

ARIZONA REFUGEE RESETTLEMENT  
TWO-YEAR STRATEGIC PLAN  
2017 - 2018

**VISION STATEMENT**

All refugees resettle into welcoming communities that provide meaningful access to high-quality and culturally sensitive services that honor their strengths, support their education and career goals and promote their overall health and well-being.

**STRATEGIC GOALS**

Refugees can be successful advocates for themselves and their families on their chosen path to economic self-sufficiency

Arizona cares for the integration of the whole refugee family by addressing socio-emotional, physical, and educational needs of each resettled individual

**STRATEGY**

*Create an online refugee portal of information for refugees, all service providers and the community at large to expand awareness of and access to services and resources*

**STRATEGIC OBJECTIVES**

*Objective 1: Accelerate an understanding of refugee language and literacy needs and promote cultural and linguistic competency*

*Objective 2: Create collaboration and partnerships that foster innovation in serving refugee families*

**IMPLEMENTATION PLAN**

Action(s)	Implementer(s)	Targeted Resource(s)	Milestone Data/ Timeline
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# Executive Summary

## Part A: Impetus

Recognizing that the resettlement of refugees is the domestic completion of an international commitment to humanitarian protection, the success and sustainability of which rests largely on the welcome and good will of local communities, the Arizona State Refugee Resettlement Strategic Planning process engaged the grassroots, collaborative efforts of a diverse group of stakeholders who united to strengthen refugee service delivery statewide.

The Arizona Refugee Resettlement Program (RRP) works in collaboration with local Resettlement Agencies (RAs), Ethnic Community-Based Organizations (ECBOs), faith and community based organizations, and educational institutions. To improve services, this consortium of resettlement service providers in Phoenix and Tucson engaged in several collective pursuits to better inform resettlement service delivery:

-  Refugee Listening Sessions for 2010-2012
-  2011 RRP State Conference
-  2012 Pima Prevention Partnership Targeted Refugee Services Assessment

The results of these sessions prompted a Statewide Strategic Planning effort to guide service delivery among refugee service providers, and to assist refugees in accessing mainstream community services. Recurring themes surfaced which created five Local Priority Areas as the focus for the Strategic Plan:

- 1) Refugee Orientation Services
- 2) Language and Literacy Support Services
- 3) Employment
- 4) Integrated Health Services
- 5) Pre-Kindergarten (Pre-K) and Kindergarten through 12th grade (K-12) Education

A team of stakeholders was assembled for each Local Priority Area to clarify and expand previously identified needs. Within the planning process, several administrative themes emerged:

-  Overcome a “One Size Fits All” approach to allow for individualized approaches to resettlement with service plans based on each client’s needs
-  Assess if the right tools are in the refugee resettlement tool box (i.e., are the right programs and services available for refugees to achieve self-sufficiency)
-  Clarify roles and responsibilities to avoid service gaps or duplications
-  Improve communication among providers
-  Identify/develop additional financial resources

## Part B: Process

The purpose of the Strategic Planning Process was to unite community partners to develop and implement a strategic plan regarded by all stakeholders as the roadmap to address resettlement priorities and to accomplish measurable goals. In pursuit of this purpose, we committed to:

-  advance the coordination, collaboration and impact of refugee service delivery
-  access mainstream or previously untapped community resources
-  meet the unique needs of various refugee groups as they pursue self-sufficiency.

The Strategic Planning process was comprised of six major elements:

- 1) Local Priority Areas established by stakeholders
- 2) Steering Committee formed to guide planning efforts
- 3) Planning Sessions held on each of the Local Priority Areas
- 4) Draft plan review by the Steering Committee and stakeholders
- 5) Final plan issued and implementation launched
- 6) Quarterly assessments to assure progress and updates to stakeholders

Per the guidance of the Strategic Planning Steering Committee, Co-Chairs were selected by their peers to recruit and lead planning teams representing the five Local Priority Areas in Phoenix and Tucson. The RRP State Refugee Coordinator provided two sequential sessions of orientation and training to Co-Chairs related to the parameters and current status of the federal program to assist their guiding the planning process accordingly. Teams reviewed the proposed goals, objectives, milestones, measures and responsible parties suggested in the 2013 quarterly planning sessions toward shaping a workable, cohesive and compliant action plan.

Local Priority Area teams were charged to explore national best practices, as well as to identify and highlight local best practices. The teams explored additional resources and/or identified the need to develop resources to support strategic actions in compliance with federal and state guidelines and regulations. Their findings and conclusions have been integrated into strategic goals and objectives with action plans for implementation at the individual, community, and systems levels.

## **Part C: Implementation**

Guided by the detailed Implementation Plan presented here, Arizona refugee resettlement stakeholders are charged within the two-year Strategic Plan time frame to create an online *refugee portal* for use by refugees, all service providers and the community at large for the purpose of expanding availability and accessibility of services and resources to assist in resettlement. Planning teams have designed this strategy and its objectives by action step(s), implementer(s), targeted [*or potential*] resource(s) to support the action, milestone data and timeline for measuring progress and identified accelerators/decelerators that can affect implementation. Implementers are identified among current stakeholders with opportunities to expand vested partners. Potential resources include currently known funding streams as well as suggestions for collaborative resource development and/or service programming.

The Implementation Plan recommends a management team be devised of technical and *content consultants* both to build the web-based *Refugee Portal* and to provide oversight of content integrity and availability. The collective of consulting entities will be responsible for measuring quarterly the progress and continued relevance of Strategic Action Plans to meet objectives and ultimately to exhibit the Vision of refugee resettlement in Arizona.

# Implementation Plan

Action(s)	Implementer(s)	Targeted Resource(s)	Milestone Data/ Timeline							
Strategy			SFY 2017				SFY 2018			
			Qtr 1 Sep 2016	Qtr 2 Dec 2016	Qtr 3 Mar 2017	Qtr 4 Jun 2017	Qtr 1 Sep 2017	Qtr 2 Dec 2017	Qtr 3 Mar 2018	Qtr 4 Jun 2018
<b>Create an online refugee portal of information for refugees, all service providers and the community at large to expand awareness of and access to services, including those enjoyed by the general public</b>										
a. Design and create site domain that meets required criteria: 1) Defender of resettlement – “do no harm” 2) Non-partisan, non-sectarian affiliation 3) Technically capable 4) Resourced for ongoing management	RRP to host portal via web link “Resource & Referral”	RRP administrative funds; Maricopa and Pima County Care Portal; Church of Jesus Christ of Latter-day Saints (LDS) JustServe sponsor/volunteer project  <i>AmeriCorps Associates and UA/ASU Interns for information collection and technical assistance</i>		Site authority established						
b. Explore and distinguish management roles and resources among targeted web platforms and resettlement stakeholder community for: 1) technical creation and uploading of existing resources and 2) identifying and ensuring integrity of portal content	RRP and Co-Chairs; Web platform partners				<i>Final management plan available</i>  <i>Established management roles &amp; responsibilities</i>					

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c. Establish management responsibilities: 1) As needed and appropriate, recruitment of <i>content consultants</i> in Maricopa and Pima counties representing Health, Employment, PreK-12 Education, Language/Literacy, and Orientation 2) process for data collection and content updates 3) capacity for English language and appropriate translations, pictorial and other graphic formats 4) sustainability to ensure the medium remains relevant, alive and accessible	RRP and Co-Chairs; Web platform partners									
d. Design as “hub” for maintaining inventory of services, e.g., orientation, case management, English Language Training, employment, medical, education, childcare, transportation, skills certification, etc. (info, resources, curriculum, training, linguistic competency, mentoring, volunteer opportunities, etc.) e. Develop user referral system that demonstrates avenues to find	Portal technicians; <i>Content consultants</i>					<i>Existing materials identified, translated &amp; uploaded</i>  <i>Hubs ready &amp; interactive</i> <i>Syncing/interaction with social media ready</i>				

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resources, e.g., "YOU ARE HERE" f. Create web- and email-links to existing resources g. Set up social media pages, "grapevine" networks, and other means of distributing information in refugee communities										
<b>Objective 1: Accelerate an understanding of refugee language and literacy needs and promote cultural and linguistic competency</b>										
a. Form coalition team to: 1) Identify all agencies providing orientation to and about refugees 2) Catalog and post on <i>Refugee Portal</i> orientation roles and responsibilities as well as materials and curriculum 3) Disseminate the PRM Cooperative Agreement and AZ RRP Scope of Work	Orientation consultant(s)	<i>[Potential Resources]</i> Healthcare; Faith-based organizations; Property Management / Apartment Complexes; Law Enforcement; DES; Social Security; MVD; County Libraries; RAs, MAAs, EBTOs, CBOs and NGOs		Orientation entities & curriculum available & posted on website	Plan complete to promote use of site and Refugee 101/202 presentations					
b. Identify key target audiences for Refugee-101: 1) Locate existing community 101 presentations and 202 volunteer trainings 2) Identify gaps in presentations or trainings 3) Engage relevant stakeholders to promote statewide										

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c. Provide access to Title VI statutory guidance related to providing interpretation and translation; devise plan to raise awareness in community (medical, DES, courts) of responsibility without reliance on family members	Language/Literacy consultant(s)	[Potential Resources] MAAs, Volunteers, State & County government agencies, School districts			Post statutes and reader-friendly guidance for broad access Plan complete to disseminate guidance to specific sectors/users					
d. Provide portal to collect potential interpreters and translators as targets to enhance screening, training and state certification opportunities					Link established to connect interested users to guidance, trainers and certification authority					
e. Develop/target advocacy at State/District levels to improve refugee and ELL student graduation rates: 1) Gather data to compare with other States ELL graduation rates; set baselines and goals 2) Identify evidence-based practices around nation & share with LEAs for possible implementation	Education consultant(s); RRP School Contractors; LEAs	[Potential Resources] ADE, LEAs, refugee parents			Data analysis complete Practices identified and plan devised for LEA implementation					
f. Assess health care providers for cultural competency: 1) Survey current efforts on behalf of health care provider cultural competency to inform needs assessment 2) Recruit culturally / linguistically competent providers to share materials and targeted training for professionals,	Health consultant(s) with Refugee Health Coordinator; RRP contracted health screening providers; universities; health/mental	[Potential Resources] Refugee Women's Health Ctr.; Mountain Park Health Ctr.; New American Community,			Online survey is adapted from Tucson survey; participants identified  Competency training materials					

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clinic staff and community	health providers & advocates	Inc. (NAC)			identified and available					
<b>Objective 2: Create collaboration and partnerships that foster innovation in serving refugee families</b>										
a. Craft a common, honest and compelling message to share with the community at large to promote a deeper understanding of the refugee experience and the gaps in funding and services in an effort to develop resources and strengthen in-kind support	Content consultants; State Refugee Coordinator, Refugee Health Coordinator	[Potential Resources] RRP; NAC; Welcome to America; faith-based orgs			Research method/ targets identified  Goals set for collecting practices & facilitating their replication					
b. Research best practices and identify: 1) Adult Education, career development, employers and employment support services using innovative approaches to removing barriers 2) schools succeeding in connecting with refugee students and parents/families to share with schools	Employment, Education and Language/Literacy consultants; RRP School contractors; University, College of Education Professors & Grad Students; English language & employment advocates; Upwardly Global ( <a href="https://www.upwardlyglobal.org/">https://www.upwardlyglobal.org/</a> ); EMPLEO, Dept. of Labor Collaborative hotline	[Potential Resources] ADE; DES; RRP-funded school districts; UA; ASU; Literacy Connect; WIOA; Job Corps; Recertification services; ASCC					Plan complete for promoting activities at identified target schools			

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c. Develop collaborative vocational training opportunities with both vocational content and English language training at employment sites, MAAs and community literacy agencies	Employment & Language/ Literacy consultants; RRP Employment & ELT contractors, literacy agencies, employers	[Potential Resources] RRP contract funds, employers, job placement & literacy agencies								Plan complete with locations, curriculum, identifying/recruiting instruction & disseminating info
d. Develop partnerships in the educational community on behalf of clients pursuing a High School Equivalency Degree or post-secondary education, and to influence transitional assistance & design of new programs/course offerings	Education consultant(s)	[Potential Resources] WIOA collaborators; community colleges; university grad students; LEAs			Alternative sources identified Metric indicators are applicable					
(1) Continue partnership with ADE and schools/districts to enhance accurate identification and tracking of refugee students through the K12 pipeline to graduation	Education consultant(s); RRP School Contractors; school/district personnel; ADE – OELAS	Synergy System (ELL, Current Refugee 1 <sup>st</sup> -3 <sup>rd</sup> year in US, Continuing Refugee (3+ years)				Partnership roles established  Tracking methodology available				
(2) Locate and post realistic alternatives for 17 to 21-year-old high school students with limited English; create database with quality and “good fit” indicators	Education consultant(s)					Data re: alternative programming accessible				
(3) Develop and promote inclusive community building activities at schools	Education consultant(s); RRP School contractors; school point of contact for special	[Potential Resources] RRP School contractors; school models						Models Identified for exploring  Plan complete for replicating		

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	populations, community and family engagement							<i>and/or adapting relevant models</i>		
(4) Explore WIOA/youth development models to improve refugee teens' and young adults' access to educational, career, and empowerment programs	<i>Education and Employment consultants</i> with RRP School Contractors, RAs, MAAs	WIOA collaborators								<i>Potential partners identified Plan complete for pursuing</i>