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Executive Summary

The International Rescue Committee (IRC) proposes to have 25 AmeriCorps members who will undertake job training and job placement services for refugees, asylees, and other recent immigrants in the following locations: Abilene, TX; Atlanta, GA; Baltimore, MD; Charlottesville, VA; Dallas, TX; Elizabeth, NJ; Los Angeles, CA; New York, NY; Oakland, CA; Phoenix, AZ; Richmond, VA; Sacramento, CA; San Diego, CA; San Jose, CA; Seattle, WA; Silver Spring, MD; Tucson, AZ; Miami, FL; and Wichita, KS. At the end of the first program year, the AmeriCorps members will be responsible for providing job training services to at least 2,500 IRC clients and job placement services to at least 1,500 IRC clients, helping a wide variety of new Americans integrate into their adopted communities and become financially self-sufficient. In addition, the AmeriCorps members will leverage an additional 300 volunteers who will be engaged in support to ESL and job training classes, outreach to potential employers, and assistance to clients with developing resumes, practicing interview skills, and filling out job applications.

This program will focus on the CNCS focus area(s) of Economic Opportunity. The CNCS investment of \$333,857 will be matched with \$217,325, including \$0 in public funding and \$217,325 in private funding.

Rationale and Approach/Program Design

PROBLEM/NEED: Each year, the United States offers refugee status to thousands of people who have experienced conflict or persecution in their countries of origin. Over three million refugees have been welcomed into the country since 1975. The International Rescue Committee (IRC) has resettled more than 370,000 of these individuals, providing services that range from job training and language courses to cultural orientation, school registration, and health care navigation.

While refugees come from a wide variety of backgrounds and social contexts, representing more than fifty countries in 2015, they share a common ambition: to become financially self-sufficient and succeed in their adopted communities. All refugees receive a basic assistance package from the federal government during their first three to six months in the United States, and most refugees between the ages of 18 and 65 enroll in state or federal job preparation programs that are designed to help new arrivals obtain paid employment as soon as possible. These initiatives have produced impressive results: in FY15, for instance, nearly 75% of IRC participants in the Matching Grant program -- the largest federal job services program for refugees -- found employment within 180 days of their arrival in the United States. However, the human resource inputs required to maintain this success rate are

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substantial, and the magnitude of the challenge is only highlighted by the fact that more than one-quarter of Matching Grant participants remain unemployed well into their first year of resettlement.

Refugee populations face a number of unique barriers that can make it particularly difficult for them to enter and remain in the workforce. Many refugees arrive in the United States with little formal education and minimal English language skills. Others have spent years in refugee camps or have experienced profound physical or emotional trauma. A 2012 study among Iraqi refugees, for example -- who comprised more than 10% of the IRC caseload in FY15 -- found that 50% suffered from anxiety and 49% from depression, while 31% were at high risk of post-traumatic stress disorder (Taylor et al., 'Physical and Mental Health Status of Iraqi Refugees Resettled in the United States,' *Journal of Immigrant and Minority Health*, 2014, vol. 16, pp. 1130-1137). Limited exposure to a professional work environment, coupled with a lack of familiarity with cultural norms and expectations, can also prevent refugees from working effectively with colleagues and displaying the social attributes that are often prioritized by employers. Although refugees are legally authorized to work in the United States and are characterized by extraordinary levels of resilience and fortitude, too many fail to live up to their full potential because they have not had the opportunity to develop the skills that are critical for success in the American job market.

These issues are expected to become particularly acute in the years ahead, for several reasons. First, the U.S. Refugee Admissions Program is poised for a record expansion. While the total number of refugee arrivals has consistently hovered near 70,000, the spiraling humanitarian crisis in Syria recently led the federal government to significantly increase its annual ceiling for refugee arrivals. In FY16, the government will permit a total of 85,000 refugees to enter the country, and in FY17, it will admit up to 100,000 refugees -- the highest number in twenty years. As one of nine agencies authorized by the government to resettle refugees in the United States, the IRC anticipates that it will be responsible for at least 10% of these clients. Demands on IRC staff are expected to rise commensurately, especially given that Syrian refugees are particularly likely to suffer the residual effects of trauma and may require more intensive support than other populations. Second, growing fears about safety and security have led a number of elected officials to question the value of the refugee resettlement program. The current political climate is unusually hostile to refugees, with trickle-down effects at the local level: the IRC anticipates that in some areas, it will be increasingly difficult to persuade employers to hire non-Americans, and expanded outreach will be necessary to ensure that they are aware of the many benefits associated with doing so.

Despite the challenging job market, it is more important than ever that refugees have access to

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adequate employment opportunities. A 2015 study by the nonpartisan Center on Budget and Policy Priorities found that in most states, even after adjusting for inflation, the real value of cash assistance benefits for the nation's poorest families has fallen by more than 20% over the past two decades (Floyd and Schott, 'TANF Cash Benefits Have Fallen by More Than 20 Percent in Most States and Continue to Erode,' Center on Budget and Policy Priorities, 2015). At the same time, the cost of living is rising sharply in many locations that attract large numbers of refugees and other recent immigrants. Over the past five years, for instance, data collected by the federal government indicates that the cost of living has increased by approximately 10% in Atlanta, Miami and Seattle, and by nearly 15% in Oakland (U.S. Bureau of Labor Statistics, Consumer Price Index Data for November 2010 and November 2015). Yet first jobs are generally entry-level, pay minimum wage, and do not offer benefits; many are temporary or seasonal. In FY15, only 53% of Matching Grant participants at the IRC were placed with employers who offered access to health insurance. While early employment and the ability to cover household expenses are key indicators of success for new arrivals, it is becoming ever more critical that social service agencies also focus on developing high-quality job opportunities that include benefits, a living wage, and potential for growth.

The IRC is the largest non-sectarian resettlement agency in the United States and currently maintains a network of 26 field offices across the country. Each year, the IRC resettles approximately 10,000 refugees from some 40 countries around the world. For the proposed project, the IRC has identified 19 of its field offices that are located in areas where economic constraints and the relative scarcity of services have made it particularly important to broaden the depth and reach of economic empowerment initiatives: Abilene, TX; Atlanta, GA; Baltimore, MD; Charlottesville, VA; Dallas, TX; Elizabeth, NJ; Los Angeles, CA; New York, NY; Oakland, CA; Phoenix, AZ; Richmond, VA; Sacramento, CA; San Diego, CA; San Jose, CA; Seattle, WA; Silver Spring, MD; Tucson, AZ; Miami, FL; and Wichita, KS. The majority of refugees in these cities are resettled in neighborhoods where at least one-third of the population lives at or below the poverty level. In addition to the economic hurdles they confront on a daily basis, many refugees face cultural challenges to self-sufficiency: in some locations, for example, IRC data indicates that as many as 20% of refugee families are headed by single mothers, many of whom come from cultures where women are not expected to work outside the home. For clients such as these, economic empowerment programs can potentially make the difference between a successful resettlement experience and one that fails to live up to its initial promise. By helping recent immigrants thrive, they also reduce the burden on the public sector and boost key economic indicators in low-income neighborhoods. Most importantly, economic

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empowerment programs help new Americans actively contribute to the vitality of their new communities, fostering social integration as well as financial independence.

THEORY OF CHANGE: In 2013, CNCS awarded the IRC an AmeriCorps National Grant that was intended to support economic empowerment activities in 14 locations across the country. To date, a total of 77 AmeriCorps members have participated in the program, significantly increasing the impact of IRC initiatives and providing a level of individualized support that has been invaluable to clients. As of the end of Year 2, AmeriCorps members had contributed to financial literacy education for 2,427 refugees and other new Americans, ensuring that 1,906 of these individuals demonstrated facility with basic financial concepts, and provided job placement services to 3,429 clients, of whom 1,549 were employed as a result. In addition, AmeriCorps members have helped manage 528 volunteers in the focus areas of financial literacy, job readiness, and job placement -- a major contribution to the development of a strong, diverse, and sustainable volunteer corps.

The AmeriCorps program at the IRC has also proved to be an important professional development opportunity for AmeriCorps members themselves. Nearly 10% of AmeriCorps members are former refugees, a reflection of the IRC's organizational commitment to engage members of the same communities it serves. In exit surveys, over 80% of AmeriCorps members have indicated a high level of satisfaction with the program. More than one in 10 have gone on to be hired by the IRC in a staff position, while others have returned to school or pursued employment in other social service agencies. Some members have found the experience so fulfilling that they elected to complete a second year of service with the IRC, although their original commitment was only to 12 months, while others have taken the lead on launching innovative new activities, such as an Employer Roundtable in Phoenix and a vocational ESL program in Atlanta. Extensive training and professional development opportunities, together with strong management structures both at HQ and in local field offices, have been key to the AmeriCorps program's success, helping IRC clients adjust to their new lives in America while also building a cadre of trained social service personnel.

For the FY16 grant, the IRC proposes to build on the successes of the first three years of the program and to refine its approach so that it is positioned to address emerging challenges for refugees and other new Americans. First, the IRC is requesting a similar number of AmeriCorps members as it did in FY13 -- 25 this year, compared with 26 in FY13 -- but proposes to disperse them more widely across the IRC network in order to reach as many new arrivals as possible, given the recent increase in the refugee admissions ceiling. The IRC now proposes to place AmeriCorps members in 19 field offices, up from a previous total of 13 offices, and to limit each participating office to a total of two

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AmeriCorps members. Second, the IRC will sharpen its focus on specific economic empowerment activities that a) proved particularly effective in the first round of funding; and b) have the potential to make a significant impact on self-sufficiency outcomes in a context where employers may be more hesitant to hire refugees. The IRC has developed two job descriptions, one on job training and the other on job placement, in order to allow AmeriCorps members to focus more intensively on these areas. Third, the IRC will leverage its newly expanded research capacity to conduct a rigorous internal evaluation of program results. Over the past five years, the IRC has dedicated increased resources to data collection and analysis, and its investment in a centralized client information database, for example, has made it possible to track information about changes in knowledge and behavior across multiple services and groups of participants. In 2015, the IRC launched a new organizational strategy -- IRC 2020 -- that requires all IRC programs to be either evidence-based or evidence-generating. The US Programs Department at the IRC now hosts a seven-member Research, Analysis and Learning (RAL) Unit that includes a Technical Advisor for Research along with an Impact Evaluation Advisor, Program Officer for Information Systems, and Program Officer for Data Quality Management. The RAL team will take on the AmeriCorps evaluation as one of its first in-house projects.

The theory of change for the proposed program understands that the ability of refugees and other new Americans to become economically self-sufficient depends in large part on early employment and job retention rates. When refugees find jobs, particularly jobs that offer benefits and a living wage, they are less likely to require government assistance and more likely to adjust successfully to their new environment. On the basis of both internally and externally generated evidence, the IRC believes that expanded support to job training and job placement activities will lead to improved vocational skills and increased job placements for clients (see attached Logic Model). In particular, the individualized support provided by AmeriCorps members will serve as an important complement to IRC staff activities. Because many IRC clients have special needs -- ranging from medical and psychosocial issues to limited work experience and English language skills -- they often require more dedicated attention than caseworkers have time to provide. In many instances volunteers are able to partially fill this gap, but this is not always the case, especially given that volunteers are generally not engaged with the IRC on a full-time basis. AmeriCorps members will therefore play a vital role in helping to ensure that job training and job placement activities achieve the maximum possible impact. For instance, because local employers may not be aware of the multiple benefits associated with hiring refugees -- including access to a highly motivated workforce as well as IRC case management services during the critical first months of the employment period -- many AmeriCorps members will work to

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scale up employer outreach initiatives and expand the employment options available to refugees.

Through extensive consultations with field offices, the IRC has determined that 14 AmeriCorps members will be recruited for the job training position (in Abilene, Atlanta, Charlottesville, Dallas, Elizabeth, New York, Oakland, Phoenix, Sacramento, San Diego, Seattle, Silver Spring, Tucson and Wichita) and 11 AmeriCorps members will be recruited for the job placement position (in Atlanta, Baltimore, Charlottesville, Dallas, Los Angeles, Miami, Richmond, Phoenix, San Diego, Seattle, and San Jose). Those who are assigned to job training activities will be responsible for updating the existing IRC job training curriculum as necessary; leading job training courses, including ESL and Vocational ESL (VESL) modules; helping clients develop resumes; holding practice interview sessions; maintaining attendance records; reporting on client progress; and recruiting, training and supervising volunteers from specific sectors, such as retail sales, maintenance, hospitality, light manufacturing, and food service, to conduct mentoring sessions with clients. AmeriCorps members who are assigned to job placement activities will be responsible for helping to conduct client intakes and assessments; working directly with clients to create employment plans; developing and cultivating long-term relationships with area employers; identifying specific employment opportunities and guiding clients through the hiring process; monitoring job performance, wage levels, and employer/employee satisfaction; tracking and reporting on client progress; and managing volunteers.

EVIDENCE BASE: There are several challenges to evaluating the efficacy of employment services. A recent study for UNHCR found that these evaluations are more difficult than in other fields due to small sample sizes and difficulties establishing control groups (Eleanor Ott, 'The Labour Market Integration of Resettled Refugees,' United Nations High Commissioner for Refugees, 2013). Federal requirements that refugees receive mandated services within set timeframes pose an additional constraint. In 2011, the U.S. Government Accountability Office (GAO) found that more research is needed to assess which programs are most effective in improving refugees' economic status (GAO, 'Refugee Assistance: Little Is Known about the Effectiveness of Different Approaches for Improving Refugees' Employment Outcomes,' 2011). A 2015 meta-analysis of the literature on refugee employment services affirmed this conclusion (Ott, Eleanor & Paul Montgomery, 'Interventions to Improve the Economic Self-sufficiency and Well-being of Resettled Refugees: A Systematic Review,' 2015).

However, broader studies on economically disadvantaged populations have pointed to the efficacy of the combined job placement and job training model. In 2014, for instance, GAO included "modified work-first" programs, or programs involving both early job search and training initiatives, among

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four promising approaches to increasing the employment and earnings of Temporary Assistance for Needy Families recipients. Programs including both job search and short-term training were shown to "increase employment and earnings and reduce welfare receipt." GAO concluded that this approach "appears more effective than programs that focus solely on education and training or solely on job search" (GAO, 'Temporary Assistance for Needy Families: Action Is Needed to Better Promote Employment-Focused Approaches,' 2014).

Qualitative studies also support the proposed model. One 2012 study surveyed agencies participating in the largest federal refugee employment program, Matching Grant. "Developing relationships with potential and current refugee employers" was the most commonly cited best practice, mentioned by 42% of agencies. Over 22% also cited "job readiness training workshops" (Trevor Fleck, 'Finding Employment: Factors Influencing Self-Sufficiency Rates in the Office of Refugee Resettlement's Matching Grant Program,' 2012). In 2008, the U.S. Department of Health and Human Services found similar results: in interviews of refugee service providers, "employability services" (defined as the two program elements proposed here, "pre-employment training" and "job development activities," as well as post-employment services) were cited most often as the most important factor leading to refugee employment (Peggy Halpern, 'Refugee Economic Self-Sufficiency: An Exploratory Study of Approaches Used in Office of Refugee Resettlement Programs,' 2008).

The IRC is confident that the proposed theory of change is likely to yield positive results -- a proposition that will be tested more thoroughly through the proposed internal evaluation. In support of the 'Preliminary Evidence' category, the IRC is therefore pleased to describe two studies:

1) Lewin Group, 'The Evaluation of the Refugee Social Service (RSS) and Targeted Assistance Formula Grant (TAG) Programs: Synthesis of Findings from Three Sites,' U.S. Department of Health and Human Services, Office of Refugee Resettlement, 2008.

2) The Manpower Demonstration Research Corporation (MDRC), 'National Evaluation of Welfare-to-Work Strategies: How Effective Are Different Welfare-to-Work Approaches?' U.S. Department of Health and Human Services, Administration for Children and Families, 2001.

The Lewin Group study, published in 2008, is an independent evaluation of employment services provided to refugees from FY00-04, with outcome data through the end of FY06. It targets refugee and asylee adults who entered the U.S. or were granted asylum during this period. The impact evaluation used a sample from refugee service providers in Houston and Miami, two sites selected on the basis of caseload size, the availability of complete program data, and diversity of client population and service delivery. Both were recipients of grants from the Office of Refugee Resettlement: the

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Refugee Social Service and Targeted Assistance Formula grants.

Researchers collected data on participants' earnings and employment from state labor departments' unemployment insurance wage records. Data were analyzed using a regression analysis examining the partial effect of each variable on an outcome while holding all other variables constant. The results of the analysis demonstrate which services were statistically associated with employment and earnings outcomes and the strengths of those relationships.

Of several services delivered within two years of refugees' arrival in the United States, ESL and employment services were shown to have statistically significant impacts on employment and earnings. In Houston, employment services were positively correlated with an increase in employment of 17.2% and an increase in earnings of \$2,430. In Miami, employment services were correlated with an increase in earnings of \$719. ESL services were positively correlated with both employment and earnings in both sites. In Houston, these were associated with an increase in employment of 5.3% and earnings of \$1,122, while in Miami they were associated with an increase in employment of 3.3% and earnings of \$1,498.

The IRC's proposed program mirrors the programs evaluated by the Lewin Group in terms of both its target population and its service delivery model. While the IRC will implement its program on a national scale, it will target the same economically disadvantaged population: recently resettled refugees. The IRC's bundled job placement and job training services also overlap with the employment and ESL services studied by the Lewin Group: in the Lewin evaluation, "employment services" included "job orientation, job development, job referral, job search, placement, and follow-up" while ESL was defined as "English language training (emphasizing English needed to obtain and retain a job)."

The MDRC paper, on the other hand, addresses an independent, comprehensive evaluation of "welfare-to-work" program designs conducted by the U.S. Department of Health and Human Services in 2001. The study found that of 11 approaches evaluated, results were strongest for the "Portland program," which incorporated both job development services and short-term education or training to improve employability. The authors concluded that "a 'mixed' approach -- one that blends both employment search and education or training -- might be the most effective" (ES-1).

Using a two-way random assignment design, administrators for the Portland program randomly assigned 4,028 participants to a treatment group or to a control group over a two-year period, from 1993-1994. Five-year follow-up concluded in 1999. The research sample was made up of applicants and recipients of Aid to Families with Dependent Children. Data were collected from automated

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administrative records for unemployment insurance, welfare, and food stamps. The outcomes for each group were regression-adjusted, using ordinary least squares to control for participant differences. The treatment group averaged annual earnings of over \$900 above control group members, with average five-year earnings about \$5,000 greater than the control group (ES-13). Other employment programs achieved only "moderate earnings increases, ranging from \$400 to \$650 per year" (28). The Portland program also decreased welfare receipt by 12% at the end of the two-year period, compared with reductions of 3-7% for all other programs (28).

As is the case for the Portland program, the IRC's program design includes both job training and job placement services. While the population studied was not limited to refugees, the IRC's target beneficiaries are also unemployed individuals receiving public assistance.

NOTICE PRIORITY: The proposed program fits within one of the 2016 AmeriCorps funding priorities -- Economic Opportunity -- and meets all of the requirements detailed in the Notice of Federal Funding Opportunity.

MEMBER TRAINING: Through its FY13 grant, the IRC has developed a highly effective onboarding process that it will continue to employ during the new grant period, with added emphasis on in-person and group training opportunities throughout the service year. Each AmeriCorps member will begin their service period with a three-day orientation at a central training location, followed by ongoing training and supervision at their field site. The three-day orientation will focus on the IRC's mission and the populations it serves; the AmeriCorps program, including a review of the Member Service Agreement, prohibited activities, grievance procedures, the Drug-Free Workplace Act, and Segal Education Awards; and IRC guidance on project management, volunteer coordination, and best practices in self-care. In addition, AmeriCorps members will have the opportunity to participate in cultural orientation and economic empowerment activities in order to view IRC programs firsthand. Following the orientation, members will travel directly to their field assignments, where they will participate in an all-day induction that includes individual meetings with IRC staff, program managers, volunteers, and other AmeriCorps members.

On-site supervisors will be responsible for training AmeriCorps members on specific tasks, equipping them with the skills necessary to successfully fulfill their terms of reference and gradually helping them gain the confidence to operate with greater autonomy. Throughout the duration of their service period, AmeriCorps members will attend weekly or bi-weekly program meetings with IRC staff; work closely with their supervisors to refine their skills and reflect on their experiences; and participate in ongoing trainings on topics such as job readiness and job placement techniques, best

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practices in ESL and VESL, and marketing and communication skills to support employer outreach. IRC headquarters staff will also schedule check-ins on a bi-monthly basis to provide support to all members throughout their first year of service. Check-ins will incorporate reflective exercises and focus on the quality of the member experience.

Overall, AmeriCorps members will have the opportunity to develop skills in the following areas: program management; curriculum development; public speaking; cultural sensitivity and awareness; program coordination; program facilitation; teaching and training; case management; needs assessments; community development; partnership building; database management; volunteer coordination and supervision; individual employment counseling; report writing; and cross-cultural communication.

MEMBER SUPERVISION: IRC field offices are managed by on-site Executive Directors, who will be responsible for assigning a primary supervisor to each AmeriCorps member. Supervisors will be selected on the basis of their strong technical skills and their proven capacity for team management, including previous experience with AmeriCorps members, if applicable. Sample supervisor positions for the proposed program include Employment Specialists, Case Management Specialists, and Resettlement Services Managers. Each AmeriCorps supervisor reports to his or her Executive Director, who reports, in turn, to the relevant Regional Director based at IRC headquarters in New York. In addition, for the proposed FY16 grant, a second on-site staff member will be identified to provide support to AmeriCorps members throughout the duration of their service period. This approach will provide members with important additional resources, including more opportunities to learn from staff members in diverse positions and programs.

AmeriCorps members will work with supervisors to devise a training schedule that is relevant to their personal interests as well as the responsibilities of the position, and supervisors will be expected to identify external professional development resources that will help AmeriCorps members develop critical skills. Supervisors will meet weekly with AmeriCorps members to evaluate their progress, recognize member accomplishments, and troubleshoot emerging issues. In the event that an AmeriCorps member encounters difficulties in their assigned location, headquarters staff will provide a further level of managerial oversight, as well as a neutral mediator if one is required.

MEMBER EXPERIENCE: AmeriCorps members will benefit from numerous opportunities, both during the orientation period and throughout the service year, to engage in continuous learning and reflect on their experiences with the AmeriCorps program. The three-day orientation course will allow members to meet with their cohort at the outset of the service year, before they are dispersed to IRC

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field sites across the country, and establish peer relationships that will serve as an ongoing support mechanism. During orientation, members will learn the meaning of the AmeriCorps pledge, collaborate with other members on learning exercises focused on economic empowerment issues, and learn about resources to connect with AmeriCorps members working with other CNCS grantee organizations. Members will also receive AmeriCorps gear, including t-shirts and pins, during the orientation period and will engage in discussions about the importance of identifying themselves as AmeriCorps members at their service site.

AmeriCorps members will be treated as part of the IRC team, and will benefit from the same degree of client interaction and program development experience as staff members. Members will have access to a variety of professional development opportunities, including the IRC's Learning Portal, an online learning system that offers over 500 courses from well-known institutions such as Harvard University and Skillsoft. The Learning Portal includes a wide range of project management courses as well as online language courses and modules on resettlement-specific topics such as casework management. The IRC will also connect AmeriCorps members with State Commissions and the AmeriCorps alumni network, opening up a new set of resources both during and after the service period.

In addition to monitoring client outcomes, the IRC is also committed to monitoring the quality of the AmeriCorps member experience. Both AmeriCorps members and their supervisors will undertake two performance evaluations: one at the midpoint of the service period, or six months into the year, and one at the conclusion of the service period, or 12 months into the year. These exercises will ask supervisors to evaluate AmeriCorps members' skills, goals, and overall performance. In turn, each AmeriCorps member will have the opportunity to evaluate the IRC AmeriCorps program, the quality of training and support they received during their service year, and the ways in which the program could be improved. Evaluations will consist of approximately 10-15 questions and will be analyzed by IRC headquarters staff, who will then develop comprehensive reports that assess key issues and both site-specific and network-wide trends.

COMMITMENT TO AMERICORPS IDENTIFICATION: The IRC is fully committed to promoting national service and will work closely with CNCS to support appropriate branding for all AmeriCorps initiatives. During trainings, the IRC will explore the meaning of the AmeriCorps identity and the ways that AmeriCorps members will contribute to community development. AmeriCorps members will be expected to wear AmeriCorps-branded gear on a daily basis, while participating IRC office locations will be identified by on-site AmeriCorps signage. The IRC will further ensure that the

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AmeriCorps name is used on recruitment materials, online job advertisements, orientation materials, member curricula, press releases, and other documents related to the AmeriCorps program. Finally, the IRC also plans to work more closely with State Commissions -- providing them with lists of AmeriCorps members in their area, and encouraging members to remain in contact with State Commission representatives -- to ensure that members have access to AmeriCorps events in their local city or state.

Organizational Capability

ORGANIZATIONAL CAPACITY: Founded in 1933 at the behest of Albert Einstein, the IRC is a leading humanitarian organization that provides assistance to disaster-affected populations in over 40 countries around the world. In the United States, the IRC has provided comprehensive refugee resettlement services since 1955 through a partnership with the U.S. Department of State. The IRC national headquarters office in New York directs the work of 26 field offices across the country. Each field office is led by an Executive Director who reports to one of two HQ-based Regional Directors. Additional senior staff in the US Programs Department (USP) at IRC HQ include the Senior Vice President; the Deputy Vice President; the Senior Director of Resource Acquisition and Management; the Senior Director of Program Quality and Innovation; and the Senior Director of Resettlement and Processing. These positions are supported by a team of Directors, Associate Directors, Technical Advisors, Program Officers, and Program Managers, as well as a variety of administrative support staff. For the proposed project, IRC HQ staff in the Finance and Payroll departments will liaise with USP field staff to track expenditures, distribute payroll, and provide health care and other federally mandated benefits to AmeriCorps members.

In addition, the proposed project will draw on the newly created Research, Analysis and Learning (RAL) Unit, which is housed within the US Programs Department (USP) at IRC HQ. The seven-member RAL team studies the impact of IRC programs in the United States in order to determine the most effective practices in refugee resettlement and other key areas of work. Supervised by the Deputy Vice President of US Programs, the RAL Unit includes specialists on learning and strategy, research, information systems, and data quality management. For the proposed grant, the RAL team will be responsible for advising on program design issues and for conducting the internal program evaluation.

The proposed project will be coordinated by the Senior Program Officer, Volunteers and AmeriCorps, who is based at HQ and maintains oversight of all USP volunteer operations. The Senior Program Officer currently manages the existing AmeriCorps National Grant, which supports 26 AmeriCorps members working on economic empowerment activities in 14 IRC offices, and a

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CNCS/Office of Refugee Resettlement Partnership Challenge Grant, which supports 16 AmeriCorps members working on intensive case management activities in 16 IRC offices. The Senior Program Officer will communicate regularly with AmeriCorps members through, among other channels, conference calls and individual follow-up discussions, and will liaise closely with AmeriCorps supervisors and Executive Directors to ensure that projects remain on task, on time, and within budget. The Senior Program Officer reports to the Senior Director of Resource Acquisition and Management, who reports to the Senior Vice President for US Programs.

In addition to her managerial responsibilities on AmeriCorps grants, the Senior Program Officer supervises a comprehensive volunteer program that engages more than 3,500 individuals each year. She also manages all IRC volunteer and AmeriCorps information in Salesforce, the IRC's CRM system, which maintains AmeriCorps members' contact information and service hours. Salesforce allows members to record their hours online on a daily basis, using either a computer or a mobile device, and permits AmeriCorps supervisors and the Senior Program Officer to view and approve hours as they are entered by AmeriCorps members.

With its decades of experience implementing volunteer-supported programs, and with the added benefit of a comprehensive new CRM system, the IRC has the capacity to provide effective support and supervision to the proposed AmeriCorps members. The IRC also has a strong track record of successfully managing a variety of AmeriCorps programs. In 2013, the IRC was awarded a three-year AmeriCorps National Grant that has, to date, supported the placement of 77 AmeriCorps members in 14 USP offices. In 2001, meanwhile, the IRC was awarded a national AmeriCorps VISTA grant, which ran for five years and facilitated the placement of nearly 120 VISTA volunteers in USP field offices. Several IRC offices, including Phoenix and San Diego, continue to successfully host and cost-share AmeriCorps VISTA volunteers through agreements with state CNCS offices. Finally, USP manages a diverse portfolio of public and private grants, including federal grants that were worth approximately \$53 million in FY15, and is part of a larger organization with a total annual budget above \$500 million. The IRC's extensive experience administering federal grants has provided it with the infrastructure and resources necessary to effectively manage the proposed AmeriCorps program.

The IRC has consulted with State Commissions in all states where it is requesting AmeriCorps member placements, including Arizona, California, Florida, Georgia, Kansas, Maryland, New Jersey, New York, Texas, Virginia and Washington. The IRC consulted with State Commissions by phone and by email, and where requested, has submitted the relevant consultation forms. During the planning process for this proposal, IRC HQ staff surveyed field offices and analyzed the results to

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determine the most important priorities for AmeriCorps members, leading directly to the identification of job training and job placement activities as the two interventions with the most significant potential to improve conditions for refugees. In turn, each of the 19 proposed field sites consulted local community members and partner organizations to ensure that their input was reflected in the project proposal.

COMPLIANCE AND ACCOUNTABILITY: As it did with the FY13 grant, the proposed program will utilize a multi-tiered management structure in order to maximize accountability, ensure compliance with IRC and CNCS rules and regulations, and enable both AmeriCorps members and IRC clients to derive the greatest possible benefit from the AmeriCorps program. Each AmeriCorps member will be supervised by a designated IRC staff member, who reports in turn to their Executive Director. The Executive Director ensures overall compliance with rules and regulations while also providing an additional layer of management oversight in the event that conflicts arise between the supervisor and the AmeriCorps member. Bi-monthly calls between AmeriCorps members and IRC HQ staff will serve as a further 'spot-check' for compliance issues and, in particular, will focus on ensuring that the work of AmeriCorps members does not duplicate or displace volunteers, staff or interns. Upon award, the Senior Program Officer, Volunteers and AmeriCorps, will continue to train local field offices on expectations for the program as well as rules and regulations.

At New York HQ, the proposed program will be managed by the Senior Program Officer, Volunteers and AmeriCorps, who reports to the Senior Director for Resource Acquisition and Management. The Senior Program Officer will work closely with Executive Directors at each field site, as well as with AmeriCorps members themselves, to develop quarterly reports that track progress and address emerging issues, including any issues involving compliance with AmeriCorps rules and regulations. She will also undertake one in-person monitoring visit to the field per year and conduct 2-3 desktop monitorings per year. In the event that a program is not found to be in compliance, the Senior Program Officer will develop and share a report with field offices and senior IRC staff. The report will include specific recommendations on corrective action and future monitoring visits will assess compliance with these recommendations.

Every IRC staff member is expected to adhere to clear ethical policies and regulations. The IRC's standards for professional conduct, which focus on its three core values of Integrity, Service and Accountability, are summarized in a one-page document -- The IRC Way -- that also incorporates the IRC Beneficiary Protection from Exploitation and Abuse Policy. At any time, IRC staff can report their concerns via telephone or email to EthicsPoint, an independent firm that specializes in providing

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a confidential and anonymous reporting tool for employees and has been specifically contracted by the IRC for this purpose.

Cost Effectiveness and Budget Adequacy

COST EFFECTIVENESS: The IRC proposes a total budget of \$551,197, including \$333,857 from CNCS and \$217,340 in matching funds, to support 25 full-time AmeriCorps members in 19 locations. The IRC is committed to providing a 39% match for the first year of the new grant, and staff will continue to raise funds in support of the program in the coming months. It is also expected that AmeriCorps members will help recruit new volunteers in order to continually enhance the resources available to clients.

These investments will help significantly expand and deepen the IRC's existing programs, enabling it to improve job placement outcomes among refugees, asylees, and other new Americans; ameliorate economic conditions in the communities where clients live; reduce the burden on the social safety net; and contribute to a growing evidence base on the efficacy of early employment programs for refugees. At \$13,354 per AmeriCorps member service year, the proposed project offers an extremely cost-effective approach to improving self-sufficiency outcomes for refugees, asylees, and other new Americans. While this figure is slightly higher than the \$12,635 per AmeriCorps member service year that was budgeted in the initial grant, the additional costs are attributable to actions that were recommended by CNCS staff during monitoring visits for the previous National Grant, which included increasing IRC staff time dedicated to managing the grant; holding an in-person IRC/AmeriCorps training session at which members could come from all service sites to learn about the AmeriCorps program; and doubling the amount of AmeriCorps gear for each member. Due to increases in the cost of living and in response to feedback provided by previous AmeriCorps members, the IRC has also increased the member living allowance by 4 percent.

BUDGET ADEQUACY: The proposed budget reflects an effective use of CNCS funding and provides a clear explanation for each expense. The budget provides an adequate living allowance and supports a range of complementary services that will enable AmeriCorps members to develop professional and leadership skills. IRC headquarters and field staff will support the AmeriCorps program through recruitment and training, technical assistance, and overall supervision and management. The IRC has the capacity to cover the initial costs of a national AmeriCorps project. It also has the necessary personnel, payroll and accounting systems in place to administer a cost-reimbursement grant; track expenses; provide AmeriCorps allowances; account for federal and state taxes; and provide health care coverage in alignment with federal requirements.

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Evaluation Summary or Plan

In order to assess the efficacy of IRC activities and broaden the evidence base on economic empowerment initiatives among refugees and other recent immigrants, the IRC proposes to conduct an outcome evaluation that will examine the effects of the three-year AmeriCorps National Program on targeted IRC clients. The proposed evaluation will specifically examine the role of AmeriCorps members in increasing the impact of job training and job placement services on the target group.

PROBLEM STATEMENT & PROPOSED ACTIVITIES: Although refugees are legally authorized to work and possess numerous aptitudes that are valued by employers, many lack the skills critical for success in the American job market. Limited English language capacity, minimal exposure to a professional work environment, and lack of familiarity with cultural norms prevent many new Americans from entering and retaining employment. To address these issues, the IRC offers employment services in all 26 of its domestic resettlement offices. In FY16, the IRC proposes to expand its existing AmeriCorps program, which was awarded in FY13 and is currently active in 14 sites across the country, to a total of 19 sites, while focusing more closely on job training and job placement services. The former category includes work readiness, ESL and VESL, computer literacy, and career development programs, while the latter category includes individual contact with clients to review resumes, discuss job openings, and complete job applications, as well as outreach and relationship-building with employers.

THEORY OF CHANGE: The ability of refugees and other new Americans to become economically self-sufficient depends in large part on early employment and job retention rates. When refugees find jobs, they are less likely to require government assistance, thus reducing the burden on the public sector as well as individual households. Economic empowerment activities also help refugees actively contribute to their new communities, ultimately fostering both social integration and financial independence.

The proposed project reflects the understanding that entry-level employment is best secured and retained through an integrated service delivery model that includes both job training and job placement services. The IRC is confident in the proposed design based on the preliminary research cited in the 'Evidence Base' section of this proposal and its successful implementation of the FY13 AmeriCorps National Grant.

OUTCOME OF INTEREST: The IRC will target CNCS Economic Opportunity Performance Measures O2, "number of economically disadvantaged individuals receiving job training and other skill development services," and O3, "number of economically disadvantaged individuals receiving job

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placement services." The aligned applicant-determined outcome for Measure O2 is "number of economically disadvantaged individuals demonstrating improved job readiness" and the aligned CNCS outcome for Measure O3 is O10, "number of economically disadvantaged individuals placed in jobs."

RESEARCH QUESTIONS:

- 1) What are the demographics of participants reached with job training and job placement services?
- 2) Do job training services (O2) result in improvements in job readiness for program participants?
- 3) Are improvements in job readiness greater for one-on-one classes than for group classes?
- 4) Do job placement services (O3) result in the proposed number of program participants placed in jobs (O10)?
- 5) Do program participants remain in jobs three months post-placement?
- 6) Does integration of VESL into job trainings enhance effectiveness?
- 7) How many participants are reached through job training services (O2) and job placement services (O3) provided by AmeriCorps members? What is the value added of the AmeriCorps program?

STUDY COMPONENTS: The IRC's internal Research, Analysis and Learning (RAL) team will conduct a non-experimental outcome evaluation of the AmeriCorps program.

To evaluate the efficacy of job training services, the study will utilize pre/post-assessments that examine changes in participant knowledge. While IRC offices offer a wide range of job training initiatives, depending on client characteristics and the local context, most clients receive an average of 6-12 hours of direct job training instruction, complemented as necessary by other activities, such as interview practice sessions. The IRC will therefore devise a basic, 5-10 question assessment that focuses on core knowledge regarding the American job market. For instance, the assessment might ask clients to rate, on a scale of 1 to 5, their own ability to write a resume or identify a job opportunity. Over the life of the three-year grant, this universal assessment will be complemented, as appropriate, by other monitoring tools that evaluate the results from site-specific job training programs. However, the 'core' assessment will continue to be utilized at each site, and will enable the RAL team to compare data across offices and client populations. Meanwhile, AmeriCorps members will record attendance data, job placement details, and pre/post-assessment scores in the IRC's Efforts-to-Outcomes (ETO) database (see below).

The proposed non-experimental evaluation is somewhat limited in scope. First, an experimental study involving a control group is not feasible given the immediate nature of the IRC's work: the organization is federally mandated to serve clients indiscriminately and within the same timeframe, precluding the use of a control group, including staggered service controls. A quasi-experimental

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design would also require a comparable population of work-eligible clients who do not enroll in job training and job placement services. Based on data from previous years, this population is too small to establish a meaningful comparison group. Second, variations across the 19 proposed sites may affect results. If clients are provided with additional services, such as intensive mentoring from volunteers, there may be implications for their assessment scores. The proposed study does not attempt to control for these variations; for diversity in client country of origin, education or employment background; or for past experiences of conflict or trauma.

SAMPLING METHODS, MEASUREMENT TOOLS & DATA COLLECTION PROCEDURES: As described in the 'Timeline' section below, the RAL team will assess data collected for all clients who participate in job training and job placement activities. The IRC expects to reach at least 2,500 clients with job training services, of whom 70% are expected to pass the post-assessment, and 1,500 clients with job placement services, of whom at least 800 will be placed in jobs by three months after the intervention.

To collect job training assessment scores and job placement figures, and to determine how many participants were reached by both activities, RAL will leverage the IRC's existing protocols for collecting and reporting on client data. The IRC uses the web-based Efforts-to-Outcomes (ETO) database, developed by SocialSolutions, to track client information including ID number, demographics (country of origin, U.S. date of entry, date of birth, age, and gender), program enrollment, and outcomes. ETO also tracks the involvement of staff or AmeriCorps members in service delivery. The RAL team will assess data collected through ETO's Employment Placement module, which tracks employment data, including date of job placement, employer name, starting hourly wage, part-time/full-time status, 90-day retention and retention verification, and health benefits. It also includes information on employment services, including job training class attendance, work readiness assessment scores, and job placement sessions (case notes, jobs applied for, and time spent).

To determine how many volunteers were leveraged by AmeriCorps members, the IRC will refer to its existing volunteer management system. Built on the Salesforce platform, the system allows all volunteers to log hours and activities in a central database.

ANALYSIS PLAN: At the project start, the RAL team will review the evaluation timeline, along with team roles and responsibilities, to ensure that effective data collection practices are implemented throughout the lifetime of the project. The Senior Program Officer, Volunteers and AmeriCorps, will review job training and job placement data on an ongoing basis to ensure that it is consistently logged

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in ETO, and will follow up with AmeriCorps supervisors at program sites as needed. In Year 3, RAL will conduct a descriptive and correlational statistical analysis of the data. The evaluation will conclude with a written report on findings, lessons learned, and recommendations. Results will be shared with CNCS and IRC staff.

TIMELINE:

Y1, Q1: RAL Team refines logic model/evaluation plan; works with Technical Advisor to design work readiness pre/post-assessment

Y1, Q1: RAL Team and Senior Program Officer train AmeriCorps members on data collection

Y1, Q2-Y2, Q4: AmeriCorps members collect data

Y1, Q2-Y2, Q4: Senior Program Officer reviews data quarterly

Y3, Q1: RAL Team analyzes data and writes evaluation report

Y3, Q2: Senior Program Officer submits report to CNCS for recompetete

Y3, Q2: Senior Program Officer, RAL team, and program staff review report and lessons learned

EVALUATOR: The seven-member RAL team includes several experts on data analysis as well as a Technical Advisor for Research, who holds a Ph.D. in Social Anthropology and has published widely on topics related to migration and economic development. The CV for the Technical Advisor for Research, Dr. Graeme Rodgers, has been sent separately.

ESTIMATED BUDGET: The IRC has requested no CNCS funds for evaluation, as it will be conducted internally, using existing IRC resources.

Amendment Justification

N/A

Clarification Summary

Clarification Items- FY16:

A. General clarification items:

1.If the application is being considered for an amount different than the original request (funding, MSY, and/or slots), please revise the Executive Summary, budget, and performance measures as necessary to reflect the amount for which the application is under consideration.

N/A

2.While CNCS will prioritize early start dates in award processing, the earliest possible start date CNCS can consider is July 1st, 2016. Please adjust your requested start and end dates as necessary.

N/A

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3. It typically takes new AmeriCorps programs at least one to two months of preparation to be ready to enroll members. It is advisable that new programs select a member enrollment period starting August 1st, 2016, at the earliest. Please adjust your requested enrollment period dates as necessary.

N/A

B. Programmatic clarification items:

1. The Face Sheet of the application does not include all states the program intends to serve. Please revise "12. Areas Affected by Project" on the Part 1 - Face Sheet to include all affected areas.

All offices have been entered under Applicant Info- Areas Affected by the Program, which is the field from which the Face Sheet pulls state information. However, due to character limits, not all states the IRC intends to serve appear on the Face Sheet .

2. The application does not clearly describe how AmeriCorps service activities will represent unique and significant contributions that do not supplant or displace staff and volunteer duties and roles. Please explain how member activities will not duplicate or supplant staff and volunteers.

In response to the growing world humanitarian crisis, the United States is resettling higher numbers of refugees: from 70,000 in fiscal year 2015 to 85,000 in 2016 and a planned 100,000 in 2017. As one of the nine national NGOs assisting the federal government in resettling refugees across the country, the IRC is also serving an increased caseload. With more clients, IRC resettlement offices are facing the challenge of ensuring that each eligible client receives the appropriate dosage of job readiness and job placement services. AmeriCorps members will provide support to IRC staff, not supplant their roles, in helping to meet this increased need. AmeriCorps member position descriptions are carefully developed to prevent duplication or displacement of existing IRC staff duties or roles. The Senior Program Officer for Volunteers and AmeriCorps also monitors member activities using monthly timesheets to ensure compliance . AmeriCorps members will help enhance the type of assistance and instruction clients receive from IRC programs, while also organizing and preparing volunteers to teach classes and lead one-on-one mentoring sessions for clients. Unlike volunteers, who only commit 2-5 hours a week to the IRC, AmeriCorps members will commit a longer period of time to provide needed support to IRC economic empowerment programs.

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3. The application narrative states that AmeriCorps member service will include scaling up employer outreach initiatives and expanding employment options available to refugees. Title 45 Code of Federal Regulations Sec. 252.65 states that AmeriCorps members are prohibited from providing a direct benefit to a business organized for profit. Please clarify how AmeriCorps member service will not include such prohibited activities related to for profit organizations. Please confirm that the proposed program will not provide a direct benefit to a business organized for profit.

AmeriCorps members will focus on providing job placement services to clients, which include helping clients develop individual employment plans and guiding clients through the employment process. AmeriCorps members will help identify local employers that are hiring, while IRC staff will be solely responsible for developing relationships with those local employers.

4. Funding is extremely competitive and limited this year. Having a low Cost Per Member Service year (MSY) is a competitive advantage. Applicants submitting with a low cost per MSY will receive higher priority for funding. Please consider decreasing the application's proposed cost per MSY by revising the CNCS share of the program budget, or provide a compelling explanation for why the cost/MSY cannot be decreased. CNCS will review both the individual program cost per MSY and the aggregate cost per MSY after the clarification period and may elect to make further decreases in cost per MSY and/or may be only able to partially fund applicants.

When developing the proposal, the IRC took into account the recommendations for program improvement given by CNCS during its last technical assistance visit, including increasing IRC staff time dedicated to managing the grant, holding an in-person orientation for all AmeriCorps members, and increasing the amount of service gear for members. In addition, in increasing the member living allowance, IRC took into consideration rising costs of living in the target cities as well as feedback received from current AmeriCorps members. To help leverage the cost per MSY, the CNCS cost was decreased by 5% and the IRC cost was increased by 5%.

C. Budget clarification items:

Please respond in the 'Budget Narrative' section of the application unless otherwise indicated.

1. Member Support Costs: Please include the worker's comp, healthcare, and unemployment expenses

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as individual line items, and provide a cost calculation for each.

The change has been made in the Budget Narrative section.

D. Performance Measure clarification items:

The items have also been entered in the Performance Measure screens as indicated in each question.

1. For the Performance Measure: Provide at least 2,500 IRC clients with job training and skills:

a. The Describe Interventions section states that members will "update the existing IRC job training curriculum." Please explain how this activity does not represent a staff role and therefore will not duplicate, displace or supplant staff.

AmeriCorps members will make recommendations to enhance the existing job training curricula, supporting IRC staff by researching ways to deliver job training to best fit the diverse needs of new incoming clients. For example, one population of refugees may have very limited language skills and would most benefit from job training focusing heavily on English language training, while another population may have advanced English skills and would most benefit from training focused specifically on cultural and workplace orientation. The task of enhancing job training curricula in this way does not represent a staff role and therefore will not duplicate, displace or supplant staff.

b. In the Described Instrument section of the measure, please describe how the individuals counted under this measure meet the definition of "economically disadvantaged" as specified in the National Performance Measure Instructions for this particular measure.

The IRC's recently arrived refugee clients all meet the definition of "economically disadvantaged" as specified in the National Performance Measure Instructions. Within the first 90 days of arrival in the United States, refugees receive TANF, SNAP benefits (food stamps), and Medicaid.

c. In the Described Instruments section of the measure, please describe how the program will ensure that individuals are not double-counted under this measure.

The IRC's Efforts to Outcome (ETO) database system provides specific information about each refugee client, tied to unique alphanumeric identifiers. After providing job readiness services,

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AmeriCorps members will log these services on each client's record in ETO. When analyzing job readiness data, IRC HQ staff will access reports including client name, unique identifier, services received, assessment scores, AmeriCorps member who provided services, dates of services, and dates of assessments. IRC HQ staff will review data to ensure that individuals are not double-counted.

d. The O2 output measure should only count services provided directly by AmeriCorps members and not include services provided by staff or volunteers. Please adjust the Target as needed.

The measure has been changed to only include AmeriCorps members.

e. In the Described Instrument section of the outcome measure OUTCM30536, please describe the timing of the pre- and post-assessment; ensure that the same instrument is used for both the pre- and post-assessments; and that the pre-assessment data can be matched with the post-assessment data for each individual assessed.

The IRC will develop a 5-10 question assessment that focuses on general language skills and the American job market. For example, the assessment might ask clients to rate, on a scale of 1 to 5, their own ability to write a resume or identify a job opportunity. The pre-assessment will take place on the first day the client begins receiving job training services. The post-assessment will occur upon completion of job training (4- 8 weeks after initial assessment, varying with the dosage of job training as described below). Assessment scores will be recorded on each client's record in ETO.

f. In the Described Instrument section of the outcome measure OUTCM30536, please further describe what improved job readiness outcome will be achieved as a result of the job training services provided by members.

After receiving job readiness services, clients will increase their knowledge of vocational English; have a better understanding of their community through cultural orientation, which will help them understand, for example, how to use public transport system to a job and how to dress for work; increase their knowledge of workplace cultural norms; and, for some clients, learn a new skill that may increase their chances of obtaining employment.

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g. In the Described Instrument section of the measure, please specify the minimum number of days, hours, or other units of participation that will be required in order for an individual to be counted under this measure and provide a justification for how the dosage (frequency, intensity, and duration) of the intervention will be sufficient to achieve the proposed outcome.

The amount of job training instruction for each client will vary by client skillset. The IRC has determined four dosages in the following categories:

Tier 1: Clients with limited English language skills and no previous work experience.

Dosage: 3-5 hours of job readiness training per week for 8 weeks (approx. 40 hours)

Tier 2: Clients with limited English language skills and previous work experience.

Dosage: 3-5 hours of job readiness training per week for 6-8 weeks (approx. 30-40 hours)

Tier 3: Clients with limited to intermediate English language skills and previous work experience.

Dosage: 3-5 hours of job readiness training per week for 4-6 weeks (approx. 20-30 hours)

Tier 4: Clients with intermediate to advanced English language skills and previous work experience.

Dosage: 3-5 hours of job readiness training per week for 4 weeks (approx. 20 hours)

2. For the Performance Measure: Support job placements for at least 1,500 IRC clients:

a. In the Described Instrument section of the measure, please describe how the individuals counted under this measure meet the definition of "economically disadvantaged" as specified in the National Performance Measure Instructions for this particular measure.

The IRC's recently arrived refugee clients all meet the definition of "economically disadvantaged" as specified in the National Performance Measure Instructions. Within the first 90 days of arrival in the United States, refugees receive TANF, SNAP benefits (food stamps), and Medicaid.

b. In the Described Instruments section of the measure, please describe how the program will ensure that individuals are not double-counted under this measure.

The IRC's Efforts to Outcome (ETO) database system provides specific information about each refugee client, tied to unique alphanumeric identifiers. After providing job placement services, AmeriCorps members will log these services on each client's record in ETO. When analyzing job placement data, IRC HQ staff will access reports including client name, unique identifier, services

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received, AmeriCorps member who provided services, dates of services, and verification of employment. IRC HQ staff will review data to ensure that individuals are not double-counted.

c. In the Described Instrument section of the measure, please specify the minimum number of days, hours, or other units of participation that will be required in order for an individual to be counted under the O3 output measure.

Clients will receive approximately 2-4 hours of job placement services per week until they obtain employment.

d. Please verify that the output and outcome targets will represent measurement of performance that resulted from AmeriCorps member service activities.

The IRC's Efforts to Outcome (ETO) database system collects job placement data including client name, unique identifier, services received, AmeriCorps member who provided services, dates of services, and verification of employment. IRC HQ staff will review data to ensure that all individuals counted received services from AmeriCorps members.

F. MSY with No Program Funds Attached clarification items:

Please respond in the eGrants narrative field labeled 'Clarification Summary' unless otherwise indicated.

Applicants may request No-Cost MSYs. These additional No-Cost MSYs are national service positions in which no grant funds will be awarded. In other words, grantees could receive additional AmeriCorps positions but no additional grant funds. Programs will be responsible for using their own or other resources to pay program costs, member support costs and other operating expenses. Keep in mind that full-time AmeriCorps program costs include expenditures for the AmeriCorps living allowance, health care and criminal history checks. Programs are not required to pay living allowances or cover health care for less-than-full-time members. If you wish to request no-cost MSYs, please respond to the following and add the additional slots to your budget and Executive Summary, and adjust your performance measure targets and MSY allocations.

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IRC will not be requesting No-Cost MSYs.

1. Specify the number and type of slots requested. Please confirm that for the MSYs requested, the additional members will only engage in activities aligned with the proposed member activities outlined in the application narrative. N/A
2. Describe the resources that will be provided to adequately support the additional members and how they are sufficient to support the member support costs, management, oversight, program operations, and program activities. N/A
3. Indicate the source(s) of non-CNCS funds. Provide a brief description of the amount, classification (cash or in-kind), and source(s) (State/Local, Federal, Private) for all resources secured to manage, monitor, and support these additional members. N/A
4. Describe the organization's capability and capacity to successfully implement, manage, and monitor the additional members. N/A

Continuation Changes

N/A

Grant Characteristics