
**THE REFUGEE RESPONSE: CLEVELAND BURMESE
REFUGEE COMMUNITY STRATEGIC ANALYSIS**

February 15, 2010

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EXECUTIVE SUMMARY

The Refugee Response (TRR), Cleveland Burmese Refugee Community Strategic Analysis presents the findings of a needs assessment of the Burmese refugee community, an analysis of refugee service providers and offers strategic recommendations for TRR to expand its services to effectively provide support to this population as well as other refugee populations both independently and through collaborative programming.

The report focuses on both the suppliers of refugee services and the demand for these services from the resettled Burmese refugee population. Using TRR's outreach questionnaire and its Statement of Purpose as a framework, research primarily targeted the Burmese refugee population in Cuyahoga County, specifically focusing on the city of Cleveland and its nearby suburb of Lakewood; international and national refugee assistance and support organizations; local resettlement agencies; social service providers; non-profits; places of worship; and concerned citizens.

My findings show that TRR faces a favorable environment for the expansion of its services and opportunities exist for both local and international programming. In Cleveland, it is clear that resettled refugees need assistance with English language and employment training as well as basic cultural orientation in order to successfully integrate into their new communities as very few providers exist to meet these needs. Instead, most refugee support agencies' focus is restricted by funding, limited to what populations they serve or inaccessible to the greater refugee community. TRR is well positioned to address this gap, and in some cases partner with local resettlement agencies, social service providers and non-profits in a complementary relationship.

Additionally, TRR can significantly increase its reach within key segments of Cleveland's refugee population without needing to drastically expand its institutional resources. For example, the home tutoring program TRR currently provides to Burmese refugee families is scalable to other refugee communities with "new tutor" recruitment, orientation and training.

TRR faces challenges in expanding its services as well. For example, the lack of a center or classroom for TRR's tutoring program puts greater constraints on the tutors as tutoring in the refugee's home may not be conducive to learning and ultimately it may require more overhead for TRR. Also, despite TRR's growing reputation and connections within the Cleveland community, establishing partnerships with the local resettlement, social service and non-profit agencies may be difficult as TRR, a recently formed 501©3, may be viewed as a competitor. Furthermore, in light of the economic downturn grants have dwindled and raising money through fundraising and donations has become more difficult making finding financial support challenging.

My strategic recommendations stem from a SWOT analysis of my research findings. I recommend strategies that: 1) leverage TRR's strengths and partnership opportunities; 2) leverage TRR's strengths and competitor threats; and 3) overcome TRR's weaknesses to take advantage of expansion opportunities.

I recommend that TRR pursue the following strategies:

Audience Outreach

- After refugee resettlement, target outreach and programming to the larger refugee community through partnerships with local non-profits, places of worship and the schools where refugees attend ESL.
- Prior to resettlement, leverage its relationship with local resettlement agencies, the Ohio Office of Refugee Resettlement, the State Department's Bureau of Population, Refugees and Migration (PRM) and the United Nations High Commissioner for Refugees (UNHCR) to identify recently resettled refugees and future newcomers who will need its services.

Programming Development

- Continue and expand flexible one-on-one home tutoring sessions that allow for working adult refugees to receive ESL assistance and improve their English language skills.
- Diversify the existing home tutoring program to include both students and adults, especially women with pre-school aged children.
- Acquire a center, classroom or office where resources can be kept, programs can be taught to a larger audience and is accessible to the local refugee population.
- Develop an agriculture/gardening program to enable refugees to harness their existing agricultural skill-set, improve their nutrition and help contribute to the larger Cleveland community.
- Develop a mentoring program that provides a mentor for single refugees and refugee couples with no children.
- Develop a donation program that connects refugee needs to individuals and businesses that can fill them.

- Start a monthly event series dedicated to educating people about refugee conditions worldwide that have caused refugees and IDPs to flee their homes and about the diverse refugee groups in Cleveland.
- Develop a program that tracks the progress of refugees through yearly needs assessments and refers refugees to existing services, when they need them.

Partnerships

- Seek partnerships with providers who have a niche serving a certain refugee population, but are limited in what services they can provide to them. By partnering with such providers, TRR can gain greater access to refugee groups in Cleveland.
- Seek partnerships with providers who have extensive existing infrastructure, such as offices, education centers and financial support, but do not have access or knowledge of the refugee groups TRR has in Cleveland.

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1. INTRODUCTION

Statement of the Problem

TRR seeks to expand its services and effectively provide support to Cleveland's multicultural refugee community, but does not currently have an accurate or complete analysis of the needs of the resettled refugees in Cleveland and agencies who already provide support to this population. To address this need, the following study examined two components of the market: the demand for and the supply of refugee assistance programs and services in Cleveland and its nearby suburbs. On the demand side, research focused mainly on the Burmese refugee communities' needs and available resources. On the supply side, research centered on the structure, reach, services and resources of key providers, as well as discovering possible TRR partners.

Significance of the Study

The historic policy of the United States is to allow refugees of humanitarian concern entry into this country, reflecting the U.S. tradition and core value of being a safe haven for the oppressed.¹ To be designated a refugee; individuals must have a justifiable fear of persecution in their country of origin because of race, religion, nationality, membership in a particular social group or political opinion.² According to Richard Herman and Robert Smith, coauthors of *Immigrant, Inc.*, "Refugee workers and resettlement counselors offer a simpler definition. A refugee, they say, is someone who has lost everything."³ Through an extensive resettlement process, which begins in the refugee camps (See Appendix C), refugees legally enter the United States in search of freedom, peace and opportunity for themselves and their families. After resettlement, they start new lives with limited resources transitioning from their past and the lives they once knew.

Many refugees were born in and have spent their entire lives in camps. The U.S. welcomes more refugees than any other country in the world. Since 1975, the U.S. has accepted 2.6 million refugees, more than double the number of the nine other traditional resettlement countries combined.⁴

In 2009, nearly 80,000 refugees were resettled in the United States. These refugees are usually resettled where relatives or friends are living, but those without relatives in the U.S. may be sent anywhere. Each year 1,300 to 1,900 refugees settle in Ohio.⁵ Since 2007, Cuyahoga County has welcomed over 850 refugees from countries including Burma, Bhutan, Somalia, Ukraine, Russia

¹ Ted Strickland and Douglas Lumpkin, *Ohio Refugee Services Program Refugee Handbook*, Columbus, June 2009 (Columbus: ODJFS Refugee Services, 2009), 6.

² *Ibid.*, 5.

³ Richard Herman and Robert Smith, *Immigrant, Inc.: Why Immigrant Entrepreneurs are Driving the New Economy* (New Jersey: John Wiley & Sons, Inc., 2010), 101.

⁴ Strickland and Lumpkin, 6.

⁵ *Ibid.*, 13.

and Iraq.⁶ These newcomers arrive in Northeast Ohio with limited resources, contacts and understanding of U.S. culture.

As more newcomers continue to arrive in cities like Cleveland and Lakewood, social services like English language training, employment assistance and cultural orientation classes are not meeting refugee needs. To effectively deliver resources and services to the refugee community, TRR must first understand their needs and why they are not being met. Then TRR can develop its own programs or work with local social service and resettlement agencies as well as non-profits and places of worship to create a more collaborative environment that maximizes resources and programming to better meet resettled refugee needs.

This study supports TRR's mission, as outlined in its Statement of Purpose, of being able to improve refugees' quality of life in camps and after resettlement by providing hope and the resources to become self-sufficient and contributing members of their new communities. The strategic recommendations provided will help TRR further advance into assisting refugees both locally and internationally and meet its goals of equipping newcomers with the language, life and job skills that they need to succeed in their new communities.

⁶ Ibid., 13.

2. RESEARCH DESIGN AND METHODOLOGY

Demand (Burmese Refugee) Sampling

Audience research focused on the Burmese refugee population in Cleveland that TRR prioritized in its 2010 first quarter goals. I conducted a random and representative sample of thirty-two Burmese refugee families and individuals (households), totaling 142 persons. Every effort was made to identify Burmese refugee families and individuals. Furthermore, all questionnaire participants were asked to recruit and identify other Burmese refugees in the area to expand the outreach efforts of our needs assessment.

Supply (Refugee Assistance Providers) Sampling

I researched over forty organizations that provide assistance and services to refugees and internally displaced persons (IDPs) both in the United States and overseas. In order to fully understand the resources and services these organizations provide to refugees and potential opportunities for collaboration, I then divided the suppliers into four categories—referred to as Tier I, II, III and IV. The tiers allowed me to prioritize my efforts in identifying key providers. I defined the tiers in the following way:

- Tier I providers are identified as local resettlement and social service agencies as well as non-profits organizations who provide services and support directly to the refugee population in the Cleveland area. This support can include English language training, employment services, cultural orientation classes and mentoring programs. Assisting refugees is a full-time duty of the provider or at least of a specialized department within it. These suppliers usually seek to work with multiple refugee groups and are not restricted in who they can serve as long as it is within Cuyahoga County.
- Tier II providers are identified as centers, organizations and coalitions of likeminded agencies at the state and national level who provide services and support to refugees within the United States. Tier II providers generally have a broad reach across states, but are mainly focused on refugees already in or arriving to the United States. Examples of Tier II providers are the voluntary resettlement agencies known as VOLAGS. Assisting refugees is a full-time focus of the provider. These providers work with multiple refugee groups and are not restricted in who they can serve as long as it is within the United States.
- Tier III providers are identified as organizations that provide assistance and support to refugees in the United States and often in the camps prior to resettlement in the U.S. These suppliers focus primarily on refugees from specific ethnicities, regions of the world and gender. Their reach is limited to who they can provide services to because their services and programs focus predominantly on a certain region, ethnic group or gender.
- Tier IV providers are identified as organizations who assist refugees and IDPs, usually at the international level. Refugee assistance and support programs are a component, but not the main focus of these organizations.

Research Methods

I approached my analysis of demand and supply independently. While both sides required a full degree of research and analysis, the tools utilized for the demand side primarily consisted of a needs assessment questionnaire, while those utilized for the supply side focused on personal contact and web-based research.

Specifically, the following techniques were used to research the demand and supply sides:

- **Web Research and Literature Review**
A full list of Suppliers who I researched online can be found in Appendix B.
- **Needs Assessment Questionnaire**
The Questionnaire that was distributed can be found in Appendix A.
- **Personal Interviews**
Personal interview participants were contacted via telephone, through email, or in person. A contact list can be found in Appendix C.

Limitations and Qualifications

There were a number of limitations I encountered during my research. The translator I was working with was ethnically Burmen, Bhuddist and a number of the ethnically Karen, Christian refugees refused to participate in the questionnaire because her background was the same as the military government currently in power that persecuted many of the Karen refugees. Likewise, some organizations were hesitant to discuss their programs services possibly due to concerns TRR would compete with them for the funding.

3. KEY FINDINGS

3.1. Market Demand

In this section I present my needs assessment findings in three categories: Burmese refugee community overview, their needs and resource providers. These findings are supported by my questionnaire results in Appendix A.3.

1) Burmese Refugee Community Overview

Finding: The majority of the Burmese refugee community in Cuyahoga County lives in Lakewood, while a few families live nearby in Cleveland.

The Burmese refugee community is clustered within a five mile radius of each other on the Westside of Cleveland and its nearby suburb of Lakewood. Lakewood—located on the shores of Lake Erie and 5 miles west of Cleveland’s Public Square—is home to twenty-five Burmese refugee families and individuals (households) that I surveyed, totaling 115 people who came to Cleveland beginning in July of 2007.

There are eight Burmese refugee families and individuals totaling twenty-seven people, who live in Cleveland proper residing in three neighborhoods: Detroit-Shoreway, Cudell and Jefferson.

Table 3.1 Cleveland’s Burmese Refugee Community Breakdown

Number of Households	City	Neighborhood
25	Lakewood	
8	Cleveland	1- Detroit-Shoreway 2-Cudell 5-Jefferson

Finding: The majority of Burmese refugees had other family members resettled in the United States mainly in Cleveland, OH or Fort Wayne, IN.

The United States Department of State contracts with ten national Voluntary Resettlement Agencies (VOLAGs) who provide reception and placement services for the first ninety days after arrival in the United States.⁷ A refugee is usually resettled in a state where family members or friends are living. Burmese refugees living in Cleveland or Lakewood, also have relatives who have been resettled here.

Additionally, many Burmese refugees living in Cleveland have ties to Burmese refugees living in Fort Wayne, Indiana. Fort Wayne has the largest population of Burmese refugees—4,000 to 5,000—in the United States.⁸ This community is expected to continue growing through secondary migration, which is when family members and friends already living in Fort Wayne bring their relatives over.⁹ Secondary migration may lead to increasing numbers of Burmese refugees coming to Cleveland as well.

Finding: Catholic Charities is the main resettlement agency of Burmese refugees in Cuyahoga County.

Cleveland Catholic Charities Migration and Refugee Services (MRS) is a local affiliate of its national VOLAG, the United States Conference of Catholic Bishops. It is the largest resettlement office in Northeast Ohio and has resettled all the Burmese refugees who were initially resettled in Cleveland and Lakewood, Ohio.

Finding: Most Burmese refugees who were resettled in Cuyahoga County came from Umpiem Mai and Mae La refugee camps in Western Thailand.

The Umpiem Mai refugee camp is located in Northwestern Thailand just south of the town of Mae Sot. Around 30,000 refugees live in Umpiem Mai and as of July 2008 over 5,000 refugees have been resettled. In Cleveland, thirteen households have lived in this refugee camp.¹⁰

Like Umpiem Mai, Mae La is also located in Northwestern Thailand although the camp is north of the town of Mae Sot. Mae La is the largest refugee camp on the Thailand/Burma border with nearly 40,000 refugees living there mostly of Karen descent. As of July 2008, 14,271 people have departed from Mae La with a majority resettling in the USA.¹¹ Thirteen households who are now resettled in Cleveland spent time there.

⁷ Strickland and Lumpkin, 14.

⁸ Jennifer L. Boen, "System breakdown leaves Burmese refugees in need," *News Sentinel*, 18 August 2008. Accessed at: <http://www.news-sentinel.com/apps/pbcs.dll/article?AID=/20080818/NEWS/808180323>.

⁹ Ibid.

¹⁰ Thailand Burma Border Consortium, *Mae Sot Area*, <http://www.tbcc.org/camps/mst.htm> (accessed 22 January 2010).

¹¹ Ibid.

In Cleveland, six Burmese households came from Malaysia, where they were designated by UNHCR as refugees, which made them eligible for resettlement. Two resettled households came from the Nu Po camp.

Finding: School age children all attend local Lakewood or Cleveland public schools in the area.

Refugee children attend either Cleveland or Lakewood public schools depending on the location of their residence. If the families live in Lakewood their children attend either Emerson or Harrison Elementary School, Garfield Middle School and Lakewood High School. Conversely, if the family resides in Cleveland, the children attend Gallagher Elementary and Middle School. The Burmese refugee families living in Cleveland with high school age children sent them to Lakewood High School.

Finding: The majority of the Burmese refugees in Cleveland are Muslim. Some are Christian and a few are Buddhist.

The male Muslim Burmese refugees all pray at the Islamic Center “Refugee Mosque,” while the women usually pray at home. The Christian Burmese refugees attend the Asian Church in downtown Cleveland. Because of the distance the Asian Church from their homes, some refugees do not attend church and pray at home. The Buddhist refugees pray at home since there is no Buddhist temple nearby.

Religion	Households	Where Pray
Muslim	18	15-Islamic Center “Refugee Mosque” 3-Pray at home
Christian	12	7-Asian Church 5-Pray at home
Buddhist	2	2-Pray at home

Finding: Burmese refugees find employment through Catholic Charities and through friends. The biggest employer of this population is Orlando Bread.

If Burmese refugees found work through Catholic Charities, they work at Orlando Bread, National Safety Apparel, Produce Packaging, AVI Food System, VEGE Packaging or the Salvation Army. Their type of labor varies, but it is usually low wage, unskilled jobs like packaging, sewing and cleaning. Below is a chart of the top 3 employers of resettled refugees in Cleveland.

Table 3.1.3 Employment

Number of People	Employer	Type of Work	How Found Job
12	Orlando Bread	Packaging/Cleaning	Catholic Charities
3	National Safety Apparel	Sewing	Catholic Charities
2	Marathon Gas Station	Sales-Cashier/Cleaning	Through Friends

Finding: Burmese refugees have agricultural experience growing mainly rice, corn, peanuts, beans and sugar cane.

Approximately, half of the Burmese refugee households had at least one family member with work experience in agriculture. In Burma, the economy is predominantly agricultural based, with rice the main crop and farming the main occupation of 60 to 80 percent of the population.¹²

In Cuyahoga County, the Burmese refugees had previous work experience in ten different professions ranging from agriculture to teaching with a larger percentage working in agriculture than any other profession. Below is a chart that portrays the professions of Burmese refugees both in Burma and in the camps. There were a total of 38 jobs identified by the Burmese refugees of working age who now live in Cuyahoga County. It is important to note that refugees often worked a number of jobs.

¹² Sandy Barron, John Okell, Saw Myat Yin, Kenneth Van Bik, Arthur Swain, Emma Larkin, Anna Allott and Kirsten Ewers, "Refugees from Burma," Center for Applied Linguistics, *Culture Profile* no. 21 (June 2007), 5. Accessed at: <http://www.cal.org/co/pdf/files/refugeesfromburma.pdf>.

Table 3.1.4. Work Experience of Burmese Refugees

Previous Work Experience	Number of People With Experience	Percentage
Agriculture	16	42%
Teaching	6	16%
Shop Keeper	5	13%
Sewing	3	8%
Restaurant Worker	3	8%
Day Laborer (Carpenter, Bricklayer, Goldsmith)	3	8%
Mechanic	1	3%
Nurse	1	3%

Finding: Most Burmese refugees attend ESL classes or have some form of home tutoring although the frequency of attendance and rating of these classes varies.

The three means for receiving English language classes are through Max Hayes, English for Speakers of Other Languages (ESOL) classes in Cleveland, ESL classes at St. Lukes Church, run by Asia Services in Action (ASIA), in Lakewood and through home tutoring from mentors or volunteers found by Catholic Charities Migration and Refugee Services (MRS). Most refugees at one point or another have taken courses at Max Hayes. However, its distance from Lakewood and the Jefferson neighborhood in Cleveland make it difficult for those refugees without a car to get there. Other refugees found the material too difficult, so they stopped going. Attending ESL classes at St. Lukes and having home tutoring was less common than ESOL classes at Max Hayes. Overall, those who attended Max Hayes liked the program and rated it high if they attended classes for over one year. However, a number of the more educated refugees rated Max Hayes ESOL classes poorly noting the lessons jumped around and there were too many different English levels in the same class. Interestingly, the chart below demonstrates that the longer a refugee took ESL the higher he/she rated the ESL classes.

Table 3.1.5. Time Spent Taking ESL Classes Versus Rating of Class

		ESL Course Rating Level		
		<i>Low</i>	<i>Medium</i>	<i>High</i>
Months Spent Studying ESL	< 6			
	6 -12			
	> 12			

Finding: The primary method of transportation among Burmese refugees is walking and taking the bus.

While the majority of Burmese refugees walk and take the bus, twelve households own a car. These households prefer using their cars over the other methods of transportation.

Finding: Almost all the Burmese refugees in Cuyahoga County use Huntington Bank.

Every household I interviewed but one uses Huntington Bank.

Finding: Not all Burmese refugees visit the doctor.

Twenty-three Burmese refugee households visit the doctor or use doctor services. The majority go to Cleveland Clinic Lakewood Hospital Professional Building, followed by University Hospital and then the Church Square Family Health Center in Lakewood. Nine households said they do not use doctor services.

2) Burmese Refugee Community Needs

Finding: 81 percent of Burmese refugees have had someone in their household employed, but currently only 53 percent of the Burmese refugees in Cleveland are employed. There is a strong demand for jobs of any kind within this population.

While many Burmese refugees know someone in their household who has been employed at some point in time, the unemployment rate among this population is still very high and constantly changing as refugees are routinely hired and laid off. The current unemployment rate is 47 percent for Burmese refugees. The Burmese refugees have expressed a desire to work and a willingness to work any job as long as they can support their families.

Finding: The majority of Burmese households do not have mentors and need assistance doing daily activities like reading the mail and scheduling appointments.

The Burmese refugee demand is high for mentorship and additional support. Furthermore, single refugees and couples without children have no mentor. These refugees tend to be younger and more educated than the refugees with children. The two areas they expressed a desire for mentor support were in filling out job applications and reading and understanding mail.

Table 3.1.6. Burmese Refugee Families and Mentors

Household Type	Have Mentor	Do Not Have Mentor
Family with Children	12	11
Couple w/out Children	0	1
Single	0	8
Total	12	20

Finding: There is a demand for more ESL classes and home tutoring.

Burmese refugees who are employed have a difficult time attending ESL classes because of conflicting schedules. While a job is important, learning English is also a top priority for greater advancement within the job market. In Burmese households with children, the father usually goes to ESL classes while the mother stays home and takes care of the children. This prevents her from attending ESL classes increasing the demand for home tutoring in English.

Finding: Burmese refugees have health needs that often require special treatment.

Other than pregnancies, the main health issues associated with the Burmese refugees are diabetes, tuberculosis and hernias. Rarely do refugees go to the doctor for their yearly physical. The refugees with these ailments all utilize the doctor services either at Cleveland Clinic or University Hospitals.

Finding: Some families need basic necessities like clothing and furniture, while others seek material items like computers, phones, washers and dryers.

The demand for computers and clothes are highest among Burmese refugee households in Cleveland. Below is a chart comparing desire for basic goods verse desire for material goods.

Table 3.1.7. Burmese Refugee Household Needs

Basic Goods (Food, Clothing, Furniture, Beds)	Material Goods (TV, Computer, Microwave, Bicycle, Washer, Dryer)	Both
10	12	7

Finding: Not only is there a high demand for jobs, many refugees also want assistance reading and understanding the mail, scheduling appointments and getting to and from places.

While Burmese refugees seek employment, they also understand that learning English is crucial to early economic self-sufficiency. These are the two goals highlighted in the U.S. refugee resettlement program and the refugees I interviewed stressed the importance of finding work and becoming proficient in English. The chart below demonstrates that of the thirty-two households I interviewed, they were most concerned with learning English and finding a job. Table 3.1.8 details these findings.

Table 3.1.8. Services Burmese Households Identified as Most in Need Of

English	Employment	Mail Translation	Transportation	Medical Assistance
30%	30%	17%	12%	12%

3) Burmese Refugee Community Resources

Finding: The Burmese refugees noted three organizations that provided them assistance: Catholic Charities, Asian Services and the Islamic Center.

The Burmese refugee population identified that they received support and assistance during resettlement from Catholic Charities Migration and Refugee Services (MRS), Asia Services in Action (ASIA) and the Islamic Center (Refugee Mosque).

MRS is a local resettlement agency affiliated with a national Voluntary Resettlement Agency—the United States Conference of Catholic Bishops. It is funded through reception and placement money from the U.S. Department of State to provide services during the first ninety days after arrival, either directly or through volunteers such as local relatives or church organizations. MRS has a mentoring and employment program that some Burmese refugees use.

ASIA, a social service agency based in downtown Cleveland, was noted by the Burmese refugees as a provider of ESL courses. ASIA holds these courses in a classroom at St. Lukes Church in Lakewood.

The Islamic Center, “Refugee Mosque” is located in the Cudell neighborhood of Cleveland. Run by one man, Zahid Sidiqqi, refugees have been given food and clothing through the mosque. Likewise, they attend Muslim school there on Sundays.

3.2. Market Supply

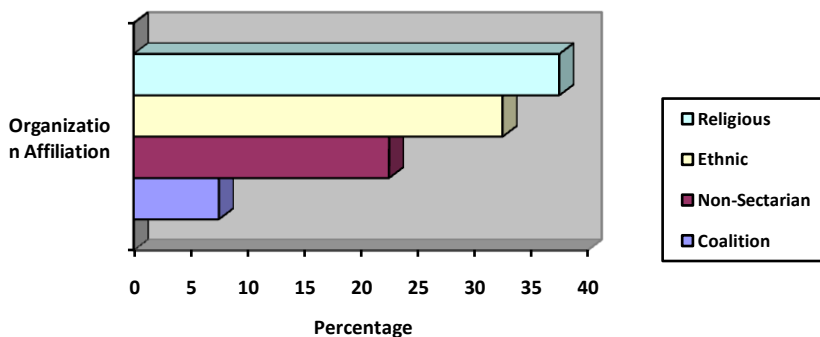
All of the suppliers I researched provide some form of refugee assistance programs and services on either a regular or ad-hoc basis. Below I present the findings in three categories: the overall market for suppliers, an analysis of supply trends and key suppliers who may affect TRR's expansion into this market.

1) Overall Market for Suppliers

Finding: *The overall market for suppliers is diverse.*

The overall market for suppliers that provide refugee assistance services consists of a wide range of non-profit organizations both in the United States and overseas. These non-profit organizations take many forms and are classified as Charities, Foundations, Social Welfare or Advocacy Organizations and Religious Organizations. Some of these suppliers have considerable reach and ability to raise money, but because refugee issues are often unforeseen large events the demand for assistance is also great and there is no one supplier that dominates the market on an international, national or local level. A list of refugee assistance providers is available in Appendix B.

Figure 3.2.1 Overall Market for Suppliers of Refugee Services by Affiliation Type



2) Analysis of Supply Trends

Finding: *Tier IV suppliers tend to have a broad focus that is not just on refugees.*

Many refugee assistance providers especially at the Tier IV Level assist refugees, but it's not the main focus of these organizations. These non-profit organizations like Caritas and Mercy Corp focus

primarily on international relief and economic development on an international scope, but have programs devoted to assisting refugees and IDPs.

Finding: Tier III suppliers target specific audiences.

Another trend I identified is that Tier III suppliers target specific refugee groups based on religious affiliation, ethnicity or gender. The narrow focus of these organizations, allows them to concentrate on providing effective services for a specific high risk population, but it limits their overall reach.

Finding: Tier II suppliers provide assistance to refugees within the United States and focus full-time on assisting refugees.

Tier II organizations focus full-time on providing refugee services and assistance within the United States. These organizations consist mainly of coalitions of refugee assistance and service providers, state and regional providers and National Voluntary Agencies (VOLAGS) who have entered into a grant, contract or cooperative agreement with the U.S. Department of State to provide reception and initial placement of refugees within the United States.

3) Key Suppliers



Finding: Few Tier I refugee assistance providers exist.

My research initially identified over forty organizations and social service agencies that provide assistance and services to refugees around the world. Within this universe, I examined each supplier in order to identify what agencies provide refugee assistance programs and services in Cleveland, are these services effective and what opportunities exist for partnerships. I identified twenty-three Tier I and Tier II suppliers who provide refugee assistance services and programs at the local, state and national level.

I then employed six key criteria to narrow the list to eight Tier I suppliers. These criteria are:

- Local Reach: provides assistance and services to more than one refugee population/group in Cuyahoga County.
- More than One Assistance Program: offers ESL tutoring or classes, mentor programs, employment training, or other programs necessary for self-sufficiency.
- Connections with Local Government Agencies or Non-Profit Organizations: either has existing partnerships or receives grants or donations from organizations, foundations and people living within Cuyahoga County.
- Aims to spread awareness: educates people about refugee conditions and the human rights violations causing refugees and IDPs to flee their homes and countries.
- Assists refugees long term: provides continual support to refugees for more than three to six months after assistance from the government and resettlement agencies is no longer available.
- Accessibility: programs and assistance services are accessible to refugees through public transportation.

Table 3.2.2. Characteristics of Key Refugee Assistance Providers

	Local Reach	More than One Program	Partnerships	Spread Awareness	Assists Refugees >6 months	Accessibility	Affiliation
MRS	•	•	•		•	•	Religious
ISC	•	•	•		•	•	Non-Sectarian
US Together	•	•	•				Religious
ASIA	•	•	•	•	•	•	Ethnic
Refugee Mosque	•	•			•	•	Religious
SEWA		•	•	•	•		Religious
Stairs	•	•	•		•	•	Religious
BHITC	•	•	•	•	•	•	Religious

I consider Tier I providers to be those that meet at least three of the six criteria. These are:

Cleveland Catholic Charities Migration and Refugee Services (MRS)

Founded in 1948, MRS is a non-profit resettlement agency in Cuyahoga County affiliated with the United States Conference of Catholic Bishops—a national VOLAG. It serves refugees in Northeast Ohio and provides refugee resettlement assistance, interpretation/translation services, it offers employment trainings, a mentor program and has case management services in culturally appropriate languages and customs. MRS is the largest resettlement agency in Cuyahoga County and resettled all the Burmese refugees I interviewed. MRS is located on the West Side of Cleveland on Detroit Avenue.

International Services Center (ISC)

International Services Center was established in 1916 as a non-sectarian, private non-profit refugee resettlement and social services agency affiliated with the United States Committee for Refugees and Immigrants (USCRI). ISC is dedicated to assisting refugees, immigrants and other new citizens in overcoming social, cultural and economic barriers. Aside from serving refugees in a resettlement capacity, ISC also moonlights as a social service agency offering fingerprinting services, immigration and citizenship programs, job counseling, ESOL classes, and has a language bank of translators and interpreters. It is the second largest resettlement agency in Cuyahoga County. It is headquartered in downtown Cleveland on Prospect Avenue.

US Together

US Together is a non-profit resettlement agency established in 2008 by Olga Sonis and Helen Tarkhanova, two women who helped to resettle much of the region's Russian Jewish community in the 1990s. It is an affiliate of the Hebrew Immigrant Aid Society and the smallest of the resettlement agencies in Cuyahoga County. It is headquartered in Beachwood, Ohio.

Asian Services in Action (ASIA)

ASIA is a community-based non-profit organization and social service center, which was established in 1995 to provide Asian American Pacific Islanders in Northeastern Ohio access to quality, culturally, and language appropriate information and services. ASIA has a number of programs and services, which are geared towards helping refugees become self-sufficient. These include the Newcomers Family Support Center, which provides services such as ESL courses, basic life skills and computer classes, job advice and planning, and basic job-related skills development classes and the Refugee Microenterprise Project, which provides these groups with seed money to purchase tools and supplies, training on how to manage their funds and how to promote their services or goods, and in general provide them with the support and guidance to start a business in America. ASIA has offices in both Cleveland and Akron. In Cleveland it is located in downtown Cleveland on Perkins Avenue.

Islamic Center (Refugee Mosque)

The Islamic Center or "Refugee Mosque" as it is referred to was started and administered by Zahid Siddiqi who emigrated from India forty years ago. Siddiqi with funding and donations from the community has helped to welcome hundreds of refugees from countries like Russia, Somalia, Afghanistan, Iraq and Burma. Not only is the mosque a place of worship, it also offers Islamic Sunday School classes and most importantly it provides a spiritual connection for refugees in their new home. Siddiqi assists refugees in learning to drive as well as find jobs. The Islamic Center "Refugee Mosque" is located on Detroit Avenue in Cleveland's Westside Cudell neighborhood.

SEWA International

SEWA International is an international non-profit organization started in 1991 that has a local chapter in Cleveland. One of the projects SEWA International sponsors is the Bhutanese Empowerment Project run by the Case Western Reserve University Hindu Youth for Unity, Virtue and Action (YUVA) student group. This project assists Bhutanese refugees in Cleveland with financial help; essential materials such as blankets, winter jackets, and clothes; employment assistance; ESL classes; job search assistance; and help in transitioning to a new environment, while preserving their culture. The Bhutanese Empowerment Project is located at Case Western Reserve University in Cleveland.

Refugee Family Center (dba STAIRS)

The Refugee Family Center (RFC) began as a program of the West Side United Church of Christ in October, 2004. Since its inception, the increase in demand for its services from refugees in Cleveland caused it to partner with Steps Toward Advancing In Resettlement Skills (STAIRS). In 2007, STAIRS became a non-profit organization serving refugees from Afghanistan, Burundi, the D.R. Congo, Liberia, Russia and Somalia. Its refugee assistance programs consist of a Youth After School Program (RYASP), refugee family services, refugee adult tutoring services and a drop-in help center. It was located in Cleveland's Westside Detroit-Shoreway neighborhood and is now located at St. Coleman's church. Its programs are currently non-operational.

Building Hope in the City (BHITC)

Building Hope in the City is an independent Lutheran organization formed in 2003 that seeks to strengthen urban ministry and mission in Northeast Ohio and beyond. A number of its programs focus on helping refugees in Cleveland through both mission and service programs. These include the Arabic and African Refugee Missions, which aim to provide English instruction, citizenship prep, and translation and health referral assistance. BHITC has also established a number of Hope Centers that provide ESL courses and employment assistance. The organization is located in Cleveland's Westside Ohio City neighborhood.

Finding: The Refugee Response (TRR) is in a strong position to expand its services to support refugee populations both independently and through collaborative programming.

As shown in the above matrix, only two organizations have all six criteria and most, while open to everyone, are affiliated with a specific religion or ethnicity/race. All other Tier I suppliers lack one of these criteria and there is no organization that seeks to aid and coordinate efforts of these organizations. Additionally, there is no local refugee organization working to improve refugee camp conditions or raise awareness of the refugee situation worldwide through presentations and/or health, community and education projects at an international level. Therefore TRR is in a strong position to serve the refugee population independently and in a collaborative environment both in Cleveland and in refugee camps overseas.

Finding: Opportunities for partnerships exist

My research found opportunities for partnerships between TRR and multiple suppliers. For example, TRR may wish to hold events that spread awareness of the refugee groups in Cleveland with a Tier I supplier who lacks the information or ability to conduct research on these groups, but has access to desired audiences and existing infrastructure and/or resources to provide a venue for this event.

4. ANALYSIS AND STRATEGIC RECOMMENDATIONS

4.1. SWOT Analysis

Using my research data, I conducted a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of TRR and the other Tier I suppliers of refugee services in Cleveland. From this analysis, I developed strategic recommendations that leverage TRR's strengths against both market opportunities and market challenges. Additionally, I recommended strategies that would allow TRR to overcome weaknesses and take advantage of existing market opportunities.

TRR Strengths

Reach

TRR has the ability to provide refugee assistance services to any group. Because TRR is non-sectarian and not affiliated with a specific ethnic group it is not limited to whom it can assist. TRR can reach out to all refugee populations in the Cleveland area.

Connections to Local Colleges and Universities

Through TRR's outreach with local colleges and universities in the Cleveland area, it has made strong connections and developed a core of committed undergraduate and graduate students and young professional tutors. It has also made connections to student groups and professors who support its mission.

Overseas Relationships

TRR has established relationships with the UNHCR and the State Department Bureau of Population, Refugees, and Migration (PRM) in refugee camps overseas. These relationships will allow TRR to develop international projects within refugee camps overseas.

Outreach Capability

TRR has the capability to identify key refugee community leaders and community needs through its outreach and with continual needs assessments of local refugee groups/populations.

Adaptability/Flexibility

Because TRR is a new organization with limited overhead, it is able to update, modify or create new services based on refugee needs. It also has the capability to organize services where needed.

Home Tutoring Program

TRR has a one-on-one home tutoring program that provides ESL instruction to both adults and children.

Extensive Knowledge of the Burmese Refugee Community

Because of the needs assessment TRR conducted of the Burmese refugee population in Cleveland, it possesses extensive knowledge of this at-risk, hard to reach community.

Weaknesses

Capacity

TRR has limited staff capacity and staff time to proactively serve other refugee populations as well as conduct trainings on its own (i.e. it may need to hire more employees or connect with a “sponsor” organization to provide effective trainings and improve its local reach).

Organizational Structure

TRR lacks organizational structure as well as defined roles and responsibilities for its Executive Directors and employees.

Funding

TRR has minimal funds, is receiving no grants and currently completely relies on private donations.

Curriculum

TRR does not have a tested curriculum designed for its home tutoring program. Curriculums and trainings may need to be developed if TRR seeks to independently provide services ESL instruction.

Accessible Office

TRR has no office space close to the refugee community on Cleveland’s near west side. This limits its ability to provide certain services as well as connect to the local refugee community.

New Organization

TRR is a newly formed 501©3 organization. Foundations usually fund organizations that have demonstrated they can be sustainable or have strong partnerships with successful organizations.

Opportunities

Increasing Refugee Community in Cleveland

Since 2006 the numbers of refugees arriving in Cuyahoga County has increased each year and is projected to increase again for the 2010 fiscal year as well.¹³ With more refugees resettling in Cleveland and its suburbs, there will be an increasing demand for services among new refugees as

¹³ In 2006 there were 132 refugees who arrived in Cuyahoga County; in 2007, 240 arrived; in 2008, 311 arrived; in 2009 311 arrived and 440 refugees are projected to arrive to Cuyahoga County during the 2010 fiscal year. Accessed at: Refugee Arrival Cuyahoga County Fiscal Years 2005-2010, U.S. Refugee Arrival Database.

well as refugees who no longer qualify for assistance through one of the local resettlement agencies. TRR can help fill this void.

Some Refugee Assistance Providers Main Focus is on Resettlement, not Post-Resettlement

Some of the Tier I refugee assistance providers focus on refugee resettlement for up to the first six months after a refugees arrival. Within this timeframe, it is often difficult for newcomers to become self-sufficient and successfully integrate into their new communities. TRR's focus is not on initial resettlement, rather it is on providing effective social integration for the resettled refugee community after initial resettlement to ensure refugees feel safe in their new home and acquire the necessary skill-set to find jobs and become self-sufficient.

Audience Desire for more Home Tutoring

While most refugees have attended some form of ESL classes, most do not receive one-on-one tutoring, but they uniformly prefer and want this type of English training. My survey results demonstrate, there is a high level of interest in home tutoring among the Burmese refugee community, which TRR currently provides.

Audience Desire for more Mentors

Existing mentoring programs only serve refugees families with children. Single refugees and couples with no children have expressed a desire for mentors.

Audience Desire for more Employment Opportunities

High rates of unemployment are common among refugees in the United States. The Burmese refugee unemployment rate in Cleveland is around 50 percent. There is strong desire for any work opportunities especially in agriculture, which is an existing skill-set of 50% of the Burmese adults I interviewed.

Threats/Challenges

Competition

As the realization grows that an increasing number of refugees are arriving in Cuyahoga County, more refugees will seek services and more organizations could try to provide these services either alone or through partnerships with each other. This may create increased competition for financial support and make it necessary to partner with other refugee assistance providers seeking to capitalize on the increasing refugee numbers.

Refugee Assistance Programs (ESL, Employment, Mentoring) Exist

A number of Tier I organizations already have ESL, employment and mentoring programs. ASIA holds ESL courses at St. Lukes, BHITC offers one-on-one ESL student tutoring and MRS offers employment training and has a mentoring program. However, while TRR should not duplicate

services there is a clear need for more effective assistance as these resources are not available or accessible to all refugees.

Economic Downturn

The current economic climate has affected the amount of grant opportunities available in Cleveland. On a broader level, it has also limited how much people donate to non-profits.

4.2. Strategic Recommendations

Opportunity-Strength Strategies

Recommendation: Target refugees who no longer qualify for assistance through one of the resettlement agencies.

Many refugees who no longer qualify for refugee assistance through one of the local resettlement agencies are still not self-sufficient or contributing members of their new communities. The U.S. government expects working-age refugees to find employment within three to six months of arrival, but this is often not the case. Resettled refugees are in need of greater assistance and TRR has outlined in its Statement of Purpose its desire to focus on this population and provide effective social integration through educational and employment programs.

Recommendation: Target refugees seeking home tutoring.

Refugees have expressed their desire for home tutoring services and prefer them to ESL classes at Max Hayes and St. Lukes. TRR already provides flexible home tutoring and has a cadre of young professionals and graduate students volunteering as tutors for a number of families within the Burmese refugee community. TRR should use its connections to recruit more tutors to expand this program. This can be done by training a core group of lead tutors and placing them, with other volunteers at refugee households. They will report back to TRR and TRR will support them in their efforts.

Recommendation: Expand the agriculture program.

TRR has expressed an interest in helping refugees find work in the growing local food movement in Cleveland. Creating urban farms and gardens enables many refugees to utilize their existing agricultural skill-set, provides a nutritional element, enables them to become active in the community and ultimately puts them to work.

Recommendation: Develop a program overseas in refugee camps that prepares refugees coming to Cleveland ready for resettlement.

TRR should use its connections to organizations and people working with refugees in camps to start a cultural and pre-resettlement orientation program that prepares refugees for what they can expect after resettlement.

Recommendation: Continue holding events aimed at educating people about the refugee situation worldwide and how it pertains to the refugee situation in Cleveland.

Last fall, TRR hosted an event aimed at spreading awareness about the refugee situation in Western Thailand and the Burmese refugee community in Cleveland. It should expand these events to advocate for other refugee groups overseas and focus specifically on raising awareness of the refugees who are resettling in Cleveland.

Recommendation: Continue focusing on the Burmese refugee community.

Through its questionnaire—a random and representative sampling of thirty-two refugee households—TRR understands the Burmese refugee situation in Cleveland better than all Tier I refugee assistance providers. It should continue conducting assessments every year as this information is essential for future projects aimed at supporting this population.

Threat-Strength Strategies

Recommendation: Leverage the relationship with local resettlement agencies to identify and reach recently resettled refugees and future newcomers.

The local resettlement agencies and in Cleveland may view TRR's efforts in assisting refugees as a threat to their funding. However, if TRR can demonstrate to these agencies that they are not competing with them and seek to collaborate, then the local resettlement agencies will be a valuable resource especially in identifying recently resettled refugees and future newcomers.

Recommendation: Develop a mentoring program for single refugees and refugees without children.

Mentoring programs already exist through agencies like MRS. However, these programs do not currently fulfill the needs of many refugees in Cleveland especially single refugees and refugees without children who within the Burmese population have no mentors. TRR should develop a mentoring program aimed at connecting these refugees to mentors from its volunteer pool and collaborate with resettlement agencies like MRS, which can help TRR identify the resettled refugees here and future newcomers who seek mentorship.

Weakness-Opportunity Strategies

Recommendation: Acquire a center, classroom or office where resources can be kept, programs can be taught to a larger audience and is accessible to the local refugee population.

For TRR to expand its outreach and programs effectively, it should acquire a center, classroom or office that is accessible to refugee community. Many refugees expressed difficulty in reaching services because they were located too far away. If TRR can acquire a center, classroom or office near the neighborhoods where refugees live, it will enhance the effectiveness of TRR's programs and access to the refugee population.

Recommendation: Develop a donation program that connects refugee needs to individuals and businesses that can fill them.

Refugees needs vary. Some are in need of basic goods like food and clothing, while others seek more material goods like computers and televisions. Connecting these refugees, through a donation page on TRR's website or through outreach with individuals and businesses in Cleveland who have these goods will ease the transition of getting acclimated to a new community. Not having to worry about providing for their families, refugees can focus on learning English and finding a job.

Recommendation: Diversify home tutoring program to include children as well as adults, especially women with young children at home and adults who have jobs.

The home tutoring program should be diversified to incorporate adults with jobs and women who have children. Refugees who work often have a difficult time attending ESL courses. The same can be said for women with children at home.

Recommendation: Develop a program which tracks refugees yearly and refers them to the services they need when they need them.

TRR should continue conducting needs assessments to the same group of refugees every year. The questionnaire should include some questions that are time sensitive to determine current needs. A continual needs assessment will allow TRR to track progress and deficiencies as well as develop new initiatives and connect refugees to existing services identified by TRR.

Recommendation: Seek partnerships with providers who have a niche serving a certain refugee population, but are limited in what services they can provide to refugees.

Right now, TRR has focused its outreach specifically on the Burmese refugee community in Cleveland. TRR has the outreach capability to broaden this effort. Additionally, TRR can partner with local non-profits like ASIA or places of worship like the "Refugee Mosque" that have access to certain refugee groups, but lack the ability to conduct outreach and identify needs within these refugee populations and with other local refugee groups. TRR can provide these partners with information gathered through their outreach. In return, TRR can benefit from the strengths their partners enjoy in other areas, such as access to these refugee groups and their leaders.

Potential Partner: Asia Services In Action (ASIA)

Rationale: ASIA has strong connections within the Asian community in Cleveland. Particularly, those living within Cleveland's Asia town, roughly bounded by Superior and Payne Avenues from East 29th to East 39th Street. However, its location and outreach capabilities limit it from effectively serving the Burmese refugee community. Forming a partnership with ASIA, TRR can inform ASIA what services are being provided effectively the Burmese population and what its needs still are. In return, ASIA can help TRR broaden its efforts to reach other Asian refugee populations in Cleveland who can benefit from TRR's programs and services.

Potential Partner: "Refugee Mosque"

Rationale: The "refugee mosque" has strong connections within the Muslim refugee population of Cleveland's Westside, but lacks the ability to provide services like ESL and mentoring, which TRR can provide. Partnering with the "Refugee Mosque," can help TRR identify those refugee populations and their leaders who may need assistance.

Recommendation: Seek partnerships with suppliers who have extensive existing infrastructure, such as offices, education centers and research grants, but do not have access to the refugee groups TRR has in Cleveland.

The providers of refugee assistance programs and services that have extensive existing infrastructure and financial support are the two largest resettlement agencies in Cuyahoga County: The International Service Center (ISC) and Catholic Charities Migration and Refugee Services (MRS). Partnering with these local resettlement agencies will enable TRR to have access to their resources, while TRR provides them with access and knowledge of the refugee groups it serves.

Potential Partner: International Service Center (ISC)

Rationale: ISC is both a social service and resettlement agency that has offices and classrooms where it provides services located in downtown Cleveland. However, it lacks the access and knowledge of the Burmese refugee population TRR enjoys. TRR may wish to help extend ISC's reach by communicating what services ISC can provide. In exchange, TRR should consider using ISC's offices for trainings and events.

Potential Partner: Catholic Charities Migration and Refugee Services (MRS)

Rationale: Migration and Refugee Services, is the largest and most engaged of the resettlement agencies within the Burmese community. While it has extensive infrastructure and financial support, it lacks the information TRR has about the needs of Burmese refugee population and the connection TRR has to local colleges and universities. TRR has discovered that MRS's mentoring program is not meeting the needs of the Burmese refugees. With TRR's connections to local colleges and universities in the area, it can recruit mentors. In exchange, MRS can help identify incoming refugees who need mentors and provide assistance in mentor training.

Table 4.1.1. SWOT Strategic Matrix

	Strengths	Weaknesses
OPPORTUNITIES	<p><u>O-S Strategies</u></p> <ul style="list-style-type: none"> • Target refugees who no longer qualify for assistance through one of the resettlement agencies. • Target refugees seeking home tutoring. • Expand the agriculture program. • Develop a program overseas in refugee camps that gets refugees coming to Cleveland ready for resettlement. • Continue holding events aimed at educating people about the refugee situation worldwide and how it pertains to the refugee situation in Cleveland. • Continue focusing on the Burmese refugee community. 	<p><u>O-W Strategies</u></p> <ul style="list-style-type: none"> • Acquire a center or classroom where resources can be kept, programs can be taught to a larger audience and is accessible to the local refugee population. • Develop a donation program that connects refugee needs to individuals and businesses that can fill them. • Diversify home tutoring program to include children as well as adults, especially women with young children at home and adults who have jobs. • Develop a tracking program which tracks refugees and refers them to the services they need. • Seek partnerships with providers who have a niche serving a certain refugee population. • Seek partnerships with suppliers who have extensive existing infrastructure.

THREATS

T-S Strategies

- Leverage the relationship with local resettlement agencies to identify and reach recently resettled refugees and future newcomers.
- Develop a mentoring program for single refugees and refugees without children.

5. CONCLUSION

In Cleveland, it is clear that the resettled Burmese refugee population needs more effective English language instruction, greater employment opportunities and trainings, more mentors and better basic cultural orientation in order to successfully integrate into their new communities. My strategic recommendations provide TRR with a framework and strategy to capitalize on its strengths, overcome its weaknesses, and expand its services to provide support to this population both independently and through partnerships.

As more refugees resettle in Cuyahoga County the need for effective refugee services will remain high. The local resettlement and social service agencies, non-profits and places of worship have all made a concerted effort to accommodate this increase in refugees. However, as demonstrated by The Refugee Response's Burmese refugee community needs assessment there are still many gaps that need to be filled. The Refugee Response is well-positioned to fill these voids and as the organization's capabilities grow, reach out to other refugee populations.

APPENDIX A: SUPPLEMENTARY AUDIENCE DATA

A.1. Audience (Burmese Refugee Community) Questionnaire

Please fill in the following information

1. Home Address	
2. Name and age of all residents in the household	1. 2. 3. 4. 5. 6. 7. 8. 9. 10.
3a. Apart from those living in your household have any other family members been resettled?	Please circle one Yes No

<p>16. What does your family use for transportation? (car/bus/bicycle/walk)</p>	
<p>17. What bank do you use and where is the nearest location?</p>	
<p>18a. What hospital services do you use the most?</p> <p>18b. Does any member of your family require special treatment for specific health needs?</p> <p>18c. What are they?</p>	
<p>19. Is your family currently in need of any basic necessities? (for example bed/washer/dryer)</p>	
<p>20. What services is your family most in need of? (for example - medical appointments/English courses/employment)</p>	
<p>21a. What are your hopes for you and your family and your future in Cleveland?</p> <p>21b. What specific goals do you and your children have?</p>	

A.2. The Refugee Response's Statement of Purpose

The Refugee Response A not for profit organization helping refugees in exile and in their new communities after resettlement.

The mission of The Refugee Response is to improve refugees' quality of life by providing hope and the resources to become self- sufficient and contribute to their new community.

We began with a simple idea: Let's help the world's refugees live better lives in camps and after resettlement. We feel compelled to make a difference because we have seen their plight and listened to their stories. TRR will improve the lives of the world's refugee's.

Our programs include

- Educating people about refugee conditions and the human rights violations causing refugees and IDPs to flee their homes and countries.
- Engaging newcomers offering them a voice to express their strengths and needs.
- Providing effective social integration for the resettled refugee community to help feel at home, safe and self-sufficient.
- Connecting newcomers to existing resources including, food, clothing, shelter, education, training and employment opportunities.
- Providing scholarships for refugee students who have been relocated or who are studying in exile.
- Aiding and coordinating efforts of refugee organizations working to improve refugee camp conditions through health, community and education projects.

BACKGROUND

TRR was founded in 2009 by David Wallis and Paul Neundorfer. David lived in Thailand for four years and directed the English department at the International College of Rangsit University in Bangkok. David had a number of Burmese students in his classroom who quietly shared their personal accounts of the terror inside Burma. These students had escaped the oppression in Burma to study at university in Thailand hoping to apply their university skill-set to the movement for a free Burma.

Paul Neundorfer, is a landscape architect who returns to Thailand each year as a visiting lecturer and senior thesis studio critic at Chulalongkorn University in Bangkok. David and Paul have traveled extensively in Southeast Asia including Burma and have visited refugee camps on the Thai-Burma border, and in Kenya and Nepal.

Since returning from Thailand, David has had ongoing involvement with and provided support for his former Burmese students in Burma, Thailand and in the US. They have worked together to develop relationships with other NPO and NGOs including US Campaign for Burma. Beginning in 2008, David and Paul have mentored several Burmese refugee families resettled in Cleveland specifically addressing cultural integration, and employment needs. They have provided support including: transportation, shopping, housing, banking and bill paying, English language skills and medical appointment needs.

In the fall of 2009, David, Paul and a volunteer with the USCB organized and hosted several community events to raise awareness of the situation in Burma and for local refugee communities. They have spoken with local colleges and secondary school students to raise awareness and link them to volunteer opportunities and plan in the spring of 2010 to make formal presentations in local secondary schools, colleges and universities.

A.3. Audience Survey Results

(Q1) Home Location	Number of Family Members	(Q3a) Apart from those living in your household have any other family members been resettled?
Cleveland	11	Yes
Lakewood	8	No
Lakewood	5	Yes
Lakewood	7	Yes
Lakewood	8	No
Lakewood	5	Yes
Lakewood	4	Yes
Lakewood	6	Yes
Lakewood	2	Yes
Lakewood	12	Yes
Lakewood	6	Yes
Lakewood	5	Yes
Lakewood	4	Yes
Lakewood	5	Yes
Lakewood	3	Yes
Lakewood	7	Yes
Lakewood	5	Yes
Cleveland	4	Yes
Cleveland	3	Yes
Lakewood	7	Yes
Lakewood	3	Yes
Lakewood	3	Yes
Lakewood	1	No
Lakewood	1	Yes
Cleveland	1	No
Cleveland	5	No
Cleveland	1	No
Lakewood	1	Yes
Lakewood	6	Yes
Cleveland	1	No
Cleveland	1	Yes
Lakewood	1	No

(Q3b) If yes how many (families) and where are they residing?	(Q4a) When/What city did you first arrive to in the United States?
2-Ft. Wayne & 1-Cleveland	July 2008/Cleveland & 2009/Ft. Wayne
	June 2008/Cleveland
3-Virginia, 5 Ft. Wayne, 3-Cleveland	August 2007/Cleveland
1-Colorado, 1-Cleveland	March 2008/Cleveland
	April 2008/Cleveland
2-Cleveland, 1-Arizona, 1-Tennessee	August 2007/Idaho
1-Cleveland, 1-California, 1-Colorado	June 2009/Cleveland
3-Omaha, 1-Indianapolis, 1-Tennessee, 3-Cleveland, 1	July 2007/Cleveland
3-Cleveland, 1-Arizona, 1-New York, 4-Texas	August 2007/Charlottesville, VA
1-Cleveland	April 2008/Cleveland
2-Cleveland	November 2008/Cleveland
3-Cleveland, 3-Milwaukee	July 2008/Chicago
3-Cleveland	September 2008/Cleveland
3-Colorado, 2-Cleveland, 6-Texas, 1 North Carolina	July 2007/Cleveland
3-Cleveland, 4 Ft. Wayne, 1-Buffalo, 1-North Carolina	July 2007/Cleveland
1-Cleveland, 1-Missouri	August 2009/Cleveland
3-Cleveland, 1-North Carolina, 3-Texas	September 2007/Cleveland
9-Ft. Wayne	August 2008/Cleveland
10-Ft. Wayne	February 2009/Cleveland (Aunt), 2007,
1-Cleveland	January 2009/Cleveland
2-Cleveland	January 2009/Cleveland
1-Cleveland	August 2009/Cleveland
	July 2007/Cleveland
1-North Carolina	July 2008/Cleveland
	December 2009/Cleveland
	January 2009/Cleveland
	September 2008/Cleveland
1-Cleveland	May 2008/Los Angeles
1-Colorado	July 2007/Cleveland
	April 2009/Cleveland
1-Cleveland, 1-Minnesota	March 2009/Cleveland
	September 2008/Cleveland

(Q5) What is the name of the resettlement agency who received you in the	(Q6) Which refugee camp did you previously reside in?
Catholic Charities	Mae Sot (Mae La) & Okepyant (Umpiem Mai)
Catholic Charities	Mae Sot (Mae La) & Okepyant (Umpiem Mai)
Catholic Charities	Mae Sot (Mae La)
Catholic Charities	Mae Sot (Mae La)
Catholic Charities	Okepyant (Umpiem Mai)
Catholic Charities in Idaho	Mae Sot (Mae La)
Catholic Charities	Mae Sot (Mae La)
Catholic Charities	Mae Sot (Mae La)
International Rescue Comm	Mae Sot (Mae La)
Catholic Charities	Okepyant (Umpiem Mai)
Catholic Charities	Okepyant (Umpiem Mai)
Catholic Charities	Okepyant (Umpiem Mai)
Catholic Charities	Okepyant (Umpiem Mai)
Catholic Charities	Mae Sot (Mae La)
Catholic Charities	Mae Sot (Mae La)
Catholic Charities	Karen Nee (Mae Ha Sung)
Catholic Charities	Mae Sot (Mae La)
Catholic Charities	Okepyant (Umpiem Mai)
Catholic Charities	Nu Po & Umpiem Mai
Catholic Charities	Umpiem Mai
Catholic Charities	Umpiem Mai
Catholic Charities	Came from UNHCR Office in Kuala Lumpur, Malaysia
Catholic Charities	Came from UNHCR Office in Kuala Lumpur, Malaysia
Catholic Charities	Came from UNHCR Office in Kuala Lumpur, Malaysia
Catholic Charities	Came from UNHCR Office in Kuala Lumpur, Malaysia
Catholic Charities	Umpiem Mai
Catholic Charities	Came from UNHCR Office in Kuala Lumpur, Malaysia
Catholic Charities	Umpiem Mai
Catholic Charities	Mae La
Catholic Charities	Came from UNHCR Office in Kuala Lumpur, Malaysia
Catholic Charities	Karenni Camp Mae Sot
Catholic Charities	Nu Po

(Q7a) Do you still maintain communication with friends and family in the camp?	(Q8) Does your family have a mentor or other people who provide guidance on a regular
Yes, by phone	Yes
Yes, by phone	Yes
Yes, by phone	No
Yes, by phone	Yes
Yes, by phone	No
Yes, by phone	No
Yes, by phone	Yes
Yes, by phone	No
Yes, by phone	No
Yes, by phone	Yes
Yes, by phone	No
Yes, by phone	No
Yes, by phone	No
Yes, by phone	Yes
Yes, by phone	Yes
Yes, by phone	Yes
Yes, by phone	Yes
Yes, by phone	Yes
Yes, by phone	No
Yes, by phone	Yes
Yes, by phone	Yes
No	No
Yes, by phone/email	No
Yes, by phone/email	No
Yes, by phone	No
Yes, by phone	No
Yes, by phone	No
Yes, by phone	No
Yes, by phone	No
Yes, by phone	Yes
Yes, by phone	No
Yes, by phone	No
No	No

(Q9) Please list the names of all the schools your children currently attend

Gallagher
Garfield Middle School
Lakewood High School, Garfield Middle School, Emerson Elementary School
Garfield Middle School, Emerson Elementary and Lakewood High School
Garfield Middle School and Emerson Elementary
Emerson Elementary
Emerson Elementary
Emerson Elementary
Lakewood High School, Garfield Middle School, Emerson Elementary School
Emerson Elementary
Lakewood High School
Emerson Elementary
Emerson Elementary
Lakewood High School, Garfield Middle School, Emerson Elementary School
Garfield Middle School
Garfield Middle School
Emerson Elementary
Lakewood High School and Gallagher Elementary
Harrison Elementary School

(Q11a) Please list any type of service you have used in Cleveland since your arrival including ESL, Employment training etc. and where you received these services

Max Hayes (ESL) & Home Tutoring (ESL)
Max Hayes (ESL), St. Lukes (ESL), Catholic Charities (Employment Training on hov
St. Lukes (ESL) & Home Tutoring through Mosque
Max Hayes (ESL) & Catholic Charity Office (Employment Training Classes)
St. Luke's (ESL)
Max Hayes (ESL) & St. Lukes (ESL)
Max Hayes (ESL), St. Lukes (ESL), Catholic Charities Office (Employment Training
Max Hayes (ESL), St. Lukes (ESL), Catholic Charities Office (Employment Training
St. Lukes (ESL)
Max Hayes (ESL)
Max Hayes (ESL)
Max Hayes (ESL)
Max Hayes (ESL) & St. Lukes (ESL)
Max Hayes (ESL) & Home Tutoring (ESL)
Max Hayes (ESL) & Home Tutoring (ESL)
Max Hayes (ESL) & St. Lukes (ESL)
St. Lukes (ESL)
Max Hayes (ESL)
She does not use any (ESL) services
Max Hayes (ESL), St. Lukes (ESL), Catholic Charities Office (Employment Training
Max Hayes (ESL) & Home Tutoring (ESL)
Max Hayes (ESL) & St. Lukes (Babysitting)
Max Hayes (ESL) & Attends Tri-C (ESL Classes)
Max Hayes (ESL)
None yet
Max Hayes (ESL); Son wants to go to school, but he is too old (19), so can't go and
Max Hayes (ESL)
Max Hayes (ESL)
Max Hayes (ESL)
Max Hayes (ESL)
Max Hayes (ESL)
Max Hayes (ESL)
Max Hayes (ESL)

(11b) Please indicate how long you have used these services

Max Hayes-14 months, Home Tutoring 17 months
Max Hayes-2 months, St. Lukes-2 months, Employment Training (1 Week)
St. Lukes-24 months, Home Tutoring-6 months
Max Hayes-14, Catholic Charities 2 days/wk from 3-5pm
St. Lukes-14 months
Max Hayes-12 months, St. Lukes 12 months
Max hayes and St. Lukes-6 Months
Max Hayes-6 months, St. Lukes 6 months, Catholic Charities (2 days a week)
St. Lukes-6 months
Max Hayes-17 months
Max Hayes-13 months
Max Hayes-12 months
Max Hayes-12 months, St. Lukes 12 months
Max Hayes-2 months, Home tutoring-12 months
Max Hayes-2 days, Home Tutoring-18 months
Max Hayes-4 months, St. Lukes-4 months
St. Lukes-24 months
Max Hayes-14 months
Max Hayes-12 months
Max Hayes-12 months
Max Hayes-4 months
Max Hayes-12 months
Max Hayes-3 months
Max Hayes-12 months
Max Hayes-4 months
Max Hayes-2 months
Max Hayes-3 months
Max Hayes-1 month
Max Hayes-8 months
Max Hayes-6 months

(Q11c) How would you rate these services? (1-10)	(Q12) Has any member of your household been employed?
10	No
10	Yes
10	Yes
10	Yes
10	Yes
St. Lukes 7-too advanced, Max Hayes 9	Yes
10	No
6-too advanced for them	Yes
6-too advanced	Yes
10	Yes
10	Yes
6-too advanced and to many students in the class	Yes
10	Yes
Both 10	Yes
Home Tutoring-10	Yes
Both 10	No
	10 Yes
7-too far away	Yes
	Yes (Nephew)
Max Hayes 6-too advanced	No
Max Hayes-7 too advanced	No
10	Yes
8	Yes
8-too advanced	Yes
	No
10	Yes
10	Yes
8	Yes
6	Yes
5-too advanced	Yes
10	Yes
5-not systematic, too many levels in one class	Yes

Are they Still Employed?

No
Yes
Yes
No, laid off after 2 months
Yes
No, and can't find work in Cleveland
No
Yes
No, laid off after 2 months
No, laid off after 3 months
Yes
Yes
No, laid off after two weeks
Yes
Yes
No
Yes
No, laid off after one week
Yes
No
No
Yes
Yes
No, laid off after two weeks
No
No, laid off after two months
Yes
No
Yes
Yes
Yes
Yes

(Q13a) What is the name of the company where they were employed?

Orlando Bread & Johnny Mango Restaurant
Orlando Bread, Arrow Paper Co., Produce Packaging Inc.
Orlando Bread
Cleveland Skating Club
Tyson Meat Factory in Moline, IL, Sewing in Ft. Wayne
Produce Packaging Inc.
National Safety Apparel Inc.
Orlando Bread
Marathon Gas Station
Marathon Gas Station
Orlando Bread
Orlando Bread
Vege Packaging, Intercontinental Hotel, and Convenient Store
Orlando Bread
Orlando Bread
University Hospital Food Court Sushi Bar
Not Sure was 1st day when interviewed
National Safety Apparel Inc.
Orlando Bread
Orlando Bread
National Safety Apparel Inc. and Restaurant on the weekends
Bread Co. in Salem, Mass. For 1 year; now unemployed
Orlando Bread Co.
AVI Food System
Around the Corner Restaurant
Orlando Bread Co.

(Q13b) How did they find this job?	(Q13c) What type of work is this?
Catholic Charities	Packaging, dish washing, cutting vegetables
Catholic Charities	Packaging bread/vegetables & cutting paper
Catholic Charities	Packaging
Through Friends	Dishwashing
Through Friends	Meat Cutting, sewing
Catholic Charities	Packaging
Catholic Charities	Sewing
Catholic Charities	Packaging
Through Friends	Cleaning
Through Friends	Sells merchandise
Catholic Charities	Packaging
Catholic Charities	Packaging
Catholic Charities and friends	Packaging, maintenance and selling goods
Catholic Charities	Packaging
Catholic Charities	Packaging
Friends	Prepares Sushi
Catholic Charities	Sewing
Catholic Charities	Packaging
Catholic Charities	Packaging
Catholic Charities	Sewing and cuts vegetabes
Catholic Charities	Mixing ingredients
Catholic Charities	Packaging
Catholic Charities	Make sandwiches
Catholic Charities	Bus girl
Catholic Charities	Cleaning

(Q14) What type of work experience do members of your household have?

Brick Layer, butcher, selling goods
Agriculture, farming
Café Shop proprietor, shopkeeper
Weaving clothing and agriculture
Carpenter and agriculture
Agriculture/farming, cooking, sewing
Agriculture/Farming
Fixing bicycles and cars, general store clerk
Sewing
Teaching at a mosque as an Arabic & Urdu instructor
Sewing, clock and watch repair, bicycle mechanic
Video rental and sales
Teaching pre-school and vendor
Agriculture, selling goods
Computer experience (IT)
Teaching Burmese Language and agriculture
Day Laborer
Agriculture and selling goods
Nephew taught English in the camps; grandson student
Agriculture
Agriculture, factory work
Agriculture, dishwashing, cooking
Student in Burma; Dishwasher in Malaysia
Agriculture in Burma, Electrician in Malaysia
Agriculture and restaurant work
Owned a coffee shop, housekeeping, dishwashing, cooking
Agriculture
Teaching Science, agriculture
Agriculture
Waitress in Malaysia; Nurse in Burma
Teacher (6th grade geography)
Goldsmith

(Q15) What type of work would members of your household be interested in?	(Q16) What does your family use for transportation?
Construction, cleaning, cooking, kitchen help	car, bicycle, walk
Farming, yard work	bus, bicycle, walk
Coffee Shop, general store employee	bus, bicycle, walk
Any work, but prefer housekeeping	bus, walk
Agriculture, any work, housekeeping	car, bus, bicycle, walk
Any work	bus, walk
Any work, restaurant, housekeeping, agriculture	bus, bicycle, walk
Mechanic work	car, bus, walk
Sewing	bus, walk
Housekeeping, Imam at Mosque	car, bus, walk
Sewing	car, walk
Any work	car, bus, walk
Any work	car, bicycle, walk
Housekeeping, Cooking, Agriculture	car, walk, bus
Shop Keeper	car, walk
Any work	bus, walk, bicycle
Any work	bus, walk, bicycle
Housekeeping	car, bicycle, walk
She is 88 years old, too old to work	bus, walk
Any work	bus, walk, bicycle
Any work	bus, walk
Any work	bus, walk
Computer work, nursing	car, walk
Electrician	bus, walk
Agriculture, any work	bus, walk
Any work	bus, train, walk
Sewing	walks, bus, train
Office work	bus, walk
Any work; agriculture	car, walk
Wants to open a store or become a registered nurse	bus, train, walk
Wants to teach/go back to school	bus, walk
Wants to go to back to school at Tri-C	bus, walk

(Q17) What bank do you use and where is the nearest location?	(Q18a)What hospital/doctor services do you use the most? Where is the location?
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Cleveland Clinic Hospital, Lakewood Hospital, Fairvie
Huntington Bank (Lakewood)	Never go
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Never go
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Never go
Key Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Never go
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Church Square Lakewood Hospital for Shots
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
No bank	Never go to hospital or doctor in Cleveland
Huntington Bank (Lakewood)	University Hospitals
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Never go
None yet	University Hospitals
Huntington Bank (Lakewood)	University Hospitals
Huntington Bank (Lakewood)	University Hospitals
Huntington Bank (Lakewood)	Doesn't go to hospital here
Huntington Bank (Lakewood)	Lakewood Hospital Prof. Building 14601 Detroit Ave.
Huntington Bank (Lakewood)	Never go to hospital or doctor in Cleveland
Huntington Bank (Lakewood)	Church Square Lakewood Hospital for Shots
Huntington Bank (Lakewood)	Never goes

(Q18b) Does any member of your family require special treatment for specific health needs?	(Q18c) What are they?
No	
No	
Yes	Diabetes
No	
Yes	Allergies and Joint Pain
No	
Yes	Tuberculosis
No	
No	
Yes	Heart Disease
Yes	Pregnant
No	
Yes	Can't lift right arm
No	
No	
Yes	Kidney Stones
No	
Yes	Pregnant
Yes	Diabetes
Yes	Wife Pregnant and Husband has eye problems
Yes	Wife Pregnant and Husband had kidney stones
Yes	Ulcer and TB
No	
No	
No	
Yes	Hernia surgery, high blood pressure and stomach
No	
No	
Yes	Hernia
No	
No	
No	

(Q19) Is your family currently in need of any basic necessities?

No

Washer, dryer, bed

Dryer, bed

Snow boots and socks for the children and computer

Computer for children

Computer for children

Computer for children

Computer for children

Moving to Ft. Wayne soon

Would like a compter and clothes for children

Washer, dryer, baby clothes

Furniture (crib) and clothes for baby

Computer for children

Washer, dryer, diapers

Health Insurance

Furniture, computer, microwave

Furniture

Washer, dryer, new mattress (current one has bed bugs)

Washer, dryer, phone

Bicycle for children

Baby furniture and baby clothing

Baby stroller, T.V.

Better computer (one owns now is old and slow)

Clothes

Pots, pans, blankets, bed, washer, dryer, computer, jacket, boots

Washer, dryer, computer

Digital cable box, computer, new phone (can't see caller)

Job, car, computer, place to live

Computer for children

Microwave, car

Washer, dryer, computer

Computer

(Q20) What services is your family most in need of?

Employment
Employment
Transportation to and from hospital & employment
Transportation to and from ESL class bus fare not provided, employment, money for paper products like diapers
ESL home tutoring, someone to help read mail and make sure get proper services provided
Employment
Better ESL Courses
Help making medical appointments, ESL home tutoring
ESL Courses and Employment
ESL Courses and Employment
Better ESL Courses
ESL Courses
Employment
Difficulty reading and understanding the mail
Difficulty reading and understanding the mail
Employment and needs help getting the doctors
Difficulty reading and understanding the mail
Employment and accessible ESL courses
Medical Services and transportation
Transportation to and from Max Hayes, employment assistance, need help making appointments and getting to them
Translation services, difficulty understanding mail, and transportation to and from medical appointments
Need ulcer care and immunizations, difficulty reading mail so take mail to Catholic Charities Office,
Assistance/guidance for wife
Assistance in getting family here
Employment, ESL Courses, Mail translation/help,
Difficulty reading and understanding the mail, transportation to and from appointments, difficulty getting an interpreter
Transportation to and from Max Hayes, wants to know if qualify for financial assistance for paying rent and electricity bills
Employment
English help so can go to school
Needs help reading mail, employment, and ESL
Wants to continue education

(Q21) What are your hopes for you and your family and your future in Cleveland?

Children receive a good education and I can find a job and support my family
Children receive a good education and I can find a job and support my family
Children receive a good education and I can find a job and support my family
Children receive a good education and I can find a job and support my family
Children receive a good education and I can find a job and support my family
Children receive a good education and I can find a job and support my family
Children receive a good education and I can find a job and support my family
Children receive a good education and I can find a job and support my family
Find a good job
Children's education and finding a job for the father
Children get a good education
Children get a good education, I get more education and get a good job
Children's education and finding a job
Children's education and finding a job
Find a good job
Children's education and finding a job
Children get a good education and we live peacefully
Children receive a good education and I can find a job and support my family
Wants to go to Mecca and thought coming ot America was easiest way then wants to go back to Thailand
Want children to have a successful future
Better education for himself and children and would like to get a good job and live comfortably
Want to live comfortably without fear and hope for good medical treatment
Wants to get a good education and job and improve his English
Wants to get his family together in Cleveland and find a job to support them
Wants to go to school, so can get a better education and find a good job
Wants his children to have a successful future and e wants to learn English
Wants to learn English, go back to school and bring her father here from Burma
Wants to get a good education, a job and be able to live comfortably
Wants to get into college and get a good job
Wants to go to college and get a better job
Wants to get a better job and go to college for a bachelors degree

Other Noted Agencies Who Helped With Resettlement

Asia Services in Action

Asia Services in Action

Mosque "Islamic Center" 9400 Detroit & Chinese Association

Mosque "Islamic Center" 9400 Detroit

Asia Services in Action

Mosque "Islamic Center" 9400 Detroit

Mosque "Islamic Center" 9400 Detroit & Asia Services in Action

Asia Services in Action

Mosque "Islamic Center" 9400 Detroit

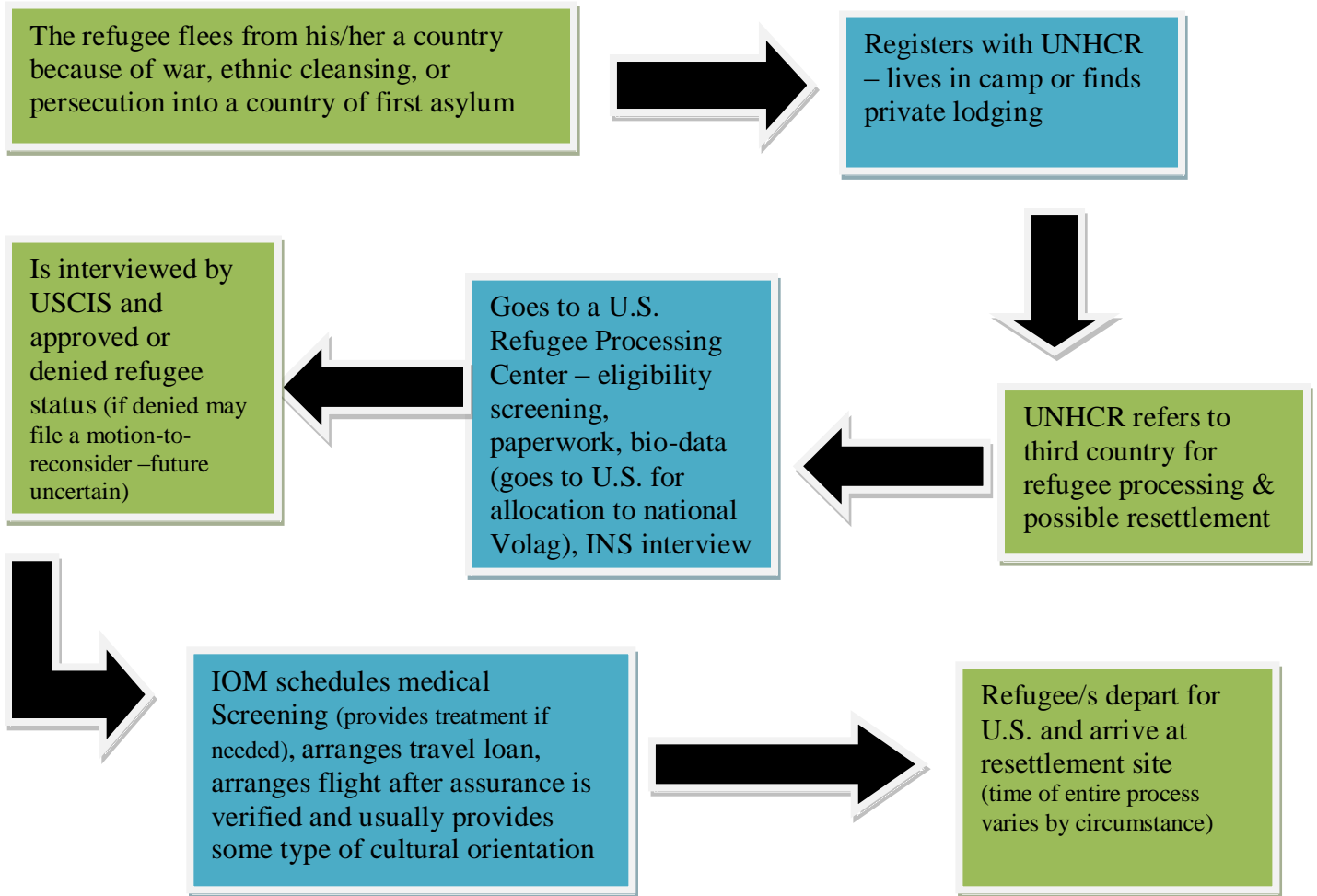
APPENDIX B: SUPPLEMENTARY SUPPLIER DATA

B.1. List of Suppliers

1. American Refugee Committee (ARC)
2. Oxfam
3. United Methodist Committee on Relief (UMCOR)
4. Caritas
5. Mercy Corps
6. Refugees International
7. Jesuit Refugee Service
8. United Nations High Commissioner for Refugees (UNHCR)
9. Refugee Transitions
10. Women's Refugee Commission
11. Hmong National Development Inc.
12. Karen American Communities Foundation
13. Mapendo International
14. The Southeast Asia Resource Action Center (SEARAC)
15. Kurdish Human Rights Watch, Inc. (KHRW)
16. Burma Border Projects
17. Thailand Burma Border Consortium
18. The Brackett Refugee Education Fund
19. Arab American and Chaldean Council
20. America Near East Refugee Aid (ANERA)
21. Interaction
22. Refugee Council USA
23. International Rescue Committee
24. U.S. Committee for Refugees and Immigrants
25. Church World Service
26. Episcopal Migration Ministries (EMM)
27. The Ethiopian Community Development Council, Inc. (ECDC)
28. Hebrew Immigrant Aid Society (HIAS)
29. Iowa Department of Human Services
30. Lutheran Immigration and Refugee Service (LIRS)
31. The United States Conference of Catholic Bishops
32. World Relief
33. Refugee Works
34. Community Resource Center for Refugees
35. Community Refugee and Immigration Services (CRIS)
36. Migration and Refugee Services (MRS)
37. International Services Center (ISC)
38. US Together Inc.
39. Asian Services In Action, Inc.
40. Refugee Mosque
41. Sewa International
42. Refugee Family Center, Inc (dba STAIRS)
43. Building Hope in the City (BHITC)

APPENDIX C: OTHER RELEVANT INFORMATION

C.1. The Refugee Resettlement Process



Key Agencies

UNHCR – United Nations High Commissioner for Refugees
RPC – Refugee Processing Center
USCIS – Refugee unit of Dept of Homeland Security
IOM – International Organization for Migration

1. Refugees flee their homes, businesses, farms and communities in order to escape war, ethnic cleansing, or persecution into a country of first asylum.
2. Once refugees flee their countries, they register with the office of the United Nations High Commissioner for Refugees (UNHCR). This office is charged with responsibility for awarding legal refugee status. After refugees register with UNHCR, they live in camps or find private lodging.
3. UNHCR refers only about 1% of all refugees for resettlement in a third country. Third country resettlement becomes an option only when efforts fail to either help refugees return home or settle permanently in the country of asylum. Once it is deemed that resettlement in a third country is the last resort, UNHCR refers refugee for processing & possible resettlement.
4. Only refugees who have been referred by UNHCR or by the U.S. embassy in the country of asylum are eligible for the U.S. Refugee Resettlement Program. The Department of State's Bureau for Population, Refugees and Migration (PRM) oversees this program through its Refugee Processing Center. When a refugee arrives at the Refugee Processing Center, he or she is screened for eligibility, fills out paperwork and biographical data, which goes to the U.S. for allocation to national Volag, and an Immigration & Naturalization Service (INS) interview scheduled.
5. Refugees, who meet the criteria for application to the U.S. program, are interviewed by an INS officer who travels to the country of asylum. The INS officer decides whether the applicant is a refugee as defined under U.S. law. An individual designation as a refugee by UNHCR is not guaranteed admission to the U.S. Refugees must also pass an INS interview. If the INS officer approves the refugee's application for U.S. resettlement, he or she will be matched with an American resettlement organization. Most of these nonprofit organizations rely on professional and volunteer staff to assist refugees in the resettlement process. If rejected, the applicant has thirty days to file a motion to reconsider the denial with the nearest INS district office.
6. After approval, the International Organization for Migration (IOM) schedules medical screening (provides treatment if needed), arranges air travel loan for the refugee that he or she must agree to pay back, arranges flight and usually provides some type of cultural orientation. IOM then relays detailed travel information to the U.S. resettlement organization, so that it can make arrangements for the refugee's arrival.
7. Refugees depart for U.S. and arrive at resettlement site where the resettlement organization will make arrangements for the refugee to be met, welcomed and assisted at the airport beginning the process of helping the refugee become settled in his or her new community.

-Information Accessed from U.S. Committee For Refugees and Immigrants: <http://www.refugees.org/article.aspx?id=1082>.

C.2. Contact List

Name	Organization/Position	Contact Info
Bob Begin	St. Colman's Church- Community Based Economic Development	bobegin@yahoo.com 216.939.3838
Luanne Boyle Becker	Building Hope in the City- Manager, Refugee Resettlement Ministries	Luanne@buildinghopeinthecity.org
Evelyn Bissonnette	Ohio Office of Refugee Resettlement-State Coordinator	Evelyn.Bissonnette@jfs.ohio.gov 614.466.4815
Michael Byun	Asia Services in Action (ASIA)-Executive Director	mbyun@asiainc-ohio.org 216.881.0330
Stacy Dever	Catholic Charities (MRS)- Volunteer Coordinator	sdever@clevelandcatholiccharities.org 216.939.3708
Maureen Doyle	Urban Community School-Director	216.939.8441
Brian Driscoll	Urban Community School-Director of Advancement	bpdriscoll@gmail.com 216.631.4353 (c) 216.789. 4309
Jessica Gerrard	CWRU ESL Professor & ESL Consultant	jeg84@case.edu
Dan Gunther	St. Martin de Porres-Vice President of Advancement	dgunther@stmdphs.org
Dylanna Jackson	International Institute of Akron-Director of Refugee Resettlement and Education	Dylanna.jackson@iakron.org 330.376.5106
Sai Santosh Kumar Kolluru	Hindu Yuva on Case President-Student	sxk408@case.edu
Robin Konscak	Asian Services in Action (ASIA)-Program Assistant	robin@asiainc-ohio.org 216.881.6920
Peter McDermott	E4S-Network Weaver; Local Food Cleveland	peter@e4s.org

Tom Mrosko	Catholic Charities Migration and Refugee Services-Director	txmrosko@clevelandcatholiccharities.org 216.939.3731
Lilly Okamura	Cleveland Foundation- National Urban Fellow	lokamura@clevelandfdn.org 805.260.5140
Sheila Riley	PriceWaterhouseCoopers- Accountant	sheila.c.riley@us.pwc.com 216.389.1014
Trish Rooney	Lakewood Christian Service Center-Executive Director	trish@lcslakewood.org 216.226.6466
Zahid Siddiqi	Retired Engineer-Refugee Mosque Founder	zsiddiqi@sbcglobal.net 440.238.3796
Jeannette Smagbellone	Lakewood Public School- ESL Teacher	netta4@sbcglobal.net 216.410.4662
Robert Smith	The Plain Dealer- Reporter; Author Immigrant., Inc.	rsmith@pland.com 216.999.4024 (c) 216.509.2655
Sree Sreenath	CWRU Professor and head of Bhutanese Empowerment Project	n.sreenath@case.edu 440.318.9660
Morgan Taggart	OSU Extension-Program Specialist	taggart.32@osu.edu 216.429.8238
Win & Paditha Thang	Burmese Translator & NASA	lpwtin@sbcglobal.net 440.334.8042
Mary Thompson	Case Student-President of STAND	met23@case.edu
Brian Upton	Building Hope in the City- Asst. Executive Director	brian@buildinghopeinthecity.org
Gina Wills	DOS-PRM-Public Affairs Specialist	WillsRM@state.gov 202.663.1071
Karin Wishner	International Services Center-Executive Director	kwishner@isc-cle.org 216.781.4560 (c) 440.454.1101
Eric Wobser	Ohio City Near West- Executive Director	ewobser@ohiocity.org