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FRANK BATTEN SCHOOL of LEADERSHIP and PUBLIC POLICY

COMMUNITY WELCOMING TEAMS: NEW SUPPORT FOR REFUGEE RESETTLEMENT

Examining the Strengths and Challenges of Community Welcoming Teams across U.S. Refugee Resettlement Agencies

PHOTO: MNADEL NGAN, 2018

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

The future of U.S. refugee resettlement has never been more uncertain. We must preserve and improve refugee resettlement infrastructure now, so that there is a functioning system in place when historic resettlement numbers are restored. Since over 75% of U.S. citizens support refugee resettlement (Krogstad, 2019), resettlement agencies must leverage this private support for refugee clients. **This is a missed opportunity; currently, refugee resettlement agencies do not efficiently engage this available support for refugee resettlement.**

One potential option to solve this problem is launching community welcoming team programs - where community groups partner with a refugee resettlement agencies to cover costs and provide resettlement services for refugee clients. The partnership between resettlement agencies and private funding sources has attracted attention as a way for the private sector to provide more and improved services to refugees (Fratzke, 2018). **When considering strategic next steps, the Bureau of Population, Refugees, and Migration (PRM) should encourage refugee resettlement agencies to scale up the use of community welcoming team programs, as well as provide guidance and financial support for monitoring and evaluation.** Community welcoming teams may complement current efforts from resettlement agencies and ensure the survival of refugee resettlement over the coming years. Now is the time to look at the ways that private citizens can support refugee resettlement.

In the context of this project, a mixed methods study was conducted to identify and describe how community welcoming teams are implemented across six refugee resettlement agencies. The resulting analysis contributes not only quantitative and qualitative evidence on the community welcoming teams, but also supports policy recommendations for PRM as they consider strategic decision-making around community engagement.

There are four main pieces of evidence to suggest that community welcoming team programs have the potential to build stronger relationships between refugees and communities and to improve refugee integration outcomes:

1) **Refugees receive $817 more financial assistance**, per person, per month, during their Reception & Placement (R&P) service period, than without the partnership of a community welcoming team.
2) Community welcoming team groups also **partner with refugee families** for an average of six months, which is twice the length of R&P. Therefore, refugees receive more community connection and support during their initial transition into the United States.
3) Community welcoming teams often fund-raise for their services, community welcoming team **programs cost $162 less per person**, per month for resettlement agencies to run.
4) Community welcoming teams also **recruit new volunteers for resettlement agencies**, who have never previously volunteered with refugees. These programs expand resettlement agencies networks to support refugees, with numerous positive secondary effects such as increased donations, community connections, political advocacy opportunities, and the opportunity to educate the community about refugee resettlement.

Therefore, when considering how refugee resettlement agencies should increase and improve services to refugees, engaging the private sector through community welcoming team programs is a clear opportunity. PRM can provide administrative and financial support for resettlement agencies to create these programs. The following report will include more information on the background of these programs, what is being done globally to engage the private sector on refugee resettlement, how to evaluate these alternatives, and additional considerations for implementation.

ACKNOWLEDGEMENTS & DEDICATION

First, I would like to thank everyone that has lent their time, expertise, and support to me throughout this project. Thank you to Holly Herrera and Cameron McGlothlin for their guidance and help this past summer at PRM, as well as their advice this past year in shaping my understanding of PRM's operations, policies, and structure. I appreciate the opportunity to learn from your perspectives and look forward to staying in touch.

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Special thanks to my husband, for his patience, listening, and encouragement, as well as my mother, for teaching me the importance of serving others.

I dedicate this project to my refugee clients - to their past journeys and bright futures in Charlottesville, VA. I hope that this work helps to improve the transition of all refugees into the United States.

DISCLAIMER

The author conducted this study as part of the program of professional education at the Frank Batten School of Leadership and Public Policy, University of Virginia. This paper is submitted in partial fulfillment of the course requirements for the Master of Public Policy degree. The judgments and conclusions are solely those of the author, and are not necessarily endorsed by the Batten School, by the University of Virginia, or by any other agency.

Additionally, the views and positions expressed in this paper are my own and do not represent the United States government, the U.S. Department of State, or official policy.

ACRONYMS:

PRM: Bureau of Population, Refugees, and Migration
ORR: Office of Refugee Resettlement
USRAP: United States Refugee Admission Program
R&P: Reception & Placement

DEFINITIONS:

Refugee (Convention Definition) – "A person who is outside his country of nationality or habitual residence; has a well-founded fear of persecution because of his race, religion, nationality, membership in a particular social group or political opinion, and; is unable or unwilling to avail himself of the protection of that country, or to return there, for fear of persecution (Refugee Convention, 1951)."

Refugee (PRM Definition) – "A person admitted to the United States under section 207(c) of the Immigration and Nationality Act, as amended, or a person to whom eligibility for the resettlement assistance available to individuals admitted under section 207(c) has been extended by statute (PRM, 2019)."

Resettlement Agency – "A public entity or a private nonprofit organization, having a cooperative agreement with the Bureau for reception and placement services (PRM, 2019)."

Community Sponsorship / Community Welcoming Team – "An informal partnership between a refugee resettlement agency and an informal community group to provide costs and resettlement services for a refugee or qualified immigrant population (Seniuk, 2019)."

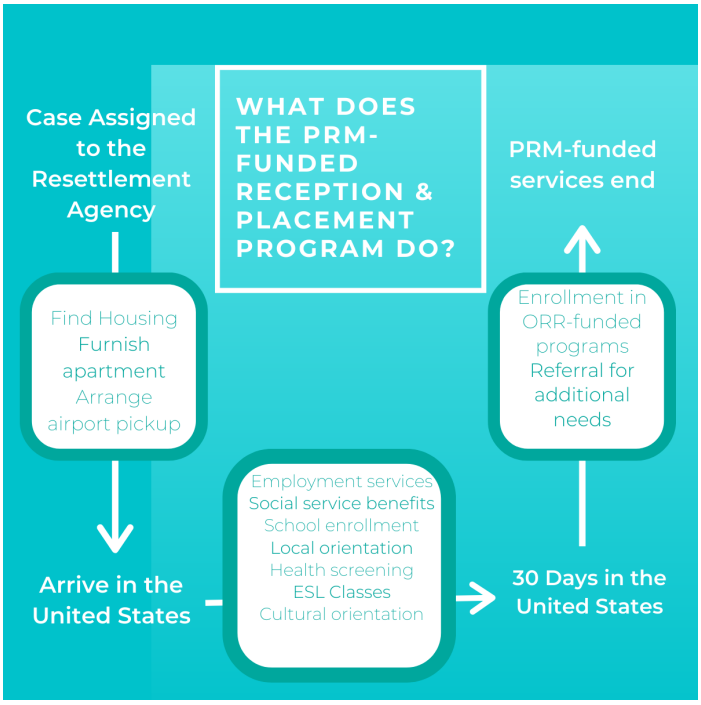
Local co-sponsor – "An established community group which has accepted in a written agreement with an Agency responsibility to provide, or ensure the provision of, reception and placement services to certain refugees sponsored by an Agency (PRM, 2019)."

WHAT IS THE PROBLEM?

Currently, refugee resettlement in the United States lingers in a more precarious position than ever before. Given this uncertainty, it is important to preserve and strengthen refugee resettlement now, so that there is a system in place when historic resettlement numbers are eventually restored. Since the majority of Americans support refugee resettlement (Krogstad, 2019), resettlement agencies can leverage this private support for refugee clients. This is a missed opportunity; **currently, refugee resettlement agencies have limited private support for refugees.** Now is the time to look at the ways that private citizens can support refugee resettlement.

WHAT IS REFUGEE RESETTLEMENT?

The United States Refugee Admission Program (USRAP) is the program that identifies and admits qualified refugee for resettlement into the United States. This program was established by the Refugee Act of 1980, which established the Department of State's Bureau of Population, Refugees, and Migration (PRM). This Bureau administers the Reception & Placement (R&P) Program, which assists refugees during their first few months in the United States. In order to administer the R&P Program, PRM contracts with and funds resettlement agencies to provide R&P "core services" to admitted refugees (Talla, 2016).



Typically, these R&P funds provide for 30-90 days of a refugee's resettlement costs, but the exact length of coverage ultimately depends on the regional cost of living and the size of the refugee family (Burrows & Ramic, 2017). There are many challenges that must be overcome in such a short period of adjustment. Some of these challenges include finding employment with a liveable wage, navigating a new community, and improving English proficiency. While R&P funds help each refugee begin a new life, private funding sources are absolutely necessary to sustain a family and improve integration outcomes (Fratzke, 2017; Seniuk, 2019). Therefore, resettlement agencies use a blend of public and private funding sources to provide services to refugees.

WHAT IS THE OPPORTUNITY?

The partnership among resettlement agencies and private funding sources has attracted attention as a way for the private sector to provide more and improved services to refugees. Currently, there is a growing movement of partnerships between resettlement agencies and community groups to raise money and provide direct services to refugees. There is evidence to suggest that community engagement programs like these have the potential to build stronger relationships between refugees and communities and to improve refugee integration outcomes (Fratzke, 2017). The following literature review will examine the different resettlement systems available that engage communities to support refugees, as well as the quality of evidence available on resettlement agency-community group partnerships.

LITERATURE REVIEW:

Three Resettlement Systems Engage Communities in the U.S.

Since the USRAP uses both public and private funding sources to provide initial services to refugees, engaging communities to support refugees has potential to become a substantial source of private funding. To further understand what the right decisions will be for PRM to guide resettlement agencies, the following literature review will examine current evidence on resettlement agency and community group partnerships, current implementation, and best practices where community engagement programs are implemented. From my research, I've identified three resettlement systems through which community engagement can be compared across the USRAP. These resettlement systems have been or are currently used to engage communities to support refugees, each in a different way:

1) Private Sponsorship

Private sponsorship is when individuals or communities are direct sponsors of refugees, and provide all resettlement costs and services. Before the USRAP was established in 1980, all refugees were admitted through private sponsorship (Talla, 2016). There was no presidentially-determined cap on refugee admissions, so the number of willing sponsors directly determined the number of refugees admitted to the United States. While this system was used prior to 1980, this system is no longer used. There is little to no evaluative literature on the success or best practices of these programs, or even why the program was discontinued.

However, other countries still use private sponsorship, and we can learn from their models. For example, program evaluations of Canada's private sponsorship program suggest that privately-sponsored refugees achieve faster and higher-paying employment than government-sponsored refugees (IRC Canada, 2003). 70% of privately-sponsored refugees achieve employment within one year of arrival, compared with 40% of government-sponsored refugees (Government of Canada, 2020). However, since no systemic evaluation has focused on long-term economic outcomes of private sponsorship, the evaluative evidence on long-term outcomes is inconclusive.

2) Reception & Placement (R&P)

Reception & Placement (R&P) is a federal program that provides 30-90 days of funding for refugee resettlement agencies to provide initial resettlement services to refugees. It was established by the Refugee Act of 1980 and administered by PRM. For R&P funds, PRM gives resettlement agencies a fixed per-capita grant of $2,175.00 per admitted refugee. Of this amount, at least $1,175.00 must be used to provide in-kind or direct assistance to the refugee client. These initial resettlement services can cover initial housing costs, casework services, employment search, and community orientation to help refugees find their footing in a new community. The rest of the per-capita grant can be used to contribute to a resettlement agency's administrative expenses (PRM, 2019).

This program is subjected to a cap on refugee admissions, which is set by presidential determination each year. For fiscal year 2020, the cap has been set at 18,000 admitted refugees (Trump, 2019). Due to extensive monitoring and evaluation of refugee resettlement agencies, the available literature and information on refugee outcomes is extensive.

3) Community Welcoming Team Programs

Community welcoming teams partner informally with a refugee resettlement agency to provide costs and resettlement services for a refugee or qualified immigrant population. Community welcoming teams do not need to be an official organization, nor does the partnership between the refugee resettlement agency and the community group need to be a formal agreement. Typically, these organizations are local organizations like religious groups, student organizations, or groups that formed exclusively to come together to support refugees. Like all refugee resettlement programs, this program is subjected to a national cap on refugee admissions.

While all resettlement agencies have community welcoming team programs, little is known about their implementation. Due to the informal nature of these programs, there is not a substantial body of evidence on the strengths, challenges, and best practices. There is substantial anecdotal evidence on how community welcoming teams support refugees and engage communities, but no qualitative or quantitative research on the subject. Even though there is limited information on community engagement techniques in the United States, we can learn from other countries who use similar community engagement programs to admit refugees.

International Programs Leverage Community Engagement to Support Refugees

Compared to programs in the United States - private sponsorship, government-funded R&P, and community welcoming teams - refugee resettlement programs in Europe, Australia, New Zealand, and Argentina demonstrate the diversity of ways that governments and policymakers can partner with communities to support refugees. This section will examine international models of private sponsorship and draw parallels to a U.S. context. Canada and Australia are used as examples of the most prominent international private sponsorship programs:

Canada's 42-Year Legacy of Private Sponsorship

Canada has the oldest and largest private sponsorship program in the world, resettling 280,000 refugees since its establishment in 1978 (IRC Canada, 2018). Much of the literature on private sponsorship programs comes from Canada's models (Refugee Sponsorship Training Program, 2019). Currently, Canada has three refugee resettlement programs, two of which are private sponsorship programs – Privately-Sponsored Refugees (PSRs) and Blended Visa Office-Referred (BVOR) Refugees. Similar to the United States, Canada's refugees are given permanent residency upon admission, which comes with work authorization and a pathway to citizenship (UNHCR, 2018a). In response to the present global refugee crisis, Canada has increased all visas across all categories, increasing the Private-Sponsored Refugee quota by 18,000 visas (IRC Canada, 2018).

Learning from Australia's Humanitarian Visa Program

Australia's Humanitarian Visa Program has two private sponsorship programs – the Special Humanitarian Program and the Community Support Program. However, these programs occur not in addition to federal funding, but instead replace federal funding. The replacement of federal funds with private funding is one of the largest political barriers to considering private sponsorship or community welcoming teams as a policy in the United States, that it could occur as a replacement for the current federal program. One of the risks in advocating for private sponsorship or increased community welcoming team programs is that it could replace the federal funding currently available for refugees.

Additionally, unlike the United States, Australia places certain education and work-related requirements on refugees admitted through the Community Support Program. For example, any refugee applicant must be able to make the case that they will become self-sufficient within their first year in Australia. This concept of "self-sufficiency" is similar to the foundation with undergirds refugee resettlement's legal framework in the United States (UNHCR, 2018b).

Learning from International Private Sponsorship Programs

Private sponsorship programs engage communities to support refugees:

Refugees receive increased resources when connected to private organizations through community support and mobilization. Private sponsorship programs engage community organizations to provide resources to support refugees. Most programs cite increased community support as a key benefit. For example, Canada's private sponsorship programs show that they engage a wide variation of community organizations, while UK's piloted programs engage new volunteers (Bhaduri, 2018b; Citizens UK Foundation, 2019). This engagement is key to recruit and retain new stakeholders to expand resettlement agency's services and network to support refugees. While New Zealand's pilot private sponsorship program is in its infancy, both community organizations and sponsored refugees spoke positively about their relationship. Additionally, New Zealand's private sponsorship program engaged volunteers who had never previously assisted refugees, generated new interest, and engaged the community (MBIE, 2019).

Private sponsorship programs' employment outcomes are mixed:

By connecting refugees with an established community, private sponsorship programs are thought to improve employment outcomes for refugees (IRC Canada, 2018), but the evidence on employment outcomes is mixed. A 2017 evaluation of Canada's private sponsored program showed that the higher education and language qualifications of privately-sponsored refugees bias them towards higher-paying employment outcomes (Fratzke, 2017). However, the most recent evaluation suggests that when controlling for sociodemographic differences, private sponsorship programs actually do improve employment outcomes (Government of Canada, 2020). For example, 70% of refugees resettled through a private sponsorship program were employed within one year after arrival, compared with only 40% of government-sponsored refugees (Government of Canada, 2020). However, in Australia's program, even refugees with high educational qualifications struggle to find comparable employment after immigrating. With New Zealand's tertiary education requirements for refugee applicants, refugees expected to have their qualifications recognized by the New Zealand government, and struggled when they learned otherwise (MBIE, 2019). Therefore, sponsored refugees continue to have the same anxieties about employment and self-sufficiency as refugees resettled through traditional government-funded pathways (MBIE, 2019).

NEW PRIVATE SPONSORSHIP PROGRAMS

Several countries began or piloted small-scale programs, in addition to their annual refugee admissions ceilings.

In 2014, Argentina began "Programa Siria", which allows sponsors to sponsor Syrian refugees, provided that they cover all associated costs (Government of Argentina, 2019).

In 2016, the UK launched a pilot sponsorship program. Approved sponsors must provide a home for refugees for two years, as well as resettlement costs (Citizens UK Foundation, 2019).

In 2017, New Zealand piloted a private sponsorship program, the Community Organization Refugee Sponsorship Category (CORS), through which they resettled 25 refugees (UNHCR, 2018c).

In 2019, Spain piloted a community sponsorship model in the Basque region, chosen because of high community mobilization around refugee issues in 2015; the Basque regional government expressed interest in collaborating directly with the Government of Spain to increase support for refugees (MBIE, 2019).

Requirements of costs vary greatly:

The cost of sponsoring refugees varies greatly from program to program. The estimated costs for sponsors range from $13,845, as seen in Canada's BVOR Program (IRCC, 2019), to almost $100,000, as seen with Australia's Community Support Program (CRSI, 2019), both for a family of four. Some programs, like New Zealand's program, waive visa application fees, while others, like Australia's program, have high administrative costs simply for admission (CRSI, 2019). The Community Refugee Sponsorship Initiative (CRSI), a group of Australian non-profit organizations, believes that administrative barriers prevent support through community engagement. For family sponsors, the high administrative costs of this program make this a high financial burden for Australian families trying to bring their families to safety. The CRSI recommends that Australia remove some of the limiting registration factors that prevent community-based organizations from becoming effective sponsors. Additionally, CRSI recommends that reducing some administrative costs and visa fees for Australia's program could reduce resettlement costs to $20,000-50,000, which may increase community engagement (CRSI, 2019).

Sponsors are largely responsible for the cost of resettlement, but there is some variation:

Most countries and programs require sponsors to provide for the entire cost of resettlement. However, there are a few exceptions; in Canada's BVOR program, both the government and the sponsor share costs, and in Australia's Special Humanitarian Program, sponsors are eligible for assistance through the Department of Social Services' Humanitarian Settlement Program (UNHCR, 2018a).

Both relatives and non-relatives may sponsor refugees, but sponsors want the possibility of nominating a refugee:

While a couple of private sponsorship programs – New Zealand and Argentina – began with the idea of family reunification, both relatives and non-relatives may sponsor refugee applicants (Government of Argentina, 2019, UNHCR, 2018c). As approved sponsors in private sponsorship programs are often connected to refugees overseas, they wish to petition a specific refugee, as opposed to sponsoring UNHCR-referred refugees (MBIE, 2019).

A MIXED METHODS STUDY OF COMMUNITY WELCOMING TEAMS

Study Introduction

The future of refugee resettlement in the United States is uncertain. As the U.S. resettles record low numbers of refugees (MPI, 2020), it is critically important to preserve and improve the refugee resettlement program infrastructure, so that there is an adequate system in place to resettle refugees when the historical resettlement numbers are eventually restored. Internationally, the partnership between resettlement agencies and community groups has attracted attention as a way not only for the private sector to become more involved in providing services and assistance to refugees, but also to provide improved services to refugees. There is evidence to suggest that these programs have potential to build stronger relationships between refugees and communities and to improve refugee integration outcomes (Fratzke, 2017).

However, while community support is critical for resettlement agencies to provide expanded services to refugees, the exact extent of community welcoming teams programs' use is not known. The answers to these questions will contribute to the small available body of literature currently available on community welcoming teams in the United States by measuring the contributions and the programs, as well as various stakeholder perspectives on the programs. Their exact value to the USRAP is unknown; in order to write policy regarding community welcoming teams, a significant investment in research and evaluation is required.

The following summarizes my data collection methods, analysis, and findings which were used to inform my policy recommendation. In order to understand how community welcoming teams engage communities to increase community support for refugees, the following research questions guided my inquiry:

- What are the strengths and challenges of community welcoming teams?
- What are the ways that community welcoming teams engage communities to support refugees?
- What are the ways that refugees are supported by community welcoming teams?
- What are the current challenges to community welcoming team program implementation?

Summarized Methods

An online accessible survey was sent to six resettlement agencies. A case study used semi-structured interviews with various stakeholders working within a community welcoming team program. Data was collected from October - March 2020. Data was conceptually coded using evaluation coding and Miles & Huberman's (1994) stacking comparable case approach. To improve study reliability, triangulation was applied during data collection. In addition, findings were peer-reviewed by external stakeholders familiar with the topic during first and second coding cycles to verify themes identified from the data. These findings will be used to inform a subsequent policy decision. Detailed information on methods can be found in Appendix B.

Results & Findings

After coding and thematic analysis, I identified three distinct themes that emerged consistently across all stakeholder perspectives and interviews: refugee resources, community engagement, and administrative feasibility. Within these themes, details emerged which will inform policy decisions.

Theme #1: Refugee Support

There are four ways that refugees are supported by community welcoming team programs: financial support, community orientation, social network and community integration, and employment outcomes. First, responses indicate that refugees receive more financial assistance with community welcoming teams; compared to the costs of the federally-funded program, refugees receive $817 more per person per month, during their initial Reception & Placement program. A refugee resettlement caseworker reflected on range of services that community welcoming teams can provide in addition to standard Reception & Placement services:

> “(Community Welcoming Teams) provide comprehensive resettlement support from handling housing, supplies, groceries, case management, ESL, employment (that means all areas of support needed) in addition to being responsible for paying rent and bills until the group decided case/family can handle those things themselves.”

Additionally, a volunteer coordinator observed the community welcoming teams in action, to provide more attention than the resettlement agency could give, "Families feel more community integration than families that didn't have a community welcoming team, as they have people making time and space for them." To substantiate this point, 83% of surveyed community welcoming teams partnered with refugee families for twice as long as the government-funded Reception & Placement program. In addition, after the formal partnership period is finished, community welcoming teams often partner informally with refugee families afterwards. This extension of partnership continues to provide financial support.

Outside of financial support, refugees receive more support when assigned to community welcoming programs through short-term community orientation, long-term social networks, and improved employment connections. Community welcoming teams provide a friendly and welcoming personal connection for refugees, which has value outside of the required Reception & Placement services. One refugee reflected on the connection between themselves and their team:

> “They are so nice; whenever we need something, they come. I feel so lucky that there was a group waiting for us. They make me feel like this is my country now.”

To support this point, community welcoming teams feel a personal connection and friendship towards their refugee partners, “We (the community welcoming team) formed really strong bonds with them (the refugee)." Another team reflected on their relationship with one member of their partnered refugee family,

> "(We) focused on the mother. She was really lonely; in Afghanistan, they lived in a great big house, in a completely gated community with her family, his family...women took her shopping all the time, took her to Walmart, and we helped her use the bus."

Theme #1: Refugee Support (continued)

This short-term community orientation and social networks leads to long-term community integration (IOM, 2019). This long-term effect can be seen in several ways. First, as community welcoming team programs attract diverse professional backgrounds, refugees are more likely to have a broader career network. Refugee clients are more likely to have people outside of their caseworker they could ask questions of about employment. One refugee reflected on how her community welcoming team help her prepare for the workforce,

> "I can study more; being able to attain a level of English means I can register for college in September."

A caseworker working within both the federally-funded program and a community welcoming program noticed that in terms of long-term success, refugees were, "more likely to advance in their careers" and "more likely to find better paying employment." Therefore, the overall perception from relevant stakeholders in community engagement is that the short-term orientation that community welcoming teams facilitate between their volunteers and refugees does lead to improved long-term success for refugees.

Table 1. Community Welcoming Team Programs provide additional resources for refugee clients during their initial transition into the United States

Financial resources	Community orientation	Social network and community integration	Employment outcomes
"(Community welcoming teams began) because of the high cost of rent, trying to find ways to stretch funding" – Program Administrator	"(Community welcoming teams) helped expose newly arrived families to community events, new grocery stores, and other areas of town" - Caseworker	"(Community welcoming teams) help newly arrived refugees break out of reliance on the refugee communities." – Volunteer Coordinator	"I can study more; being able to attain a level of English means I can register for college in September." – Refugee client
"(On the value of community welcoming teams) Financial component, being able to provide better R&P services to the family, can support them fully for 90 days." – Program administrator	"(Community welcoming teams help with) driving to appts and follow-ups, helping to enroll kids in school, tutoring in English, finding donated items to supplement furnishings and apt needs, orienting to neighborhood and community, take clients to food banks, take kids to park, general social help" - Caseworker	"(We) focused on the mother. She was really lonely; in Afghanistan, they lived in a great big house, in a completely gated community with her family, his family…women took her shopping all the time, took her to Walmart, and we helped her use the bus." – Community Welcoming Team Volunteer	"(Refugees are) more likely to advance in their careers, more likely to find better paying employment (with community welcoming teams" – Resettlement agency caseworker
"(Community welcoming teams) can pay the rent and bills when needed, a greater access to resources." – Resettlement agency staff member	"(Community welcoming teams provide) assistance getting to appointments, mentoring, connecting to community" – Program administrator	"They are so nice; whenever we need something, they come. I feel so lucky that there was a group waiting for us. They make me feel like this is my country now." – Refugee client	"HOME teams attract diverse professional backgrounds" – Program administrator

Theme #2: Community Engagement

One of the remaining questions about community welcoming teams is the level of community engagement that they create. The responses from survey and case study respondents give us insight into the community engagement aspects of community welcoming teams.

First, community welcoming teams not only supported refugees, but they increased community connectivity within organizations. Many respondents felt that being a part of a community welcoming team built community within their organization or group. One community welcoming team volunteer reflected on their experience with their team,

> "We felt so sad about the awful things that were happening. It was mainly in response to what was going on in Syria. There were kids turning up on beaches, and we didn't know what to do. Right away, there were 30-50 people interested in participating. The church was ready. Everyone wanted to help. It built a lot of community."

In fact, not only did community welcoming teams engage people within their organization, but they engaged new volunteers for the refugee resettlement agency. In fact, respondents estimate that 75% of their volunteer base had never volunteered or contributed to support refugees before. This finding aligns with international community sponsorship programs – similar to community welcoming teams – where programs engaged new volunteers (IRC Canada, 2003; MBIE, 2019).

Second, this level of community engagement has cascading positive secondary effects. Volunteers are also the biggest financial donors to an organization (Volunteer Hub, 2018), as well as the largest social media sharers to advocate publicly for refugee resettlement (Fratzke, 2017). Another positive secondary effects is educating the public on refugee resettlement and the challenges facing immigrant communities. One community welcoming team volunteer highlighted this aspect of community welcoming programs,

> "(Volunteering) opened the eyes and hearts (of our community welcoming team) to the problems that refugees face. It really made me aware. They (the refugee clients) need money, they need advocates, they need to educate the public."

Therefore, not only do community welcoming teams support refugees, but they also have value for the volunteer groups and organizations that choose to partner with a refugee resettlement agency. They also engage volunteers in a way that expands the network of a refugee resettlement agency to support refugee clients.

Table 2. Community Welcoming Team Programs engage communities and broaden the volunteer base for refugee resettlement agencies

Community Connectivity	Broadened Volunteer Base
"(Volunteering) opened the eyes and hearts (of our community welcoming team) to the problems that refugees face. It really made me aware. They (the refugee clients) need money, they need advocates, they need to educate the public." – Community Welcoming Team Volunteer	"Right away, there were 30-50 people interested in participating. The church was ready. Everyone wanted to help. It built a lot of community." – Community Welcoming Team Volunteer
"We felt so sad about the awful things that were happening. It (Community welcoming team) was mainly in response to what was going on in Syria. There were kids turning up on beaches, and we didn't know what to do." - Community Welcoming Team Volunteer	"It connected community members who may not be in touch with refugees." – Resettlement agency staff member

Theme #3: Administrative Feasibility

One of the largest considerations for program implementation is administrative feasibility. Therefore, many of the survey and case study questions asked about how to best administer and implement these programs. Several key insights arose from this inquiry.

First, administrative enthusiasm at headquarters-level staff deviates from affiliate-level staff; those who administer the policy are more favorable than caseworkers and volunteers. Therefore, caseworkers tend to have less program buy-in than headquarters staff when asked to implement community welcoming team programs. After taking a closer look, this difference in buy-in primarily rises out of poor resource allocation for young, recently-established programs. One volunteer coordinator reflected,

> "Not having a full-time established team coordinator adds additional responsibilities to staff, which decreases staff buy-in to the program. It also makes it difficult to tailor programs to the needs of clients. The team was overextended already because of a large caseload, and they were resistant to take on the additional responsibility."

Therefore, there are challenges to setting up and running these programs that must be addressed by administrators. If refugee resettlement agencies are interested in increasing their use of community welcoming programs, there must be additional financial or structural support mechanisms during implementation.

Program challenges and staff resistance is especially seen among newly established community welcoming team programs. Community welcoming team programs start small and grow over time. Challenges to program implementation arise early and should be streamlined across an organization. From creating enrollment paperwork, setting up program values, to reorganizing casework materials and information, headquarters staff have the opportunity to help affiliate-level offices streamline these programs. There are some universal challenges in setting up these programs, mostly in understanding how community welcoming teams complement current work by resettlement agencies and how to help communities built those necessary skills. Resettlement agencies need to be able to build this capacity over time, but have enough resources at the beginning to support these programs on a smaller scale.

Volunteers must see services through a trauma-informed lens to understand how refugees – a community who has usually dealt with traumatic circumstances – may experience the challenging transition to life in the United States. Volunteers also need to understand when assistance is needed and also not needed; while community welcoming teams are there to assist refugee clients, they also need to understand when to give refugees space to help themselves. A caseworker working within community welcoming teams described how these skills are formed over time within an established program,

> "(Community welcoming teams) work well when they have organization skills in the team member, the ability to understand and navigate cultural differences, the knowledge on community resources, and familiarity with resettlement process."

To build this capacity, one volunteer coordinator explicitly recommended more training,

> "More needs to be done to prepare our staff to support a team. (Resettlement agencies) need to be more proactive instead of reactive. There is definitely more room for training."

Training and volunteer support are also essential to address volunteer burnout, which is common for new volunteers working with poverty reduction and casework services. Another volunteer coordinator explained the need for a balanced approach to prevent burnout,

> "(Community welcoming team programs) allow for volunteers to take part in resettlement without the overwhelm of taking on too much. This, however, takes time to teach."

According to the survey, training for volunteers averaged only 2 hours per volunteers; this is similar to what most volunteers receive when volunteering with less time-intensive, less service-provision projects. Therefore, there is room for more training, something which should be considered in the case of a policy recommendation.

A third consideration that came out of analysis was the need to measure the success of these programs. Currently, due to their informal nature, community welcoming programs are not monitored or evaluated as other refugee resettlement service delivery programs. Therefore, because these programs are not evaluated, refugee resettlement agencies are unable to capture the success or challenges of these programs. One program administrator pointed out some difficulties in monitoring,

> "Most of (our programs') team successes are soft skills, like community integration for refugees. Things like 'support' or 'friends' are hard to measure."

A volunteer coordinator had the same perspective, that "It's hard to measure the impact on client outcomes" and an affiliate director agreed, "Oh, we didn't (evaluate)!" Therefore, due to the challenges for affiliate-level staff to measure the success of their programs, headquarter-level staff need to assist affiliate offices through the growing pains of monitoring and evaluation.

Therefore, when considering a policy decision on community welcoming teams, the three administrative questions of funding, volunteer training, and monitoring & evaluation must be considered. These factors will be addressed in any recommendation.

Table 3. Community Welcoming Team Programs face challenges of implementation in terms of staff buy-in, building new programs, training community welcoming team volunteers, and creating evaluation criteria

Improving Staff Buy-in	Building New Programs	Volunteer Training	Evaluation
"Having a dedicated volunteer coordinator or resource developer. Good communication and thorough training." – Resettlement staff member	"(Community welcoming teams) programs start small, grow over time." – Program administrator	"Most (volunteers) are not experts in this line of work which may cause problems" – Resettlement staff member	"Oh, we didn't (evaluate)!" – Program Administrator
"Not having a full-time established team coordinator adds additional responsibilities to staff, which decreases staff buy-in to the program. It also makes it difficult to tailor programs to the needs of clients." – Volunteer coordinator	"Challenges to beginning the program: paperwork, setting up values, reorganizing materials" – Resettlement staff member	"(Community welcoming teams) work well when they have organization skills in the team members, ability to understand and navigate cultural differences, knowledge on community resources, familiarity with resettlement process" – Resettlement staff member	"Most of (community welcoming) team successes are soft skills, like community integration for refugees. Things like "support" or "friends" are hard to measure." – Program Administrator
"The biggest challenge so far is to have staff resources to ensure proper coordination and communication." – Community welcoming team volunteer	"(Resettlement agencies) need to be more proactive instead of reactive." – Volunteer coordinator	"Definitely room for more training." – Volunteer coordinator	"(It's) hard to measure impact on client outcomes." – Volunteer coordinator

STUDY CONCLUSIONS:

There are three main areas of focus that emerged from the data: refugee support, community engagement, and barriers to implementation:

Refugee Support: Refugees receive additional resources and support through community welcoming teams. In addition to increased financial support through community welcoming teams, refugees also experience increased community orientation, increased social networks and community integration, and improved employment outcomes.

Community Engagement: Community welcoming team programs also engage communities and expand the volunteer bases of refugee resettlement agencies. Community welcoming teams help groups looking to help refugees connect with oportunities, and they increase the number of new volunteers who have never previously volunteered with refugees.

Administrative Feasibility: When considering a policy decision on community welcoming teams, the four administrative questions of staff buy-in through funding, growing small programs, volunteer training, and evaluation must be considered. Program administrators have the opportunity to help affiliate offices work through these chokepoints and address program challenges by providing additional support and guidadnce.

Together, these factors must be addressed in any subsequent policy recommendation on community welcoming teams. This evidence will be discussed during an analysis of the following emerging policy alternatives.

POLICY ALTERNATIVES:

Should community welcoming team programs become an increased trend in refugee resettlement, or not? What are the alternatives? This section provides a description and evaluation of four policy alternatives on how best to use community welcoming teams. The options address various intervention and policy points, as well as address the information gap on community welcoming teams.

The following policy options will be evaluated:

1. Continue use of community welcoming teams in their current flexible status, acknowledging their use in specific contexts but not as a universal solution

2. Encourage increased use of community welcoming team programs, without additional financial support but with increased monitoring and evaluation

3. Encourage increased use of community welcoming teams, with additional financial support to support monitoring and evaluation

4. Discourage use of community welcoming teams by encouraging resettlement agencies to provide services through casework staff not volunteers.

CRITERIA:

Based on the previously stated policy options, the following criteria will be used to evaluate the strengths and weaknesses of each policy option. Each criterion will be weighted equally during evaluation, and summarized in an evaluative policy matrix on Page 29.

1) Resources for Refugees – How much financial support does this option provide to refugees?

Since this project focuses on the ways that communities can support refugees, it important to measure the degree to which refugees are supported by the policy option. Therefore, resources for refugees will be measured by the amount of in-kind and direct financial assistance given to one refugee client per month, during their Reception & Placement period.

Information on resources will be sourced by my stakeholder interviews, survey, and case study. The final measurement will be combined in a high/medium/low scale, and compared across policy options.

2) Value – What does it cost to implement this policy option?

Value will be measured by the additional program costs of supporting one refugee client during their one month of their Reception & Placement (R&P period). The primary consideration of value will focus on costs accrued to refugee resettlement agencies; an estimation will include volunteer coordinator costs, outreach time, training hours for community groups, staff time, and the administrative costs of management.

Information on value will be sourced by my stakeholder interviews, survey, and case study. While an estimated value will be calculated, the final measurement will be combined in a high/medium/low scale.

3) Administrative Feasibility – Is there currently potential for this policy option to be implemented?

As additional program implementation will likely require additional administrative support and/or reporting requirements, administrative feasibility will be measured by the administrative burden required to implement this policy. While I will focus on administrative burden accrued at refugee resettlement agencies, any administrative burden accrued by volunteers or other stakeholders will also be considered. The final burden measurement will use a high/medium/low scale.

The information on administrative feasibility will be sourced by my stakeholder interviews, survey, and case study. Information on other community engagement techniques will come from my stakeholder interviews and publicly available information.

CRITERIA (CONTINUED):

4) Acceptability – Will actors in the political process and other individuals involved in implementation be open to this policy option?

Acceptability will be measured by the perceived openness that policy administrators, agency staff members, and refugee clients have towards the policy option. Since refugee resettlement affiliate offices directly implement refugee resettlement programs as well as locally-coordinated volunteer engagement, local staff buy-in and commitment is critical to the success of implementation. Additionally, I will note if there are any exceptions where an affected population holds opposition towards the policy options.

The information on acceptability of community welcoming teams will be sourced by my stakeholder interviews, survey, and case study. The information on acceptability of other community engagement techniques will be sourced by my stakeholder interviews and publicly available secondary sources.

5) Impartiality – How well does this policy promote service provision equity?

Impartiality will be measured by how well the policy option preserves the refugee resettlement agencies' value of equitable service provision. Refugee resettlement agencies prioritize equity of service provision. When engaging communities and volunteers to assist in service provision, either in part or in full, it is important for agencies to maintain these values. Therefore, impartiality will be measured by how well the policy option preserves the refugee resettlement agencies' value of equitable service provision.

The information on impartiality of community welcoming teams will be sourced by my stakeholder interviews, survey, and case study. The information on impartiality of other community engagement techniques will be sourced by my stakeholder interviews and publicly available secondary sources.

6) Community Engagement – How well does this policy expand a network of support for refugees?

Community engagement will be measured by how well the policy option helps resettlement agencies expand their network of supporters. While there are multiple secondary effects of community support, such as political engagement, social media exposure, or financial donations, the level of community engagement will be measured by the number of additional volunteers this policy option engages.

The information on community engagement will be sourced by my stakeholder interviews, survey, and case study. The information on community engagement of other community engagement techniques will be sourced by my stakeholder interviews and publicly available secondary sources.

In the following section, each policy alternative will be evaluated on these outlined criteria.

ALTERNATIVE #1

The Status Quo: Continue use of Community Welcoming Team Programs in their current flexible state

Essentially the status quo, this option would continue resettlement agency use of community welcoming teams, acknowledging their value in specific contexts but not as a universal solution. As community welcoming team programs are informal, resettlement agencies are not required to report on their specifics. This option preserves this feature; resettlement agencies would not be required to report any additional information to PRM on how they use community welcoming teams. While it will be difficult to know how exactly resettlement agencies are using community welcoming teams, this flexibility trusts that resettlement agencies know their location contexts and communities best.

Maintaining the current use of community welcoming teams engages communities and supports refugees. According to the results of the survey, refugees receive more resources when paired with a community welcoming team. Additionally, community groups that engage refugees – international and domestic - cite increased community connection as a key benefit (Citizens UK Foundation, 2019). Canada's programs show that they engage diverse organizations (IRC Canada, 2018), while New Zealand's program engaged volunteers that had never previously assisted refugees (MBIE, 2019). This same effect was seen among survey respondents; volunteer teams the majority of their base had never previously volunteered to work with refugees.

Community engagement also brings distinct positive secondary impacts, since volunteers are also the biggest financial donors to an organization (Volunteer Hub, 2018). Community engagement around refugee resettlement increases social media shares and education about refugee issues (Fratzke, 2017), so it contributes to political advocacy to support refugee resettlement.

#1) Resources - According to the survey, community welcoming teams raise an average of $392 of direct assistance, and $625 in in-kind donations per refugee client per month. Additionally, refugee resettlement agencies must use at least $975 of the per-capita grant for refugees' R&P period. This totals $1,992 of combined in-kind donations and direct assistance. Therefore, this policy option ranks high for resources.

#2) Value - The cost of a community welcoming team program to a resettlement agency averages $382 per refugee client's resettlement, per month (see Appendix A). This includes costs to recruit, train, and maintain teams through a volunteer coordinator and caseworker coordination. Therefore, this policy option rank medium for value.

#3) Administrative Feasibility - The administrative burden of a community welcoming team primarily falls upon an organization's volunteer coordinator. When building these programs, some offices create a volunteer coordinator position, while others rely on their current volunteer coordinators to run the program. Community welcoming programs will add approximately add an additional 10 hours of responsibility per week. Additionally, as community welcoming teams assist with casework services in coordination with casework teams, it requires approximately 2 hours per month per refugee time from casework and employment staff to help coordinate their services. Therefore, this policy option ranks medium for administrative feasibility.

ALTERNATIVE #1 (CONT.)

#4) Acceptability - While offices with established community welcoming teams often create an additional position to manage these programs, many with emerging programs do not yet have the capacity to do this. Therefore, staff may be opposed to initial implementation of community welcoming teams due to overburden and limited resources. While no programs currently obtain pre-resettlement refugee client participation or ownership, another factor to consider is that refugee clients have no say over whether they are placed with a community welcoming team or not. Therefore, this policy option ranks medium for acceptability.

#5) Impartiality - Refugee resettlement agencies prioritize equity of service provision. When engaging communities and volunteers to assist in service provision, either in part or in full, it is important for agencies to maintain these values. While resettlement agencies and community welcoming teams are unified by the goal of assisting a refugee client, volunteer teams may have values and priorities that diverge from those of the resettlement agency. Therefore, this policy option ranks medium for impartiality.

#6) Community Engagement – Since this option preserves the program flexibility, it allows resettlement agencies to engage community groups to provide both resources and services to refugee clients. According to the survey, community welcoming teams provide more financial resources to refugee clients than other programs. Additionally, community welcoming teams themselves felt more connected to their community and valued the experience. Therefore, this policy option ranks high for community engagement.

Summary:
Positives: High Resources, High Community Engagement
No Negative Policy Criteria

ALTERNATIVE #2

Increase use of Community Welcoming Team Programs, without additional financial support yet an emphasis on monitoring and evaluation

This option would encourage scaling up resettlement agency use of community welcoming teams. Like Option #1, it would not require any additional financial or administrative support from PRM. Unlike Option #1, it would recommend additional monitoring and evaluation requirements on the services their community welcoming teams are providing to refugee clients. It would not provide any additional funding or support for resettlement agencies to create and manage these programs.

While all resettlement agencies have community welcoming team programs, less is known about their implementation. Since there is not a substantial body of evidence on the strengths, challenges, and best practices of the implementation of community welcoming teams, a mixed methods study of current community welcoming team implementation was conducted. A growing body of evidence has the potential to inform best practices on community welcoming teams, to engage communities more effectively and provide improved services to refugees.

#1) Resources - According to the survey, community welcoming teams raise an average of $392 of direct assistance, and $625 in in-kind donations per refugee client per month. Additionally, refugee resettlement agencies must use at least $975 of the per-capita grant for refugees' R&P period. This gives clients a total of $1,992 of combined in-kind donations and direct assistance. Therefore, this policy ranks high for resources.

#2) Value - According to the survey, the cost of a community welcoming team program to a resettlement agency averages $382 per refugee client's resettlement, per month of R&P (see Appendix A). Therefore, this policy ranks medium for value.

#3) Administrative Feasibility – The administrative burden of this policy option is high. When designing a community welcoming team, the administrative burden primarily falls upon an organization's volunteer coordinator. Community welcoming programs will add approximately add an additional 10 hours of responsibility per week. Additionally, as community welcoming teams assist with casework services in coordination with casework teams, two hours every month is required by casework staff to coordinator services for a single refugee client. However, it is possible that requiring refugee resettlement agencies to report this information will increase administrative burden, and in the end, will disincentive them from creating or growing these programs. Therefore, this policy option ranks medium for administrative feasibility.

#4) Acceptability - Staff buy-in is critical when affiliate staff are asked to participate in an additional program. While offices with established community welcoming teams often create an additional position to manage these programs, many with emerging programs do not yet have the capacity to do this. Therefore, staff may be opposed to initial implementation of community welcoming teams due to limited resources. While no programs currently obtain pre-resettlement refugee client participation or ownership, another factor to consider is that refugee clients have no say over whether they are placed with a community welcoming team or not. Therefore, this policy option ranks low for acceptability.

ALTERNATIVE #2

#5) Impartiality - Refugee resettlement agencies prioritize equity of service provision. When engaging communities and volunteers to assist in service provision, either in part or in full, it is important for agencies to maintain these values. While resettlement agencies and community welcoming teams are unified by the goal of assisting a refugee client, volunteer teams may have values and priorities that diverge from those of the resettlement agency. Therefore, this policy option ranks medium for impartiality.

#6) Community Engagement - Since this option does not preserve program flexibility, it may limit how resettlement agencies to engage community groups to provide both resources and services to refugee clients. While community welcoming groups may be eager to participate with resettlement agencies, resettlement agencies may not have the organizational capacity to manage an additional formal program. Therefore, this policy option ranks medium for community engagement

Summary:
Positives: High Resources
Negatives: Low Acceptability

ALTERNATIVE #3

Increase use of Community Welcoming Team Programs, with additional financial support to support program administration and evaluation

Similar to Option #2, this policy option would encourage scaling up community welcoming teams, while recommending additional monitoring and evaluation requirements. Therefore, the monitoring and evaluation benefits discussed in Option #2 apply to Option #3. Unlike Option #2, however, it would provide additional funding and support for resettlement agencies to create and manage these programs. The exact implementation of these funding mechanisms will be discussed in the implementation analysis.

#1) Resources - Most community welcoming teams raise an average of $392 of direct assistance, and $625 in in-kind donations per refugee client per month. Additionally, refugee resettlement agencies must use at least $975 of the per-capita grant for refugees' R&P period. This totals $1,992 of combined in-kind donations and direct assistance. Therefore, this policy option ranks high for resources.

#2) Value - By applying up to an additional $200 from the cooperative agreement's per-capita grant to volunteer engagement programs, the cost of a community welcoming team program to a resettlement agency averages $182 per refugee client's resettlement, per month of R&P (see Appendix A for calculations). Therefore, this policy option ranks high for value.

#3) Administrative Feasibility - When designing a community welcoming team, the administrative burden primarily falls upon an organization's volunteer coordinator. Community welcoming programs will add approximately add an additional 10 hours of responsibility per week. Additionally, as community welcoming teams assist with casework services in coordination with casework teams, two hours every month is required by casework staff to coordinator services for a single refugee client. While it is possible that requiring refugee resettlement agencies to report this information will increase administrative burden will disincentive them from creating these programs, providing a potential funding source for these programs may improve program sustainability. Therefore, this policy option ranks high for administrative feasibility.

#4) Acceptability - Staff buy-in is critical when affiliate staff are asked to participate in an additional program. While offices with established community welcoming teams often create an additional position to manage these programs, many with emerging programs do not yet have the capacity to do this. Therefore, staff may be more amenable to community welcoming team program if there is additional support for these programs. However, refugee clients continue to have limited participation and ownership over their own services. Therefore, this policy option ranks medium for acceptability.

ALTERNATIVE #3

#5) Impartiality - Refugee resettlement agencies prioritize equity of service provision. When engaging communities and volunteers to assist in service provision, either in part or in full, it is important for agencies to maintain these values. While resettlement agencies and community welcoming teams are unified by the goal of assisting a refugee client, volunteer teams may have values and priorities that diverge from those of the resettlement agency. Therefore, this policy option ranks medium for impartiality.

#6) Community Engagement – Since this option does not preserve program flexibility, it may limit how resettlement agencies to engage community groups to provide both resources and services to refugee clients. However, if resettlement agencies have the organization capacity to manage an additional program, they may be able to engage more community welcoming groups and therefore, increase services and support to refugee clients. Therefore, this policy option ranks high for community engagement.

Summary:
Positives: High Resources, High Value, High Administrative Feasibility, High Community Engagement
No Negative Policy Criteria

ALTERNATIVE #4

Discourage use of Community Welcoming Team Programs, to focus on caseworker-oriented service provision

This option would discourage scaling up of community welcoming teams and co-sponsors by encouraging resettlement agencies to provide services through casework staff, not volunteers. Rather than adding additional programs to expand the network and resources of community groups, resettlement agencies would focus their resources on casework staff and individual volunteers.

The Bureau of Population, Refugees, and Migration (PRM) contracts with and funds resettlement agencies to provide Reception & Placement (R&P) "core services" for a refugee's first 30-90 days in the United States (Bhaduri, 2018). The exact length of coverage depends on the regional cost of livings and the size of a family (Burrows & Ramic, 2017). There are many challenges to be overcome – employment, community orientation, and language proficiency - in such a short time of adjustment. To address these challenges, a combination of R&P funds and private fund sources are absolutely necessary to sustain a family through this time (Eby, 2011). Therefore, resettlement agencies use a blend of public and private support, to support clients.

#1) Resources - Through government-funded Reception & Placement (R&P) funds, refugees receive up to $1175 of combined in-kind donations and direct assistance. While this number typically provides funding for one months, the exact amount fluctuates, depending on regional cost of living and individual needs. Therefore, this policy option ranks medium for resources.

#2) Value - Resettlement agencies already use a substantial amount of private funding to supplement their Reception and Placement (R&P) services. However, in this option, there is no additional benefit from the funds raised by community welcoming teams. Therefore, this policy option ranks low for value.

#3) Administrative Feasibility - In this option, volunteer coordinators are not required to manage volunteer teams to provide services directly to refugees. Resettlement casework staff provide all services to refugees, and there is no interaction between volunteer communities and casework staff. Therefore, this policy option ranks high for administrative feasibility.

#4) Acceptability - By focusing resources on staff to provide direct services to refugee clients, staff may be more amenable to this alternative. However, refugee clients continue to have limited participation and ownership over their own services. Therefore, this policy option ranks medium for acceptability.

#5) Impartiality - Refugee resettlement agencies prioritize equity of service provision. When making services available to refugees, it is important for agencies to maintain these values. By making sure that their employees understand agency values of equitable service provision, agencies can focus on increasing equity through intra-agency policies and educating a core group of employees. Therefore, this policy option ranks high for impartiality.

ALTERNATIVE #4

#6) Community Engagement – Resettlement agencies continue to engage local communities to provide both resources and services to refugee clients; agencies rely on a base of individual volunteers to extend their services and support the organization. Volunteers can seek out a variety of volunteer opportunities to support refugees. However, surveyed volunteer community welcoming teams reported that 95% of their base had never previously volunteered to work with refugees, yet had been searching for an opportunity to do so. Therefore, individuals who are interested in volunteering may not actually offer their support unless someone reaches out to them with a specific need. Therefore, this policy option ranks low for community engagement.

Summary:
Positives: High Administrative Feasibility, High Impartiality
Negatives: Low Value, Low Community Engagement

POLICY MATRIX

The following matrix visualizes and compares each of the policy alternatives by examining their individual and comparative criteria.

	Resources	Value	Administrative Feasibility	Acceptability	Impartiality	Community Engagement
Option #1: Current state, allow continued use of community welcoming teams	**High –** $1992/client	**Medium –** $382/client	**Medium –** Programs build over time and can grow with organization	**Medium –** Increased flexibility, but low staff buy-in with limited resources	**Medium –** Staff coordinate services but volunteers implement	**High –** Previous and new volunteers come together to support refugees
Option #2: Scale up community welcoming teams, with reporting	**High –** $1992/client	**Medium –** $382/client	**Medium –** Programs build over time and can grow with organization	**Low –** Limited flexibility, and low staff buy-in with limited resources	**Medium –** Staff coordinate services but volunteers implement	**Medium –** Agencies have less ability to engage volunteers
Option #3: Scale up community welcoming teams, with reporting and funding	**High –** $1992/client	**High –** $182/client	**High –** Programs have more support and long-term funding	**Medium –** Limited flexibility, but higher staff buy-in with greater resources	**Medium –** Staff coordinate services but volunteers implement	**High –** Previous and new volunteers come together to support refugees
Option #4: Discourage use of community welcoming teams	**Medium –** $1175/client	**Low –** $544/client	**High –** Established program has run since 1980	**Medium –** No flexibility for other programs, but potential investments in staff	**High –** Staff are trained and provide equitable services	**Low –** 95% of potential volunteers do not participate

RECOMMENDATION

Increase use of Community Welcoming Team Programs, with additional financial support to support program administration and evaluation

This policy option would encourage scaling up community welcoming teams, while requiring that resettlement agencies report on how they are being used.

This policy option ranks the highest for the efficiency of refugee support, the value of programs to resettlement agencies, and also for the highest amount of community engagement. In comparison, Option #4 – which discourages the use of community welcome teams - ranks the lowest for the amount of funds provided to refugees, as well as level of previous and new volunteer engaged into supporting refugees. Option #3's increased community engagement brings distinct positive secondary impacts, since volunteers are also the biggest financial donors to an organization (Volunteer Hub, 2018). As refugee resettlement benefits from political advocacy, community engagement also increases social media shares and education about refugee issues. Additionally, Option #3 would provide 41% more financial resources to refugees in addition to R&P funding, as well as 14% more financial resources than combined R&P and current private funding sources (Rush, 2018).

Due to the informal nature of community welcoming team programs, there is not a substantial body of evidence on the strengths, challenges, and best practices. Option #1, the second-highest ranked option, does not ask resettlement agencies to collect information on how they are used. By asking resettlement agencies to begin collecting information, a body of evidence on current practices and successes could be built.

While collecting information on community welcoming teams may provide insight into the best practices of these programs, as well as provide accountability to refugee communities, any additional program will accrue some financial cost. Additionally, for programs to provide accountability to refugee communities – or to build to participation and ownership – adequate program administration is necessary (Seniuk, 2019). According to the survey, one of the largest barriers to program success is management and low staff buy-in when resources are limited. While Options #2 and #4 both ask resettlement agencies to report on how they engage communities, Option #3 is the only policy option that provides additional funding and support for resettlement agencies to create and manage these programs. By creating funding mechanisms to support these programs, resettlement agencies are more likely to build effective, long-term programs to engagement communities and support refugees.

IMPLEMENTATION

My policy recommendation – that PRM increases the use of community welcoming team programs, but also asks that resettlement agencies monitor and evaluate them – requires additional considerations of funding and administrative support. While this will be my primary focus of implementation, I will also address the role of various stakeholders, as well the recent situation with COVID-19.

Two Potential Funding Mechanisms to Fund Community Welcoming Team Programs:

First, there are potential funding mechanisms that could be utilized. To function as service providers in the Reception & Placement (R&P) Program, resettlement agencies sign a cooperative agreement which funds and specifies the core services to be provided to admitted refugees upon their arrival to the United States (PRM, 2019). Through this, resettlement agencies are given a fixed per-capita grant of $2175 per refugee, $1175 of which must be provided directly to a refugee client. The rest of this amount can be used by resettlement agencies to administer their programs. However, in the instance that a client does not require all of this amount, an additional $175 can be left to give to other clients who need more support. Therefore, one potential funding mechanism to implement my policy recommendation would be to increase the flexibility in the per-capita grant so that a potential surplus could be transferred to administer programs that directly provide initial R&P services to refugees.

In reality, resettlement agencies must rely on a high amount of private support to be able to fund this program, so funding sources outside PRM funding is critical to sustain refugees, refugee integration outcomes, and refugee resettlement programs. Therefore, another potential opportunity for resettlement agencies to fund community welcoming team programs would be to rely on the growing potential of financial support and expertise in program structure from RCUSA or Building Communities Grant, both which fund and connect resettlement agencies to grant opportunities. While PRM cannot directly refer or recommend to specific private funding sources, outside agencies like RCUSA are uniquely positioned to assist resettlement agencies to connect to private funding sources. Additionally, RCUSA can support community welcoming team programs by the program materials they've created for resettlement agencies and affiliate offices to initiative, structure, and sustain programs.

Addressing Potential Opposition:

The perspectives of various stakeholder groups will also be considered. The questions asked in the survey and the case study considered positionality of the various stakeholder groups, in order to observe and measure their support, resistance, or opposition to the recommended policy option. These stakeholders are refugee resettlement administrators, refugee resettlement staff and volunteer coordinators, community welcoming teams, refugees, and non-profits working in the resettlement sphere.

IMPLEMENTATION (CONT.)

Support of the current status quo seems to decrease with increasing levels of hierarchy in the agency. While administrators support and are enthusiastic about community welcoming teams, affiliate staff and community welcoming teams are resistant when financial support is limited. Without financial support, community welcoming team programs feel like an additional burden to casework staff. With additional resources, both of these stakeholders generally feel that programs can have the administrative structure and support for their success, and would support the recommended policy option instead of the current status quo. Refugees and non-profits in the resettlement spheres support the increase of community welcoming team programs.

PRM can mitigate this resistance by providing additional funding and administrative support. Without this support, there will be substantial opposition from direct service providers, the staff and volunteer teams implementing the policy. Additionally, without additional support, affiliates will be less likely to begin community welcoming teams programs, due to the administrative barriers in beginning and growing a program.

PRM Must Consider the Consequences of COVID-19 and Monitoring & Evaluation Requirements:

COVID-19: Due to the health threat of COVID-19, community welcoming teams are no longer allowed by most resettlement agencies. Refugees are no longer being admitted to the United States, so the number of refugees receiving initial Reception & Placement (R&P) services has dropped off. For refugee still receiving R&P services, services are being provided directly through caseworkers on as as-needed basis. Many resettlement agencies are trying to use remote service provision as much as possible, to limit the number of interactions for both refugee and staff safety. The use of community welcoming teams increases the risk of spreading COVID-19. Additionally, rather than risk their own health, volunteers are less likely to stand by their responsibilities. Therefore, the use of community welcoming teams is ineffective in a pandemic.

Monitoring & Evaluation Requirements: In terms of administrative feasibility, one common trend was the difficulty of affiliate-level community welcoming programs in developing ways to measure success of these programs. Therefore, one option would be for PRM or individual resettlement agencies headquarters to develop monitoring and evaluation procedures. If PRM can advise or apply monitoring and evaluation standards for resettlement agencies, much in the same way that it does for other programs, it might assist in agencies being able to capture the quality and impact of program implementation. Additionally, Canada's evaluations may be effective in capturing some of the community-building, community orientation, and integration value of community welcoming teams (IRCC, 2019; IRCC 2020).

One potential unfortunate consequence of placing any additional regulation on community welcoming teams is the possibility of increasing the administrative barriers so much so that resettlement agencies cannot implement them. Therefore, if PRM chooses to implement this policy option, they must consider additional funding if they are to require any additional monitoring and evaluation.

IMPLEMENTATION (CONT.)

Next Steps to Implement Recommendation:

One next step is to identify further potential funding sources to support either headquarter or affiliate-level community welcoming team programs. Some potential funding sources have already been identified, but further should still be found. Additionally, many of the questions asked in the context of my survey and case study targeted potential implementation hurdles, and how to overcome them. If PRM wants to understand how community welcoming team programs are being used, they should ask the same questions I piloted in my survey and case study. The positionality and authority of PRM should improve resettlement agency participation. Additionally, a more formal inquiry to measure the strengths and challenges of community sponsorship programs is coming out of Center for Migration Studies and RCUSA partnership in early 2021, so PRM should look at this future publication to understand more about the depth and breadth of their programs. By working with outside organizations already conducting this work, PRM has the potential to capture the information they need to make informed policy decisions about community welcoming team programs.

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APPENDIX A

Costing Analysis

A costing analysis was conducted on each of the four potential alternatives: the status quo, increasing community welcoming team programs without additional financial support, increasing community welcoming team program with additional financial support to support monitoring and evaluation, and decreasing community welcoming team programs to focus on caseworker-supported service provision.

For each policy option, a costing analysis will inform both the criteria of Resources and Value. Resources will be measured by the amount of direct and in-kind donations available for each refugee client, per month, during their R&P period. This will be calculated by looking at financial and in-kind donations from volunteers. Value will be measured by the cost of the program to refugee resettlement agencies. This will be calculated by looking at any additional program costs to engage private funding sources such as volunteer coordinator costs, staff time to engage volunteer, volunteer training time, and also the amount of funds that volunteers bring in to support the program. The fixed per-capita grant will be used to calculate both Resources and Value. Due to variability across states, regions, and family cases, additional benefits that refugees potentially receive, like SNAP, TANF, SSI, or other benefits will not be included in the calculation.

Alternative 1: Status Quo, Maintain Current Use of Community Welcoming Team Programs

First, it is important to consider how the United States Refugee Admissions Program is funded, and which funding is administered by PRM. The State, Foreign Operations, and Related Programs Appropriations Bill appropriates funds for the Department of State. Department of State funding includes the federal government's foreign assistance program, which includes the Migration and Refugee Assistance (MRA) fund. Currently, PRM operates this MRA fund which provides funding for the Reception & Placement (R&P) grant provided to initially resettle refugees in the United States. Therefore, PRM has responsibility to create policy on refugee resettlement and to administer U.S. refugee assistance and admissions programs (PRM, 2019).

From the MRA account, PRM contracts with non-profit organizations like International Rescue Committee, World Relief, or Episcopal Migration Ministries to provide the initial services of the R&P program to refugees. To fund these services, PRM provides a fixed per-capita grant of $2175 per refugee admitted under Section 207 of the Immigration and Nationality Act. Of this amount, $1175 must be spent on refugee services during the R&P period, while each non-profit receives $1000 to assist with staff and administrative costs. No less than $975 of the $1175 amount allocated to refugee services must be spend on R&P itself; resettlement agencies have the discretion to assign the remaining $200 of one client's funds on other refugees with unmet R&P needs. Therefore, this allow some flexibility in the per-capita grant to serve refugees with greater needs (PRM, 2019).

Currently, the use of community welcoming team programs generates an additional $1992 for refugees, in the form of either direct or in-kind donations. This amount was calculated based on survey responses of community welcoming team volunteers at five different resettlement agencies (n=12), and the fundraising amounts were averaged by the number of months these teams partnered with a refugee family. These funds are not given directly to refugees, but through the refugee resettlement agency. However, there are outlying examples of when community welcoming team members give money outside of the recommended amount.

Currently, community welcoming teams cost refugee resettlement agencies $382 per refugee client per month of R&P. Volunteer coordinator costs were calculated. According to most agencies, established community welcoming team programs required a half to full-time volunteer coordinator to run them. At the most conservative, a half-time coordinator salary averaged $20,000 per year across all refugee resettlement agencies. As this does not include benefits, the U.S. Bureau of Labor Statistics in 2014 calculated that for a half-time coordinator would earn an additional $421.74 of benefits per month (Bureau of Labor Statistics, 2014). Therefore, a part-time coordinator with benefits would cost a refugee resettlement agency $2088 per month. However, a volunteer coordinator coordinates multiple community welcoming teams at once, and has other responsibilities outside of community welcoming teams. Therefore, at the most generous, based on a caseload of 10 refugees served through community welcoming teams, volunteer coordinator costs average $209 per month per refugee client.

In addition to the volunteer coordinator salary, casework staff are also required to participate and guide community welcoming team work. According to refugee resettlement agency Glassdoor profiles, casework staff are compensated at a similar rate as volunteer coordinator staff. According to surveyed casework staff (n = 24), caseworkers spent one hour per month coordinating services for one refugee's R&P period through community welcoming teams. Therefore, for the staff coordination element of community welcoming teams costs $21 of casework time per month per refugee's services.
Additionally, community welcoming teams raise an average of $392 per month to support the administrative efforts of implementing these programs. When combining average private funding sources of $544 with fundraising, then subtracting staff costs, community welcoming team programs cost refugee resettlement agencies an estimated $382 per month per refugee.

Alternative 2: Increase use of Community Welcoming Team Programs, without additional funding to support administration and evaluation

As this policy option does not change any financial assistance for refugee resettlement agencies, the costs do not change. Therefore, refugee receive $1992 per client per month with this policy option, and the cost of the program to the resettlement agency is $382 per client per month.

Alternative 3: Increase use of Community Welcoming Team Programs, with additional funding to support administration and evaluation

This policy option encourages the increase of community welcoming teams, and provides financial support to increase opportunities for monitoring and evaluation of these programs. Therefore, the resources generated for refugee remains the same, at $1992 per client per month. However, since PRM would implement a financial mechanism to provide additional flexibility with the per-capita grant, it would allow refugee resettlement agencies to apply this flexibility to fund programs that provide direct services to clients, such as community welcoming teams. Therefore, the cost of community welcoming programs under this policy option falls to $182 per refugee client per month.

Alternative 4: Decrease use of Community Welcoming Team Programs, to focus on caseworker-supported service provision

For the last policy option, to provide Reception & Placement (R&P) services through caseworkers and internal volunteer networks, resources will be calculated by the amount of direct and in-kind donations available for each refugee client, per month, during their R&P period. Value will be informed by measuring the cost of the program, which will be calculated by looking at any additional program costs to engage private funding sources. This will include volunteer coordinator costs, as well as the cost of fundraising for private funds.

Refugee receive $1175 per month per client through this policy option. In reality, refugee receive far more financial and material support, but state and federal-benefits like Medicaid, SNAP, TANF, or other funds are not being calculated, as they will vary greatly from refugee family to family, and from state to state. Therefore, the only financial source being considered for this evaluation will be the funds available through the per-capita grant from PRM.

For this policy option, there are no additional program costs accrued by the refugee resettlement agency in terms of community welcoming teams, as no additional volunteer coordinator is required to run a community welcoming team program. However, there are program costs to recruit, train, and supervise a wider network of volunteers outside of community welcoming teams, which are necessary to extend caseworker services. Refugee resettlement agencies use a large network of volunteers to help with service provision, but these rely on more ad-hoc, fixed purposes like medical appointment transportation, English tutoring, or front desk support. Since short-term volunteering has less value to the organization than long-term volunteering, most refugee resettlement agencies ask that volunteers commit for a longer period of time. Government funding percentages for refugee resettlement agencies ranges from 58.5 – 97.3% for resettlement agencies (Mousa, 2018). The unweighted average of these amounts is 79.9%. 20% of resettlement is composed of private funds, and the estimated cost of the fundraising this amount is $544 per client per month. Refugee resettlement agencies still require a part to full-time coordinator to raise private funds and recruit volunteer support. Therefore, the cost to run programs with volunteer support outside of the context of community welcoming team programs is $544 per month per client.

APPENDIX B - STUDY METHODS

Detailed Methods

Researcher Background and Positionality:

I am a Masters of Public Policy candidate at the University of Virginia's Frank Batten School of Leadership and Public Policy. I have five years' experience as a caseworker with a refugee resettlement agency working with refugee, asylee, and other immigrant communities. I am focusing my MPP studies on refugee and immigration policy, and am completing this master's thesis on community engagement techniques and effective public-private partnerships to support refugees. Since I believe that knowledge is both constructed and based on the reality of the world, using both objectivity and subjectivity, I used a pragmatic lens in designing this research. I selected methods based on guiding questions, and therefore use pragmatism when selecting methods. While I have worked with the broader refugee resettlement community, I do not have any prior relationship with any of the survey respondents.

Sample:

The data for this study comes two sources, from a survey and case study, to identify and describe the successes and challenges of community welcoming team programs. The study was conducted from January 2020 – March 2020.

Survey: The survey was sent out to seven refugee resettlement agencies. Six of the seven refugee resettlement agencies contacted elected to participate in the data collection process. The survey was sent out at the beginning of February, and had a five-week launch window. The survey was online, and was PC and mobile-compatible. I used Qualtrics for the survey to ensure encrypted and confidential data for any respondents. For increased accessibility, paper copies of the survey were available upon request, and the survey could be translated into 75 languages. With permission from refugee resettlement headquarters, the survey was sent out to their affiliate offices, who then, in turn, sent the survey out to their staff and volunteer networks.

The survey collected quantitative information on financial aspects of the program, as well as qualitative information on the perceptions of the strengths and challenges of community welcoming team programs from a variety of stakeholders. These stakeholders were refugee clients, refugee resettlement casework staff, headquarters program administrator, volunteer coordinators, and community welcoming team volunteers (n = 32).

Case Study: I also conducted a case study with several of the survey respondents who reached out to me with an interest to be interviewed. I conducted semi-structured interviews with a headquarters administrator, an affiliate administrative director, a volunteer coordinator, and two community welcoming team volunteers (n=5). Each interview lasted 60 to 75 minutes. Participants were not compensated for their participation. I met with each stakeholder individually, asking them a series of prepared questions in regards to their program experiences and perspectives. During the interviews, I typed field notes. These notes included a running record of what occurred during the visit, as well as reflexive notes that noted the interviewee's perceived feelings and reactions to my questions. After each interview, I typed up more field notes on the conversation. These notes included both more extensive reflexive notes, as well as analytic thoughts.

Collection:

I gathered two sources of pieces of data: a qualitative case study and survey. For the survey, I approached data collection with specific topics in mind, but not specific coding categories. The quantitative section of the survey investigated the financial and time resources that community welcoming teams contribute to both refugees and resettlement agencies. The qualitative sections included open-ended questions regarding stakeholder perspectives on programs.

Coding:

I conceptually coded (see Miles & Huberman, 1994) the results using evaluation coding. Evaluation coding applies nonquantitative codes on qualitative data that assigns judgements about the merit, worth, or significance of programs. During evaluation coding, passages of text are linked by common concepts to aggragate these distinct themes from the data. As evaluation coding is often used for policy decision-making, particularly across multiple cases, this coding method was chosen in order to make policy recommendations based on these programs. I reviewed my guiding research questions prior to analysis. I started with line-by-line reading and memo-ing the interview and survey data. The process was iterative, involving multiple readings of the field notes and survey results.

Thematic analysis:

For second cycle coding, I chose a mixed strategy of both case-oriented and variable-oriented approaches. In the case-oriented approach, Yin advocates for a replication strategy (Yin, 2009). In replication strategies, a theoretical framework is used to study one case in depth, and then successive cases are examined to see whether the observed cases have this framework in common. In the variable-oriented approach, themes that originated from inductive first cycle evaluation coding were examined across all cases.

To combine the two strategies, I used Miles & Huberman's stacking comparable case approach to analyze each case in depth (Miles & Huberman, 1994). This involved a comparison of different resettlement stakeholders' responses within the sampled population. Finally, the open-ended questions were collected to understand the perspectives and opinions relating to community welcoming teams. These responses identified and described the successes and challenges of community welcoming team programs. Additionally, the context of the case study was compared to the survey responses to see if there were parallels or differences between survey responses and the context of the case study. Case-level displays were then further condensed, permitting systemic comparison..

Auditing and reliability:

Triangulation was applied throughout the study, but most particularly during the data collection phase. Data was collected from different stakeholders to observe different aspects of the program, as well as secondary sources which informally observe and evaluate community welcoming team programs. In addition, my findings were peer reviewed by external stakeholders familiar with the topic during both the first and second coding cycles, to verify the themes that I identified from the data.

After coding and thematic analysis, I identified three distinct themes that emerged consistently across all stakeholder perspectives and interviews: refugee resources, administrative feasibility, and community engagement. Within these themes, details emerged which will inform policy decisions.

Survey Questions

For the survey, I used a mix of fixed-response and open-ended questions, to encourage complete answers from my stakeholders while allowing some flexibility in their responses.

Template Survey Questions:

1) Thank you for participating in this survey! I am a graduate student at the University of Virginia, conducting a study on community engagement for refugees. The purpose of this survey is to better understand how refugee resettlement agencies use community welcoming teams and co-sponsorship to engage communities. This survey should take approximately 7-9 minutes to complete. Any feedback you give will be anonymous.

2) Which of the following roles best describes you? (Select all that may apply)
a. Staff member of refugee resettlement headquarters office
b. Staff member of local affiliate office
c. Previous or current member of co-sponsorship team
d. Previous or current member of community welcoming team (also referred to as community sponsorship, Good Neighbor Teams, Welcome Teams, or Circle of Welcome, depending on your resettlement office)
e. Refugee/Service recipient
f. Other ____

3) Which of the following categories describes your age?
a. 18-24
b. 25-34
c. 35-44
d. 45-54
e. 55-64
f. 65 or older
g. Prefer not to answer

4) Which region best matches your location?
a. Northeast
b. Southeast
c. Midwest
d. Southwest
e. West Coast
f. Other _____

5) What is the population density of your location?
a. Less than 2,500 residents (rural)
b. 2,500 to 10,000 residents (small town)
c. 10,000 to 100,000 residents (large town)
d. 100,000 to 500,000 residents (city)
e. Over 500,000 residents (large city)

6) Does your resettlement agency use community welcoming teams and/or co-sponsorship teams?
a. Only community welcoming teams
b. Only co-sponsorship teams
c. Both community welcoming and co-sponsorship teams
d. Neither community welcoming or co-sponsorship teams
e. Don't know

7) What, in your understanding, if your office's definition of a community welcoming team?
a. Open-Ended

8) Have you volunteered as part of a community welcoming team in the past two years?
a. Yes
b. No
c. Don't know

9) What is the nature of the community welcoming team you volunteer with?
a. Organization formed exclusively as a community welcoming team
b. Student-based group
c. Religious organization
d. Secular organization
e. Other

10) What is the estimated amount of monthly direct assistance given over the course of the community welcoming partnership period?
a. Less than $500
b. $500-1000
c. $1000-2000
d. $2000-3000
e. Over $3000
f. Other _____

11) What is the estimated value of monthly in-kind donations given to refugees over the course of the community sponsorship period?
a. Less than $500
b. $500-1000
c. $1000-2000
d. $2000-3000
e. Over $3000
f. Other _____

12) What is the estimated amount of monthly direct assistance given to refugee after the community sponsorship period?
a. Less than $500
b. $500-1000
c. $1000-2000
d. $2000-3000
e. Over $3000
f. Other _____

13) What is the estimated value of monthly in-kind donations given to refugee after the community sponsorship period?
a. Less than $500
b. $500-1000
c. $1000-2000
d. $2000-3000
e. Over $3000
f. Other _____

14) How many hours of training on community sponsorship is provided by the local resettlement office?
a. Less than 5 hours
b. 5-10 hours
c. 10-15 hours
d. 15-20 hours
e. More than 20 hours

15) What is the level of fundraising asked for from community welcoming teams? If possible, please specify how this fundraising level is determined (per person, per family, no determination, or if you don't know).
a. Open-ended

16) Is this level of fundraising recommended or required?
a. Recommended
b. Required
c. Don't know

17) What is the length of time of the community sponsorship period?
a. Less than one month
b. 1-3 months
c. 4-6 months
d. 7-12 months
e. Longer than 1 year

18) What do you think are the strengths of community welcoming teams? Your responses will enrich our knowledge of community engagement in refugee resettlement.
a. Open-ended

19) What do you think are the challenges of community welcoming teams?
a. Open-ended

20) What do you think are the factors of establishing and managing a successful community welcoming team?
a. Open-ended

21) Are there any questions you wish we would've asked on this survey?

Interview Questions

For all interviews during the case study, I used standardized open-ended questions, to encourage complete answers from my stakeholder interviews, while allowing some flexibility in their responses.

1) Tell me more about your [organization's community welcoming] team. How did it start?

2) Let's talk about some of program specifics:
   a. In my previous stakeholder interviews, some refugee resettlement agencies request that teams raise $500 per refugee, while others ask for a flat $10,000 per family. What is the fundraising amount [your organization] asks per team?
      i. Is this amount recommended or required?
      ii. How is this amount calculated (per person, per family)?
   b. How long do teams partner with a refugee family?
      i. Is there a fixed period of time of support, or does support tend to continue after the partnership period?
      ii. From your perspective, which is preferable?
      1. And what are the trade-offs?
   c. What services do teams provide?
   d. What kinds of organizations is [your organization] working with (religious, secular, school)?

3) How much time and resources will be required for ongoing support (sustainability)?
   a. How many hours of training is provided to each team volunteer?
   b. How much time is asked of staff to support teams' work?
      i. Of caseworkers?
      ii. Of volunteer coordinators?

4) What would you say are the strengths of community welcoming teams?

5) What would you say are the challenges to community welcoming teams?

6) How do you measure success?
   a. What does success look like for you in these programs?
   b. What are 3-4 perceptions clients might have of this program?
   c. How did you evaluate the piloted program?
   d. How did [your organization] receive feedback on the program?
      i. From refugee clients?
      ii. From the volunteers?
      iii. From caseworkers?
      iv. From RCUSA and other partner organizations?
   e. How would you like to evaluate a full [your community welcoming team] program?

7) Are there any questions you wished I would have asked?

8) Is there anyone you'd recommend me speak to about these programs?