above are just a couple of examples of how CWS Richmond believes its employment services go beyond just finding entry level positions for clients. CWS' service goal is to continually aid current and former refugee clients (and others) obtain meaningful employment with opportunities for growth, higher salaries, and long-term job security with benefits. Currently, CWS Richmond averages between 95% - 100% of the number of persons enrolled in employment services. 90% of all placements are full-time placements. Most often, the few part-time placements occur because the client chooses to work only part-time. The average wage for CWS clients in jobs is over $10.00 per hour and 90% have health benefits or are offered health benefits. Approximately 95% of CWS clients retain employment for 90 days. These statistics exceed the goals and performance standards outlined by ONS and demonstrate the strength and success of CWS Richmond's Employment services.

Currently, CWS Richmond has more job placements and job upgrades than the total number of refugees that have arrived since Oct. 1, 2014. This number is approximately 3 to 4 times the number of employable clients that have arrived. The reason this number is so high is because CWS Richmond continues to support our clients for years until they have the right career path and are on track for more future successes such as home ownership and citizenship.

CWS Richmond Employment Services have evolved over the past 3.5 years. Originally, the employment specialist simply added people to existing jobs with previously established companies. At one point in the past, CWS Richmond had six car loads of clients going to Moslow, but now only one CWS client works there. The job is difficult and offers no incentives, benefits or upgrades. Although the Moslow employer continues to call CWS Richmond for more workers, the employment specialist has initiated partnerships with better business where refugee clients are valued and treated well with full-time positions. The same is true of the hotels. Through CWS' employment services, clients have better opportunities with better jobs. Because the employment services help secondary migrants from other states and CCC clients, CWS can maximize the number of refugees who get jobs and meet the personnel needs of partner employers. CWS Richmond employment services is not a resettlement program that seeks to meet its employment requirement by finding minimum wage jobs, one at a time, at 29 hours a week. At CWS Richmond, we are committed to helping refugees enjoy their jobs, have stable income to care for their families, and maximize their employment potential.

CWS believes that it takes a full community to successful resettle newly arrived refugees. CWS Richmond utilizes volunteers in a variety of ways. They assist with transportation of refugees to various appointments; they help with furniture donations and preparing apartments for new arrivals; collecting donated clothing and household items, in some cases serving as interpreters, some clerical work, and predominantly aiding with employment services. These services include assisting clients with completing job applications and resumes, helping with interviewing skills, and

transporting clients to job interviews. CWS Richmond has had student volunteers from the local high school leadership program, college interns, faith group members, former refugee clients, and individuals from the community. All volunteers have played in integral part in the successful integration and resettlement of CWS refugees.

Expansion of Programs: STEP and ELT

The RSS grant will provide financial resources that will enhance the services that CWS Richmond offers to refugees. Specifically, these funds will provide for a formal STEP program and greater growth of the excellent employment services that is currently provided by this office. Additionally, the funding will be used to expand ELT services available to refugees in the Richmond area with the goal of improving ease of access and quality of educational opportunities available to clients.

Additional employment services support will allow for greater focus on the integration of the STEP program into CWS' service model. Refugee clients will be assessed for both their short and long term goals as it relates to employment. Service plans for those that seek to increase their skill base, recertify in vocational program and/or upgrade their job opportunities will be enrolled in this program and work regularly with their employment specialist to set a timeline, objective and an action plan to achieve their goals. The employment specialist will work with partners in the community to open doors to additional resources and opportunities for clients and assist in overcoming barriers. Scholarships and community support will be sought where appropriate to support clients in the STEP program achieving their employment and educational goals through vocational training and other community programs.

With a dedicated staff member focusing in ensuring access to ELT services for Richmond area classes, CWS looks forward to expanding the opportunities available to new arrivals. Though CWS anticipates that CCC will continue to provide ELT classes in the Richmond area, we also recognize the need for expanded opportunities so that refugees are able to access classes in locations and times that are convenient to them.

Currently, CWS is in negotiation with several entities to provide classroom space for this training. The first location is close to the refugee community at Stoney Ridge Apartments which are near Laburnum Avenue and Mechanicsville Turnpike. This space would allow clients easy access to classes which would be within walking distance of their homes. The second confirmed location is at West End Presbyterian Church which has generously offered donated classroom space to host ELT for refugees. This location is again very close to several apartment complexes and would provide easy access including walking distances. A third option this office is exploring is a location downtown. This is a building owned by the University of Richmond and CWS has secured permission to apply to use the facility. If classes were downtown, all clients regardless of where they live could use public transportation. The bus system would require at most a one hour trip to and from downtown. Finally, Staples Mill Baptist church partnered with CWS Richmond and agreed to host a conversational English training program. The class takes place at Regency Mall which is a location easily accessible by many refugees living in the West End. With the RSS grant CWS Richmond could expand this service to a fully certified ELT training opportunity. This possibility has been discussed with the church and they would be amenable to

enhancing the program. Each of these options listed above would enable a comprehensive ELT program to operate that would be easily reached by all refugees.

Finally, CWS looks forward to expanding at home ELT services for parents who are caring for young children, or for some other legitimate reason are unable to attend remote based classes. By offering classes in a range of locations accessible to clients and at times that fit their schedules, CWS will be able to build on the existing ELT opportunities in Richmond and provide clients with a continuum of training opportunities to fit their needs.

Cultural Competency

In the past several years, CWS Richmond has settled numerous clients from a variety of ethnicities including those from Afghanistan, Iraq, Congo, Sudan, Somalia, Burma, Cuba, Bhutan, Iran, Eretria, Egypt, and even Cambodia. The Richmond staff includes case workers who were former refugees and fully understand the nature and process of refugee resettlement. Thus, CWS case workers are able to more closely empathize and relate to the issues and challenge that client's face upon arrival in Richmond. CWS case workers speak English, Arabic (which comprises a significant portion of our clients) Nepali, and Urdu. Languages available in the community to support the CWS caseload are comprised of Burmese, Arabic, Somali, Nepali, Farsi, Spanish Urdu, Hindi, Punjabi, Karen, Karenna, Tigrigna, Amharic, and Swahili.

CWS Richmond staff members are dedicated to assisting refugees with successful resettlement and as such are very considerate and respectful of the different cultures and backgrounds of our clients. The Richmond team has been working

together for several years and during this time has established a strong rapport with each of the communities and ethnicities settled here in the Richmond area.

Procedures for Assessing Program Performance

CWS Richmond already has in place tracking and assessment procedures for measuring successful implementation of the Service Delivery Plan. Each week the entire CWS staff meets to discuss and review cases. The team tracks and monitors the progress of clients throughout the service delivery plan period. This includes monitoring job placements, ELT attendance and performance as well as all the initial resettlement services such as housing, health screenings, social services, social security and more. Our employment specialist maintains regular contact with employers and follows up with both clients and employers on a regular basis to ensure positive employment outcomes. Staff performance is monitored by the director and a formal, written, yearly performance review is completed on each staff member.

Additionally, the director meets with each staff member one-on-one each month to discuss performance, and address issues or challenges that may arise. CWS Richmond initiates a survey with clients around the 60 day of their arrival to determine their level of understanding and adjustment to their resettlement process. If a client has difficulty with any particular topics on the survey, the case worker will spend time with that client to help them overcome this concern.

To ensure that all clients are receiving comprehensive services, the director reviews each file at 30 and 90 days. Any lack of required or necessary service delivery is noted and brought to the attention of the case worker or appropriate staff member so

that the missed service can be corrected in a timely manner. Case workers have a service delivery checklist that helps them ensure that all services have been rendered and completed within required time frames.

Finally, all refugee employment data is entered into the state database which is used an as effective tool to track job placement rates, average wages and job retention across programs.

CWS Richmond appreciates the opportunity to apply for the Refugee Social Services grant. We look forward to continuing our relationship with the Office of Newcomer Services as the benefits provided by the state to these newly arriving Americans is immeasurable.

Form A

VIRGINIA OFFICE OF NEWCOMER SERVICES

PROPOSED PERFORMANCE GOALS
EMPLOYMENT

NAME OF APPLICANT: CWS Richmond

PROGRAM: RSS **(Specify RSS or TAP)**

PERIOD: **October 1, 2015 – September 30, 2016**

PROPOSED FUNDING: **$ 200,000**

Unduplicated number of persons to be served with employment services	70
Number of all job placements	67
Number of full time job placements	63
Refugee Cash Assistance terminations due to earnings through job placements	12
Average hourly wage of all job placements	$10.25
Number of full time job placements that offer health benefits within 90 days after employment	62
Number of jobs in which client placed is still employed 90 days after placement (Employment Retention)	66

Form A

VIRGINIA OFFICE OF NEWCOMER SERVICES

PROPOSED PERFORMANCE GOALS
EMPLOYMENT

NAME OF APPLICANT: CWS Richmond

PROGRAM: TAP (Specify RSS or TAP)

PERIOD: October 1, 2015 – September 30, 2016

PROPOSED FUNDING: $ 50,000

Unduplicated number of persons to be served with employment services	12
Number of all job placements	12
Number of full time job placements	10
Refugee Cash Assistance terminations due to earnings through job placements	2
Average hourly wage of all job placements	$10.25
Number of full time job placements that offer health benefits within 90 days after employment	10
Number of jobs in which client placed is still employed 90 days after placement (Employment Retention)	12

Form B1. Budget Summary

BUDGET SUMMARY - DSS FUNDS

RSS _X_ TAP ____

CONTRACT PERIOD: FROM 10/01/2015 TO 9/30/2016 APPLICANT NAME: CHURCH WORLD SERVICE

BUDGET CATEGORY	JUSTIFICATION (How costs were determined)	TOTAL DSS REQUEST
SALARIES	Salaries based on percentage worked	$110,643.92
EMP. BENEFITS	Benefits based on 42.3 percent of salaries	$ 46,802.38
POSTAGE		
RENT & UTILITIES	Based on $1,750 per month rent and $300 phone at 39% (per FTEs allocated)	$ 9,598.68
EQUIPMENT	Computers for new staff and rental at $137 per month at 39% (per FTEs allocated)	$ 3,151.31
PRINTING		
CONSUMABLE SUPPLIES	Cartridges, pens, paper, staples, program folders, etc.	$ 1,404.00
TRAVEL	Approximately 1473 miles per month at .575 per mile at 39% (per FTEs allocated)	$ 3,963.84
OTHER (Specify)	INDIRECT COSTS, at 13.92%. The NICRA funds are spent on the following: Finance and Administration: This assessment covers all CWS, bank accounts, temporary investment and cash flow transactions, issuance of all paychecks and other payments, the hiring and oversight of outside auditors. Payroll services: This covers all in-house CWS payroll transactions. Management Information System: This assessment covers all CWS mainframe computer maintenance, and the installation and maintenance of computer systems. Mailroom services: This assessment covers the collection, sorting and distribution of all	$24,438.52

Form B1. Budget Summary

	associated mail with this project. This includes salary and benefits for Erol Kekic based on 5% of salary.	
TOTAL REQUESTED FROM DSS		$200,002.65

* Awarded funds cannot be used to supplant existing funds.

Form B 2

ITEMIZED BUDGET - SALARIES AND EMPLOYEE BENEFITS RSS __X__ TAP _____

FROM 10/01/2015 TO 9/30/2016 **APPLICANT NAME: CHURCH WORLD SERVICE**

SALARIES STAFF POSITION	HOURS PER WEEK	% OF TIME ON PROJECT	ANNUAL SALARY	AMOUNT REQUESTED FROM DSS
1. Employment Manager	37.5	52.5%	$40,232	$21,121.80
2. Caseworker 1	37.5	45%	$28,973	$13,037.78
3.Caseworker 2	37.5	45%	$26,388	$11,874.64
4. Accounting Assistant	20	35%	$17,493	$ 6,122.42
5. Director	37.5	30%	$59,291	$17,787.28
6. Executive Director	37.5	5%	$74,995	$ 3,700
7. ELT Manager	37.5	100%	$29,500	$29,500
9. Part Time ELT Teacher	10	100%	$ 6,000	$ 7,500
TOTAL SALARIES REQUESTED FROM DSS	----------	----------	----------	$110,643.92

EMPLOYEE BENEFITS

NAME OF BENEFIT	STAFF POSITION (# ABOVE)	% OR RATE	ANNUAL COST	AMOUNT REQUESTED FROM DSS
FICA	ALL	7.65%	8,464.26	$ 8,464.26
PENSION/RETIREMENT	ALL	5%	5,532.20	$ 5,532.20
HEALTH INSURANCE	ALL	27.65%	30,593.04	$30,593.04
WORKER'S COMPENSATION	ALL	1%	1,106.44	$1,106.44

Form B 2

UNEMPLOYMENT	ALL	1%	1,106.44	$1,106.44
OTHER (SPECIFY)	ALL			
TOTAL EMPLOYEE BENEFITS REQUESTED FROM DSS	----------	42.30%	----------	$46,802.38

ITEMIZED BUDGET - OTHER PROPOSED EXPENSES RSS X TAP ____

CONTRACT PERIOD: FROM 10/01/2015 TO 09/30/2016 APPLICANT NAME: CHURCH WORLD SERVICE

LINE ITEM	JUSTIFICATION (How costs were determined)	PROPOSED DSS FUNDS
POSTAGE TOTAL		
Administrative		
Program		
RENT AND UTILITIES TOTAL		
Rent	$1,750 per month at 39% (Per FTEs allocated)	$8,194.68
Utilities		
Telephone	$300 per month at 39% (Per FTEs allocated)	$1,404
EQUIPMENT TOTAL		
Equipment Purchase	Computers for New Staff Member	$1,750
Equipment Rental	$294 per month at 39% (Per FTEs allocated)	$ 1,376.31
PRINTING TOTAL		
Administrative		
Program		
CONSUMABLE SUPPLIES TOTAL		
Office	$300 per month at 39% (Per FTEs allocated)	$1,404
Program		

ITEMIZED BUDGET - OTHER PROPOSED EXPENSES

CONTRACT PERIOD: FROM 10/01/2015 TO 9/30/2016

LINE ITEM	JUSTIFICATION (How costs were determined)	PROPOSED DSS FUNDS
TRAVEL TOTAL		
Administrative		
Program	Approximately 1473 miles per month at $0.575 per mile at 39% (Per FTEs allocated)	$ 3,963.84
OTHER TOTAL		
Insurance		
Professional Fees		
Client Fund		
Other (specify)	Indirect Costs, at 13.92%	$24,438.52
Other (specify)		
Other (specify)		
Other (specify)		
Other (specify)		
Other (specify)		
Other (specify)		

TOTAL AMOUNT REQUESTED FROM DSS: $ $42,531.35

Form B1. Budget Summary

BUDGET SUMMARY - DSS FUNDS

RSS _____ TAP X .

CONTRACT PERIOD: FROM 10/01/2015 TO 9/30/2016 APPLICANT NAME: CHURCH WORLD SERVICE

BUDGET CATEGORY	JUSTIFICATION (How costs were determined)	TOTAL DSS REQUEST
SALARIES	Salaries based on percentage worked. This includes a raise for the employment manager and a part-time employment specialist.	$19,105
EMP. BENEFITS	Benefits based on 42.3 percent of salaries	$ 8,081.41
POSTAGE		
RENT & UTILITIES	Based on $1,750 per month rent and $300 phone at 8% (per FTEs allocated)	$ 1,968.96
EQUIPMENT	Equipment rental at $137 per month at 8% (per FTEs allocated)	$ 282.32
PRINTING		
CONSUMABLE SUPPLIES	Cartridges, pens, paper, staples, program folders, etc.	$ 288
TRAVEL	Approximately 1473 miles per month at .575 per mile at 8% (per FTEs allocated)	$ 813.10
CLIENT FUND	Direct Client Training Funds	$13,352.00
OTHER (Specify)	INDIRECT COSTS, at 13.92%. The NICRA funds are spent on the following: Finance and Administration: This assessment covers all CWS, bank accounts, temporary investment and cash flow transactions, issuance of all paychecks and other payments, the hiring and oversight of outside auditors. Payroll services: This covers all in-house CWS payroll transactions. Management Information System: This	$ 6,109.60

Form B1. Budget Summary

	assessment covers all CWS mainframe computer maintenance, and the installation and maintenance of computer systems. Mailroom services: This assessment covers the collection, sorting and distribution of all associated mail with this project. This includes salary and benefits for Erol Kekic based on 5% of salary.	
TOTAL REQUESTED FROM DSS		$ 50,000.39

* Awarded funds cannot be used to supplant existing funds.

Form B 2

ITEMIZED BUDGET - SALARIES AND EMPLOYEE BENEFITS RSS ____ TAP _X

FROM 10/01/2015 TO 9/30/2016 **APPLICANT NAME: CHURCH WORLD SERVICE**

SALARIES STAFF POSITION	HOURS PER WEEK	% OF TIME ON PROJECT	ANNUAL SALARY	AMOUNT REQUESTED FROM DSS
1. Employment Manager, Raise	37.5	12%	$40,232	$ 5,000
2. Part-time Employment Specialist	18.75	100%	$14,105	$14,105
TOTAL SALARIES REQUESTED FROM DSS	----------	----------	----------	$19,105

EMPLOYEE BENEFITS

NAME OF BENEFIT	STAFF POSITION (# ABOVE)	% OR RATE	ANNUAL COST	AMOUNT REQUESTED FROM DSS
FICA	ALL	7.65%	1,461.53	$ 1,461.53
PENSION/RETIREMENT	ALL	5%	955.25	$ 955.25
HEALTH INSURANCE	ALL	27.65%	5,282.53	$ 5,282.53
WORKER'S COMPENSATION	ALL	1%	191.05	$ 191.05
UNEMPLOYMENT	ALL	1%	191.05	$ 191.05
OTHER (SPECIFY)	ALL			
TOTAL EMPLOYEE BENEFITS REQUESTED FROM DSS	----------	42.30%	----------	$ 8,081.41

Form B 3 Page 1

ITEMIZED BUDGET - OTHER PROPOSED EXPENSES RSS _____ TAP __X

CONTRACT PERIOD: FROM 10/01/2015 TO 09/30/2016 APPLICANT NAME: CHURCH WORLD SERVICE

LINE ITEM	JUSTIFICATION (How costs were determined)	PROPOSED DSS FUNDS
POSTAGE TOTAL		
Administrative		
Program		
RENT AND UTILITIES TOTAL		
Rent	$1,750 per month at 8% (Per FTEs allocated)	$1,680.96
Utilities		
Telephone	$300 per month at 8% (Per FTEs allocated)	$ 288
EQUIPMENT TOTAL		
Equipment Purchase		
Equipment Rental	$294 per month at 8% (Per FTEs allocated)	$ 282.32
PRINTING TOTAL		
Administrative		
Program		
CONSUMABLE SUPPLIES TOTAL		
Office	$300 per month at 8% (Per FTEs allocated)	$ 288
Program		

ITEMIZED BUDGET - OTHER PROPOSED EXPENSES

CONTRACT PERIOD: FROM 10/01/2015 TO 9/30/2016

LINE ITEM	JUSTIFICATION (How costs were determined)	PROPOSED DSS FUNDS
TRAVEL TOTAL		
Administrative		
Program	Approximately 1473 miles per month at $0.575 per mile at 8% (Per FTEs allocated)	$ 813.10
OTHER TOTAL		
Insurance		
Professional Fees		
Client Fund	Direct Client Training Funds	$13,352.00
Other (specify)	Indirect Costs, at 13.92%	$ 6,109.60
Other (specify)		
Other (specify)		
Other (specify)		
Other (specify)		
Other (specify)		
Other (specify)		

TOTAL AMOUNT REQUESTED FROM DSS: $ $22,813.98