



Webinar: ECBO Partnership with State Refugee Offices

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Transcript

Introduction

Rob Callus: Hello and welcome to today's webinar brought to you by Switchboard, a one-stop resource hub for newcomer service providers. Today's session is entitled ECBO Partnership with State Refugee Offices. When we say ECBO, we're referring to ethnic community-based organizations. My name is Rob Callus, and I will be your facilitator for today. I will have some portions where I'm sharing some of our content, but I'm your representative from Switchboard who will be guiding us through today's 75-minute webinar.

RC: My name is Rob, like I said. I'm a Switchboard training officer focused on community integration. I have experience working in instructional design, global health, and of course refugee resettlement. Before joining Switchboard, I managed programs at a local resettlement agency in Durham, North Carolina, where I supported refugee and immigrant families through the Refugee School Impact and Refugee Youth Mentoring grants. I speak Swahili and Spanish. I'm ESL certified for youth and adults. I'm currently pursuing a master's in social work at UNC-Chapel Hill. Go Tar Heels.

Today's Speakers

RC: I'd like to introduce you to our real experts today and our speakers for today's webinar. Welcome first to Nawid Mousa. Nawid manages the Ethnic Community Self-Help Program which established an Afghan cultural center in Idaho's Treasure Valley in 2023 and works within the Idaho State Refugee Office replacement designee. As a refugee from Afghanistan, he moved to Boise in 2008 and later earned a bachelor's in civil engineering from Boise State University. Nawid previously worked as a database administrator for the Idaho Office for Refugees and speaks five languages. He actively volunteers with community programs and supports newly arrived refugees in his everyday life.

RC: Next, we have Sedrick Murhula, who has over 15 years of experience in international development working with humanitarian organizations, refugee-led organizations, and ethnic community-based organizations, ECBOs. He specializes in needs assessments, professional development, community engagement, advocacy, and strategic planning. Sedrick currently supports the Kentucky Office for Refugees by providing technical assistance to ECBOs, helping them access resources and succeed.

RC: Last but not least, we have Nao Kabashima, the founder and executive director of the Karen Organization of San Diego, or KOSD. Originally from Japan, Nao earned a master's in political science from California State University in Chico. Nao co-founded KOSD in 2009 to support Burmese refugees in San Diego. She has also served as secretary and chair of the San Diego Refugee Forum and was named one of San Diego's Women of



Distinction in 2024. Nao and the Karen Organization also are an important partner with us at Switchboard, and we're really grateful for their support in all things related to ECBO leadership and success in the field.

RC: Just a couple reminders before we proceed. If you have any questions for anyone in this webinar, please use the Q&A function to do so. We do not have the chat open for communication between panelists and participants, but if you have questions for any of our speakers today, please submit them through the Q&A box at the bottom of your screen on Zoom. Let's proceed.

Learning Objectives

RC: I just want to go over briefly our learning objectives and the flow of today's session. Hopefully, by the end of the 75-minute session, you'll be able to first explain how state refugee offices, or SROs, commonly partner with ECBOs. We're really going to start looking at what that partnership looks like in practice. Next, we'll be able to identify challenges and opportunities that ECBOs may face by examining three successful partnership models. We'll go through each of those models one by one and describe the benefits and the challenges that they experience. Last but not least, we hope that you'll be able to apply best practices shared by ECBO leaders, like those of our speakers, for applying SRO partnership to your own contexts.

Poll Questions

RC: All right, let's get to our next portion. Great. We're going to start, as we do with many Switchboard webinars, from trying to hear from you all as our participants. We are so glad you're here. If we can start with just a Slido quiz. Slido is a live polling platform. If you scan the QR code at the top left, you'll be able to answer a series of questions that we show on the screen as we go. This first question, we have,

Which best describes your role or organization?

RC: One of the reasons we like to get this information is because it helps us know how to tailor our content within this session, just to make sure that we're providing examples of things that are most relevant for you. All right. Love to see so many folks at state refugee offices and replacement designees. Lots of folks at resettlement agencies that aren't ECBOs, probably who partner with ECBOs in a variety of ways. Really glad that you all are here too.

RC: Of course, nice to see we've got some ECBO leaders and case workers. I'm combining some of those numbers for them, just to show we do have quite a few of you who are coming from ECBOs. We're really glad especially that you're here. All right. Folks outside of our more traditional resettlement agency space is really grateful for you guys. I think what's really important about a topic like this is that partnership has to go in not just one direction; it has to go in a communal web and network sort of way.

RC: Awesome, looks good. Really grateful that y'all are here. It looks like we've got a really good and diverse audience that we're working with here. All right. Good start with your Slido responses.

RC: We got a couple more before we get into some of the content. Let's start with,

If you work at an ECBO or another resettlement agency—this is not a question for folks who work at SROs right now, we'll have some for you—how closely are you connected with your SRO, or state refugee coordinator?



RC: We can say, one is I don't interact with my state refugee office or coordinator at all, and five being I frequently interact with my state refugee office or my state refugee coordinator.

RC: All right. I think what's really good to know here is that at our vantage point from Switchboard, we work with folks from all over the U.S., and we do see this variety of experience here, right? It always depends on particular conditions and visibility and a number of different factors about how you may be involved with your state refugee office as a resettlement agency or an ECBO.

RC: Hopefully, by today, those of you guys who are down in the one or the two territory will find strategies that can help you get up to the threes and the fours and the fives. All right, got some good responses so far. All right. Like I said, we're sitting above 2.5, which is our sort of our midpoint here, but hopefully by the end of the session we'll get you even higher up there.

Discussion Question

RC: All right. We've got one more Slido, actually not quite one more Slido, there might be one more secret one after this. Next one is,

What might be some benefits of stronger relationships between ECBOs and SROs?

RC: Anyone can answer this one, of course. What do you think might be some of the benefits of a stronger relationship between ECBOs doing the work on the ground with newcomer populations and state refugee offices? Love to see some of these responses.

RC: Stronger networking and advocacy, sharing experience, access to funding and resources, reduced duplication of efforts. I think that's huge—so many folks are doing this work and maybe just don't know that they're all doing it. Can we coordinate those services better?

RC: Building a strong community, better understanding of the needs on the ground, better access to partnerships, funding, amplifying refugee voices. Definitely really appreciate that, making sure that at all levels of this work, authentic lived experience is represented and factored in as essential to this work.

RC: Better connections, continuity of care, easy referrals. These are really great answers. Unified advocacy, increased impact. Ultimately, yes, I think that's one of the things that we need to center here is that these connections aren't just things that we do just because they seem good or feel good; it's that they can lead to actual positive experiences and outcomes for newcomers who are coming to the communities in which we serve. I really like this piece about transparency, creating more avenues for communication about what we're seeing on the day-to-day in order to help us bridge some of those gaps to delivery.

RC: Breaking silos also, yes. There's so many good people doing this work; it's important to bring everyone in community in different ways. Very good.

RC: All right. These are some really good responses. Sounds like you guys are coming with the right ideas and with the right goals out of today's session. Our goal today is to take you, like I said, from areas where you may not feel like you have a strong connection to how we can get to those stronger connections and lead to those benefits, right?



1. Demystifying the Role of the SRC and SRO

RC: In our first section, I'll be starting off this content by demystifying the role of the state refugee coordinator and the state refugee office and how those offices may connect with ECBOs. Starting very SRO-focused. Just note that we'll be using some acronyms throughout here for convenience sake, but we'll try and vary it up. When we say SRC, that is state refugee coordinator. SRO is state refugee office.

RC: One that's not on the screen that I'd also like to highlight is RD, and that's replacement designee. A replacement designee represents a nonprofit or an organization that has stepped up to functionally take the role of the state refugee office where there is no resettlement program, at least not run by the state. Replacement designees have the same functions as state refugee offices but organizationally in nature are different. Just something to keep in mind for those of you all at home, just so what we're talking about when we say SRO, SRC, and RD. Of course, ECBO we have already discussed, ethnic community-based organization.

Poll Question

RC: Let's dig into some of this content. Before we do, one more Slido. I want to ask, in addition to the benefits which we asked about,

[What ways does your ECBO or SRO partner with the other party?](#)

RC: Think about what are the ways that you guys do engage in partnership. For this question, it's multiple choice. You can select all that apply. Maybe you partner in a couple different ways. We want to get a sense of the ways in which you guys work together.

RC: All right. Got some people responding so far. Let's see how these are populated. All right. At least seeing some people who do have these partnerships being present at outreach events, that's really good. We've got, that's an excellent, useful strategy. Participation in quarterly consultations as well, that's particularly relevant for the folks who are trying to work on removing the duplication of services to make sure we're better coordinating our efforts.

RC: Potential client referrals, I really appreciate seeing that, especially being able to see that again at all levels that folks are having such direct practice experience here. All right. We've got some folks here and we've had 31 people in the room respond. That means those who do have that partnership, these are the ways in which they show up. That's really great.

SRC/SRO Overview

RC: All right. Let's dig into how the SRO and the SRC work overall. Some of this may be a little bit basic just to start out with but feels like an important foundation just to make sure that we're talking about. All right. Now that we know how SROs work, we can talk about how we can partner.

RC: State refugee offices administer the Refugee Resettlement Program at the state level. They receive funding based on the numbers of refugees who are coming to their states, and they have different kinds of funds and discretionary funds. They also sort of work more specifically with state and local government in order to facilitate and support the Refugee Resettlement Program in their state. They're responsible for overseeing the



design, implementation, and coordination of newcomer-serving programs. That's related to Reception and Placement and related to ORR-funded programs as well. They receive funds from the Office of Refugee Resettlement.

Understanding the Flow of Funding

RC: On the next slide, we'll talk about what the flow of funding looks like and how this works in the first place. First, we start out with our legislators in Congress who are suggesting different recommendations and bills to pass regarding the budget and the amount of money that goes towards the Refugee Resettlement Program. That money flows first to the Office of Refugee Resettlement to deliver programs related to promoting newcomer integration.

RC: From ORR, that funding can flow in a couple different ways, but let's start with a really simple way where states receive funds from the Office of Refugee Resettlement that we call formula funds. These are based on the numbers of newcomers that each state is receiving, the populations they're receiving, and what sites in what cities and towns in that state are receiving newcomers. There's very intense formulation around that.

RC: From there, funds from the state refugee coordinator and the state refugee office are then passed along or passed through into local agencies, ECBOs, et cetera. I'd like to note also that once that funding has been received by local agencies and ECBOs, they can also further pass that funding through in a variety of different models. One common way is through subaward partnerships.

RC: Folks who are applying for the grants directly from the state refugee coordinator or state refugee office can mention who they are going to be contracting with as sub-awardees who are going to be involved in the work, where one agency may be the primary funder and sub-awardees will be folks who are invested in supporting the work as well.

RC: While we will be focusing a lot on the connections between state refugee coordinators and offices with local agencies and ECBOs, I do also want to emphasize that this is not the only way that funding flows. There are a number of other ways. Of course, there are funds that agencies and ECBOs can apply for directly from the Office of Refugee Resettlement as well. Just wanted to give you a bird's eye simple view of how funding flows here.

Common Grants Managed by States

RC: I want to highlight a couple of the common grants managed by states that come from ORR originally. This list is not exhaustive, and it's honestly a little bit more complicated than saying it goes straight to there. One thing I want to highlight first is the Refugee Cash or Refugee Medical Assistance programs, two different programs, RCA and RMA. These are refugee support services that come in and take the place of when public benefits may not be accessible for refugees who are newly arrived. Within Refugee Support Services, we have this RSS program that promotes employment services, particularly around rapid employment and immediate barriers to integration. It can have to do with access to transportation, language assistance, so on and so forth.

RC: Next two that I want to highlight are the Refugee School Impact Program and the Refugee Youth Mentoring Programs. These are what we call set-aside programs, and they come through the Refugee Assistance Program, that funding that goes from ORR to state refugee offices, and then is passed through there into local agencies. These are focused on youth, so Refugee School Impact having to do with supporting refugee youth in



schools, and Youth Mentoring having to do with the 15- to 24-year-old age range for youth who are sort of self-actualizing, developing, maybe considering if they want to go to college, if they want to go into the workforce, and supporting those folks with community mentors who can support them in making those decisions.

RC: Other two programs I want to talk about are the Services to Older Refugees and Refugee Health Promotion. Services to Older Refugees is another one of those RSS set-asides, and similarly to Youth Mentoring, it is targeted to a specific age range. Services to Older Refugees is for older adults who are coming to the United States as newcomers with ORR-eligible statuses and providing more tailored services to older adult populations.

RC: The Refugee Health Promotion Grant, like several other grants, is a little bit interesting in that it can pass through states, but it can also be directly appropriated from the Office of Refugee Resettlement as well. These are just to highlight some of the programs that you may be able to access or inquire about from your state refugee office. If you do work for a local agency or an ECBO, just wanted to make sure that some of those common programs are on your radar.

How much do states award?

RC: Next question, one of the big questions about funding around this and some of these grants, is how much do states award? The challenging and most straightforward, ironically enough, answer is it depends on the state. It depends on a lot of different factors. As I mentioned first, that first piece is that ORR awards formula funds based on population. Each state gets a different amount of funding based on the arrivals that they're seeing, based on the newcomers that are in their state, and based on the services and cities and agencies that are available.

RC: There aren't requirements on how much is sub-awarded or sub-granted or the method used. When you are applying to the state refugee office for funds for any of those preceding grant programs, and you do want to sub-award or contract out with folks, there aren't necessarily harsh requirements or subscriptions like that. Additionally, the method used is varied. Sometimes these will be awarded as discretionary funds. Sometimes there might be a request for proposals, RFP. States can do that at their discretion. You just need to reach out to your state to figure out their most common pathways for awarding funds.

RC: Then that last piece, the application process varies from state to state. It does depend. Best thing to do is just to know going into a reach-out or a connection with the state what some of the models are so that you can ask more specifically about what is offered and how you might be able to best connect and plug in.

Successes and Challenges from ECBO Leaders in Switchboard's Community of Practice

RC: All right. Now that we've talked about the basics of how state refugee offices work, I want to share about a couple of the basic successes and challenges around working with state refugee offices the ECBO leaders from Switchboard's Community of Practice for ECBO Leaders have shared. This is a group that Nao Kabashima, our speaker here, coordinates regularly. Anyone who here is an ECBO leader, we definitely want to encourage you to participate in this. We had a conversation with them last year about this sort of thing, and these were some of the things they shared.

RC: On the successes or the ways, the promising practices, so to speak, some ECBO leaders shared that their SROs offer grant writing or grant-making workshops for ECBOs. It can be really challenging administratively,



especially for ECBOs who are working really, really hard and may not have necessarily the bandwidth, given their intense work directly on the ground with newcomer populations. States can often offer opportunities for folks to say, “Hey, these are the administrative functions and these are the things that you’ll need to do in order to work successfully to apply for a grant,” or something like that.

RC: Next one they shared about is being able to access information on grants online. It’s a matter of knowing where to look for things. Often you can look, of course, at the Office of Refugee Resettlement has their Dear Colleague letters, but state refugee offices will have their own websites as well where they will advertise where their open grant opportunities are, and you can check out their policy letters up to date there. It’ll just be important to know where in your state’s government the state refugee officer replacement designee is situated.

RC: Next, some states practice what we call a cash advance pilot, which is to say that often for grants, you receive the funding after you’ve shown and reported the impact that you’ve had, and you get reimbursed. However, the cash advance pilot sort of flips that, where for folks who are in more resource-limited or strapped environments, the awards can come preceding the impact, and then you report on that to affirm that you accomplished the work that you set out to do with that cash advance.

RC: Some of the challenges, on the other hand, however, that we want to share about is that it’s often hard to know where to start in connecting with the state refugee office. Like I said in that second strength, it’s a matter often of knowing where to look and where to go, and that can be really challenging. Again, for folks who are feeling a little bit stretched in terms of their capacity given their direct service experience that they’re providing, another challenge is that while info is available on the ORR website and on state government websites, it’s often hard to find or difficult to understand, and that’s really challenging. Understanding often some of that jargon language can be really difficult.

RC: Last but not least, some folks shared about the lack of grants that benefit older community members and other specific populations as well. Some ECBO leaders shared about basically the challenges that folks face with the specific needs that they’re facing in their communities. While the grant opportunities are great and are quite varied in a lot of ways, some ECBOs have portfolios and projects that are more broad or more specific, that sometimes they don’t always fit well into state refugee office grants. Not necessarily something bad, but something that can be challenging with figuring out how to plug in with the state refugee office.

RC: At this point, I am going to turn it over to Nao, our real expert on the call. Welcome, Nao. We’re so excited to hear from you about some of our partnership models that we recommend for ECBOs and state refugee offices. Take it away.

2. Three Partnership Models Between ECBOs and SROs: Case Studies and Panel Discussion

Nao Kabashima: Thank you. Thank you so much, Rob. Thank you, everybody, for joining today’s webinar. As one of the ECBO leaders, that information that we just heard from Rob, I didn’t know a lot of things because we don’t have any training around that. There’s no textbook around that, and each state has a very different system. We just learned by doing this work, but that’s why I’m really appreciative for this webinar and this type of opportunity for ECBO leaders.



Three SRO-ECBO Partnership Models: Overview

NK: Today, here, I want to share about three partnership models between ECBOs and state refugee offices. I know there are many different models. There are many different ways that ECBOs and state refugee offices can partner, but today, we really wanted to share great case studies that we have great speakers from different states so that we can share this potential model for your states and organizations.

NK: Let's go to the next slide. We're going to share some overview of the three partnership models. And then the first one is the ECBO office or coordinator within SRO, state refugee office. In this case, ECBO office and then also the state refugee office is under the same organizations, and we share one case study today from Idaho. For this type of model, some opportunities are related to resource access, data access. And challenges [are] related to long-term feasibility.

NK: Next one, the next model is the consulting for ECBO engagement and mobilization, and we are sharing one case study today from Kentucky State. The opportunity is related to awareness and voices of refugees amplified, and challenges [are] related to communication.

NK: Next one, the third model is a partnership between state refugee office and ECBO coalitions, and today, we are sharing a case study from the state of California. Opportunities [are] related to collaboration, and challenges [are] related to service area gaps for this type of model.

Case Study #1: The Afghan Cultural Center of Idaho and IOR by Jannus

NK: Let's go to the case studies, and this part I'm really excited to share. We are sharing three case studies, and then later, we have a panel discussion with amazing leaders from these three states, sorry, including myself.

NK: The first one is the Afghan Cultural Center of Idaho and Idaho Office for Refugees, and both of them are under the same nonprofit organization, Jannus, which is the replacement designee for the state of Idaho. For this partnership model, they're working together as programs under Jannus, a larger established nonprofit organization. And there are some great opportunities and then also some challenges in this model, and we're going to share that in the next slide.

Case Study #1: Opportunities and Challenges

NK: For this type of model, they definitely have amazing opportunity because the ECBO can work very closely with the state refugee office under the same organizations. Some opportunities around resources and overhead provided. There's a lot of capacity-building needs for the ECBOs and the newly-resettled communities. When we're thinking about starting a new ECBO, we have to learn a lot of things, and then about administration, operating the organizations, applying for the fundings, or accounting. Those are a lot of things that we definitely feel headache around.

NK: For this type of model, because of the amazing support from the larger organizations, those type of services and support are provided, and assistance with grants is also provided to some extent. Then also because the ECBO can have a very close work relationship with state refugee office, it may be more trust from the community for the work that they do.



NK: Sorry, I totally forgot to share the mission of the Afghan Cultural Center of Idaho. I thought it's important to share. The Afghan Cultural Center of Idaho's mission is to be the leading voice in promoting Afghan culture, traditions, and customs and to foster and nurture a positive relationship with the wider community. That's the mission of this Afghan Cultural Center of Idaho, which is an ECBO serving the Afghan community in Idaho. Then, yes, we are now sharing the partnership with the state refugee office. Sorry, I skipped that part.

NK: Then the next one, I'm going to share the challenges in this model. Definitely one challenge around the [uncertainty] of program sustainability, because it's all around the grants that are applied together. Of course, all of our work, we're always thinking about how to sustain this work. In this model, maybe a little more unsureness around that. Then limits on grant spending because of the necessary policy compliance, and limits on grant application because of indirect applications. Then we have amazing speaker, Nawid, going to join our panel later.

Case Study #2: Marafiki Center

NK: Then let's go to the next slide. We're going to share case study number two, from Marafiki Center, and then Kentucky Office for Refugees. In this partnership model, it is consulting for ECBO engagement and mobilization. In this case, the Kentucky Office for Refugees, that is also the replacement designee in Kentucky State. They work directly with the Marafiki Center to identify and then understand the state's ECBO landscape by mapping and identifying ECBOs. Then the KOR invites those ECBOs to the conference or offering that paid training to these ECBOs.

NK: For this work, I want to share the Marafiki Center's mission statement too. The mission of Marafiki Center is to create opportunities for cross-cultural connection and build a bridge of mutual understanding through education, events, and advocating for improved representation of the African and Swahili-speaking communities in Lexington, Kentucky. Then we have Sedrick from Marafiki Center is joining our panel today. In this model, Marafiki Center is consulting for the Kentucky Office for Refugees, and they are the one mapping the many different ECBOs in the Kentucky office, state, and then supporting the Kentucky State Refugee Office in that way.

Case Study #2: Opportunities and Challenges

NK: Let's go to the next slide. Of course, every model has some opportunity and challenges, but I see a lot of great opportunity in this model. First of all, awareness amplification. Obviously, Marafiki Center, which is an ECBO, is a consultant for the state refugee office. That's the amazing way that the voices of refugees are represented in this work.

NK: Then also the Marafiki Center consulting, and then also the mapping of many different ECBOs in the state of Kentucky. The purpose is to empower ECBOs and recognize the work that ECBOs do in the state. Because of the consulting work, and then because of this work, the partnership between Marafiki Center and KOR, the KOR can definitely tailor the training online or in person for ECBOs, depend[ing] on the unique needs of the ECBOs.

NK: Maybe some ECBOs are well established and some of them are very new, but because of this mapping project, they can tailor those trainings and offer some training around capacity building, about funding, about many different grant opportunities at the state level. The new avenue for ECBOs to access funds through the state.



NK: Challenges maybe is around the disconnect with the service providers. Then obviously, we see everywhere that noticeable gap between established service providers like a resettlement agency and communities that they serve. Then the ECBOs for this partnership, definitely, the Kentucky state is doing amazing work to mapping and then truly try to understand who are doing this work in the state.

NK: Still, that type of work needs time and then have to continue doing that. Need for strategic privatization of ECBOs and ensuring work of ECBO is recognized and optimized. It is not just a one-day thing. It's not a one-year thing and have to continue doing that. It is definitely a challenge. That was the case study number two from the state of Kentucky.

Case Study #3: California Refugee Forums with State and County Offices

NK: The third case study, we wanted to share about the third partnership model around the partnership between state refugee office and ECBO coalition. For this, I'm sharing the state of California. For the state of California, our refugee office, state refugee office is under the California Department of Social Services. We do have many refugee forums in different areas.

NK: Because California is a large state and [has] big arrival numbers, so that we do have a state refugee coordinator and then also county refugee coordinators. They work closely with the refugee forums in eight counties that have high numbers of refugee arrivals. I just shared that, just three logos from different refugee forums. We do have more refugee forums in the different areas in the state of California.

Case Study #3: Opportunities and Challenges

NK: Let's go to the next slide. As other case studies and in other models, of course, this model has many opportunities but also challenges. The opportunity is definitely around the presence of county refugee coordinators at general meetings, or that even the state refugee coordinators, they can join the meeting. That ECBO leaders and service providers have a regular opportunity to meet with them, possibly online, possibly in person. That is definitely a huge opportunity.

NK: The next one is open and welcoming space for refugee service providers, and the ECBOs to be a part of the refugee forum don't need to be well-established organizations. Whichever organization working for the community of newcomers and refugee populations, they are welcome. That's definitely a great opportunity, especially for small ECBOs and then newly established ECBOs.

NK: The third one around the collaboration and networking among service providers. The collaboration can happen maybe through the event planning for World Refugee Day. I know San Diego Bay Area, many areas in California have a great World Refugee Day run by the refugee forums and then have great partnership with the county or state refugee offices around that. Then also have a task force and committee to collaborate and work with others and access to the state county-level data information. That's definitely a great opportunity.

NK: The challenges are about the region without active refugee forums. We do have eight or maybe nine refugee forums now, but still there are some areas far away from the refugee forum location or the actual organizations running those forum meetings. We definitely have some gaps around that. Each refugee forum operates differently. The San Diego Refugee Forum, for example, meeting monthly and then really active.



NK: Then all the refugee forums are running very differently. To really know about that, you have to know people, you have to really go there. That might be the challenges, especially for the new ECBOs to navigate that, even try to find that type of opportunity, try to find a refugee forum opportunity, might be hard for ECBOs without navigations or connection. That was some opportunity and challenges from case study three.

NK: Now that I shared the three case studies from three states, I'm going to pass back to you, Rob. Thank you, Rob.

3. Best Practices from ECBO Experts: Panel Discussion

RC: Absolutely. Now you get to sit back and become a panelist. Thank you for your expertise as a speaker. We're now going to move into our next and final section of this webinar, and you'll notice there's plenty of time for this, so we'll be able to hopefully answer a lot of questions that we've both prepared from registration questions as well as questions that you'll submit in the Q&A, so don't forget to keep submitting those.

RC: I want to also emphasize that while we're talking about three models that Nao shared about today, there is no shortage of ways to partner between ECBOs and state refugee offices. We just hope that these can operate as useful blueprints for you all as you are forging your own partnerships as well. Without further ado, I'd like to bring in our other two Q&A panelists as well. Nawid and Sedrick, y'all can come on camera, and we'll start with doing some Q&A for our folks.

Q&A Panel

RC: Especially now that we've heard, Nao, you shared about the format of the models, we'd love to hear more personally from each of you about what it is that works so well about your model.

You guys as leaders within the field who are implementing this model, what works really well, and what are the most important actions that participants in this webinar can take if they're interested in implementing something similar to you, but in their state?

RC: I'd like to start with Nawid, and just as a reminder for participants, Nawid's model is where he has an ECBO office or coordinator within his state office, and so within the Idaho replacement designee. Nawid, what works about your model, and what would you recommend to participants if they want to replicate that model?

Nawid Mousa: Yes, thank you so much, Rob and Nao. I appreciate the invitation. I want to give a little bit of background about how the Afghan Cultural Center started and my involvement in it, and then I will go into answering your question. I was lucky to have the support of the refugee state coordinator for the nonprofit grant that we applied [for]. The reason we got it, we were awarded this grant, is because of the support of the state coordinator and the parent organization, which is Jannus.

NM: The way it worked is that when the Afghanistan previous government fell basically, and there were a lot of incoming of Afghans to the United States, and mainly to Idaho, so there was a big need to support the Afghan community. When the Self-Help Ethnic Grant was announced for the Afghan community from the ORR office, Tara Wolfson, who's the director of Idaho Office for Refugees, and she's also the state coordinator, she reached out to me and said, "Hey, would you like to help your community? And you can apply for this grant."



NM: Then we started the conversation, and we identified the need. The key component is identifying the need and clearly understanding the need, making sure you're not replicating what you're trying to solve, making sure that the same type of service or organization you're trying to create already doesn't exist, because it's a waste of resources and inefficient. Create a plan and a proposal on how to resolve the need. Discuss it with stakeholders, meaning the receiving community, the other partners and stakeholders, resettlement agencies, and so on.

NM: Incorporate feedback from them to the plan your proposal, and approach your SRO or RD, sorry, the State Refugee Office or the Resettlement, sorry, Replacement Designee Office, to have a very open conversation, but go with a solid proposal and funding request. Know exactly what you're requesting for, and make sure you have answers to all their questions, and you're confident in what your plan is.

NM: That was my approach, and we created internally a plan, and then we handed over that to the grant writer, which works for Jannus, the Idaho Office for Refugees. And based on that plan, the grant, the proposal was created, and it was submitted, and thankfully, luckily, we were able, we were awarded.

NM: Now, there was a confidence in achieving this, it's because I was, and personally, I was involved with evacuating folks from Afghanistan, so I already had a very strong relationship, I had a very strong relationship with the former governor of Idaho, and the senators, and so on. There was that trust from the Idaho Office for Refugees. But I also worked at the Idaho Office for Refugees while I was going to school for engineering, so I was a database administrator, and once I finished my school, I went into doing engineering, but I always provided them services on contract basis when they needed anything related to database data admin reporting, and so on.

NM: There was an established relationship with the Idaho Office for Refugees. Now, I can't imagine if there was no relationship, getting through this hurdle of trust, and knowing for them taking the risk on my proposal or on my plan would have been a little bit risky. For them, there was the unknown part, uncertainty part involved, right? Fortunately for me or for us, that was resolved.

NM: Then we also had the support of another organization, which throughout this evacuation process, that organization, which was the Idaho Defense Alliance, they raised money for evacuating folks, and then there we had that funding available for us in supplement to the Ethnic Community Self-Help Grant. That component also put trust in the minds of the leadership of Jannus and Idaho Office for Refugees that, okay, this is a sustainable proposal, this is a sustainable plan, it can work. It can resolve the needs that the Afghan community is facing, or those Afghans who are newly arrived to the state of Idaho.

RC: Absolutely. Actually, Nawid, I might actually ask you a question that came in from the Q&A. Sorry to interrupt you, but participants are wondering,

When was the ACCI established, and when did you receive your first funding?

NM: Yes, so the ACCI was established in 2022, and we received the award letter from ORR, I believe, if I'm not mistaken, it was in September of 2022.

RC: Okay, great. Yes, and just from what I'm hearing, it sounds like just for highlighting for our folks who work in the State Refugee Office side or State Refugee Coordinators, the founding of the ACCI started from the State Refugee Office level who had trust in people like you and folks on the ground who were doing the work. Just by



leveraging funds through the Ethnic Community Self-Help Grant offered by ORR and by partnering with other organizations in the area, that's how you were able to start the work of the ACCI, right?

NM: Correct, absolutely, yes.

RC: Awesome.

NM: I think that the key is, for those who are thinking about it, and those who are having a hard time connecting with stakeholders, and mainly their State Coordinators, be persistent, be consistent, have a plan, approach them, don't take "no" for an answer, if it's possible.

RC: I love it, and I really appreciate how you're framing, making really clear about what the need is and how you are uniquely situated for handling that need. That's really great. Thanks, Nawid, for answering that first question. I'm going to turn it now to Sedrick:

Sedrick, can you share about what makes the Marafiki Center so great as a model for partnering with State Refugee Offices and steps that participants can take to replicate it?

RC: Just as a reminder for participants, Sedrick's model relies on a consulting relationship with the State Refugee Office for promoting ECBO engagement and mobilization across the state. Take it away, Sedrick. What works for you?

Sedrick Murhula: Yes, thank you so much, Rob and Nawid. That was a great thing that you mentioned, really some good stuff, and I think that's very important. Speaking to you here, I think I wear two hats, and one is the Marafiki board member, board director, but also able to work with Kentucky Office for Refugees as a consultant and ECBOs, which has been doing a lot of amazing work in which we can talk in details later.

SM: As far as your question is concerned, yes, I think one of the things that is there, and I think my colleague Nawid has mentioned it, networking and reaching out, because one of the things that helped Marafiki Center, for instance, was the consistency, but also reaching out to, we work with refugees, we support refugees, we do so much, but where is the people that are supposed to support us so that we can do the work. That's reaching out, that connection, that network, and trying to reach out, and that's how we got to work with Kentucky Office for Refugees.

SM: Now, as a consulting, it's the same, because, and I would mention it in a very nicer way, because when you do not reach out, when you do not know who to go to, sometimes it can be really hard when it comes to ECBOs to get to where they want to do. Basically, in a nutshell, I would just say, when you reach out, when you're consulting people, when you knock doors, and that's how those opportunities started coming.

SM: Again, before that, it does not come just for nothing. It's just because there is a work that has been going on. There is a community that is in need and needs support. Therefore, who is there to help? Because there is a plan, there is a need, there is challenge. In order to resolve them, there are little issues here and there, such as funds, resources that need to be there. Therefore, you need to reach out to people, and that's how that goes around our whole system.



RC: Yes, absolutely. It sounds like your connection and your work already with Marafiki Center is sort of what flagged to KOR like, “Hey, we should reach out to folks like Sedrick who we can consult with for better informing our own plans for mobilization.” Does that sound like an accurate representation?

SM: Exactly, because I’ve spent more than 15 years in a community-based organization, refugee-dealing organization, not only in the U.S. and overseas, and that has led the Kentucky Office for Refugees to trust somebody from the community to be able to do the job. I would say that a lot of this consulting work has always been done with a different type of people, not like me. To be able to trust me to do the whole statewide consultation and designing a framework and engagement and assessment and conducting all these things that will inform how the state will support refugees was big, yes—was just based on that community involvement and community work.

RC: Yes, and just being able to show everyone your expertise and do it in a way that’s very visible and impactful. Yes, very much want to say highlighting that method of saying, “Hey, let’s demonstrate our expertise, and then maybe the State Refugee Office will notice us that way or see us as an instrumental partner in this.” Great, really appreciate your response to that subject.

RC: Last but not least, let’s turn it to Nao. And as a reminder for participants, Nao’s model that she operates within is within the state of California, a number of forums that operate as ECBO coalitions that partner directly with State Refugee Offices.

[Nao, what works about your model really well? What are you really proud of, and how would you recommend participants engage in this kind of model?](#)

NK: Yes, thank you so much, Rob, and thank you, Nawid and Sedrick. I’m just so happy to hear what you say. You mentioned about networking, about trust partnership, trust relationship between ECBO and State Refugee Offices, and reaching out, being consistent, like Nawid said. I think that that was amazing. Then I think that that’s a key for the strong partnership. It’s mutual relationship. It’s the partnership, which is very important for the State Refugee Office, and then also the ECBO, and then the community that we serve.

NK: For me, we, my organization, Karen Organization of San Diego started in 2009, and it took two years until we actually got the first funding. Beginning part, we were pretty much operating without any funding, but first thing we did was to go to the Refugee Forum and let them, let people know that we are new, but we started to do this work, and we want to work with you all. I think that that was the one thing that we did right.

NK: Then I still recommend people to, if you want to start a new ECBO, if you want to start this community-based organization, starting working with the State Refugee Office. Find a place to meet with the person, and then just to go. Then, as the ECBO leaders, I know that I also felt very intimidated, actually, at the beginning, that sounds like a State Refugee Coordinator, County Refugee Coordinator sounds huge, and then I’m volunteering in the community, no funding, no office, no staff, but we know that we are doing the great work for the community, and then our community needs this organization.

NK: Then, so, I just trust my gut, and then did that. I think we should all do that. The work of the ECBOs have to be recognized more, and we all need this for our communities. Then the duplication, I think I’m very fortunate that I’m in the State of California, and the State of California, when I started this work, already have a refugee forum, and then I need to find that, and then just to go there, and then that’s it.



NK: Maybe at some stage without this type of coalition, or the refugee forum, I will maybe still trust my gut, and then just email, or call, or knock on the door of the Refugee Coordinator, or the State Refugee Office people, let them know that I want to start a meeting with you, I want to start a coalition, I can bring people together, and then let's start something. Maybe, yes, something like that. Thank you, Rob.

RC: Absolutely, and what I hear that's really great about the way that you were able to connect with your state office is that you found a place where the State Refugee Office and State Refugee Coordinator already had a presence. You were able to meet them where they are. And I know for many of us, it can feel like when you send an email out to someone in a big government office, you don't always know if it's going to be received or if it'll be responded to. But it's really nice to know that State Refugee Coordinators, like you said, they're just people like us. They're not just like a big scary government, that they're folks that want to partner with us, that would be really excited to hear about the ideas that we have. The work that's on the ground, in the community, is really essential for the State Refugee Coordinator in office to know of as well.

RC: Yes, that's great. Thanks so much for responding to that, Nao. And great, let's move on to our next question around this. As you can imagine, a lot of our participants prior to joining submitted questions around funding from State Refugee Offices and how to apply for those funds and those sorts of things.

I want to ask briefly from you guys some quick tips and strategies and things that you all kept in mind if you applied for funding from your State Refugee Office, or perhaps even considering ORR funds, that made you more on the radar for State Refugee Offices?

RC: Does anyone want to tackle that question first? Maybe, Nao, could I ask you? We'll go maybe in some reverse order.

NK: Yes, thank you. Then I think Nawid also [can] share about that or our Ethnic Community Self-Help Grant. That was also the first grant that we applied [for] in 2011. That was the first ever grant that we are able to get after we started organization in 2009. We are very fortunate that we were able to apply for the funding. That is a very unique funding that's available for small ECBOs, just the newly established ECBOs to apply for the federal funding and then can use for the capacity building of the organizations and then the leaders of the community. It's still a very active program.

NK: Now to apply for the funding, I believe that it's required to have support letter from the State Refugee Offices. I think and then at the beginning, when I heard about that, I thought, I'm very fortunate that I do have a great relationship with our coordinators. How about some ECBOs? They are very new in maybe some states that don't know how to connect with the State Refugee Coordinator. How are they going to do that?

NK: Then I thought that is a burden. It's hard for some ECBOs to have that type of requirement just to apply. Now, at the same time, I started to feel like that's maybe something that could push you to do it. Then at the end, anyway, we have to start working with the State Refugee Coordinators and the State Refugee Offices to support our community for coming to our community. Then without this opportunity, without that requirement, maybe some of us don't push ourselves to contact the State Refugee Office. I thought that is an important way to work with the State Refugee Office to apply for the funding from the Office of Refugee Resettlement.

NK: Then also, as you mentioned, when you're talking about the flow of the different fundings available, and then also you're mentioning about the state funding information is harder to find compared to federal grant. It's like, grant.gov. You just go there. It's very obvious our fee is there. Then that's a place that you can find all



the federal funding versus state funding. It depends on the states. Then there's no place that I can just search the state funding. That's more about like a relationship. I have to find where is that relationship, like that type of opportunity is available.

NK: For my case, like in California, because of Center of Refugee Forum and then also the relationship with the State Refugee Office, that I've been hearing a lot of announcement from our State Refugee Coordinator or the County Refugee Coordinators around that new funding opportunity that is really applicable for the ECBOs like us. I think that's another way to navigate us through this very difficult state funding process. It's good to have great relationship with the state refugee coordinators or the county refugee coordinator. I stop here.

RC: Yes, that's great. I know we also have Nawid who's a grantee of the Ethnic Community Self-Help Grant. However, I want to shift the question a little bit, mostly for the sake of time. I wish I could talk to you guys for forever, but I want to direct our next question more specifically to Nawid now that we've gotten some good tips. Next question is around when applying for grants or partnering with state refugee offices. Like I had mentioned earlier in our session, the administrative challenges exist. We are often really working tirelessly in the field on the ground and ECBOs more so than any other organization, really doing incredible work, especially in often resource-low environments.

RC: For you, Nawid, I see you in a really cool position in that you work often within the replacement designee in your state. I wanted to ask you about that administrative burden.

[What are things that maybe ECBOs can do to leverage their bandwidth to be able to handle the administrative burden? Then also what are things that state refugee offices are able to do to perhaps make things more accessible administratively for organizations like ECBOs?](#)

NM: From a perspective of a state refugee office, what they are seeking? They are seeking success in their program. They want to make sure that the outcomes and objectives are achieved. They want you to succeed. As an ECBO, my state coordinator, the Idaho Office for Refugees, they want my program or Jannus as a whole, they want my program to succeed. Then it's a matter of me reaching out to them when I have a need, when I need the resource.

NM: Currently I'm working on a bigger, long-term strategic plan and trying to apply for funds, actually private funds because the current funding from ORR ends next year. Then I'm looking into, okay, I need to have a strategic plan. I need to be able to use that strategic plan to apply for funds and make sure for those funding opportunities I meet their requirements and the plan is unique.

NM: Who do I reach? I reach with all the stakeholders, which I think are key. They can play a key role into the success of Afghan Cultural Center and the Idaho Office for Refugees and Jannus. It's up to the leader. It's on the leadership of the ECBOs that they are proactively seeking avenues where they can maximize their objective, like how to achieve their objective. The key is to make sure you know what resources are there and then you're going after it. Obviously, you will not always succeed, but majority of the time, people are willing to help you to achieve your goals.

RC: Yes, absolutely. Oh, go ahead, Sedrick.

SM: If I can add just quickly on that, I think I would say Kentucky is doing an amazing job on that. That question, it's really amazing. That's one of the biggest things I've seen in my work when it comes to ECBOs



around and how to access those grants when there's a lot of admin-related issue. One thing that Kentucky Office for Refugees I can really strongly recommend to them, and I appreciate what they have done, is they work close with the ECBO and to provide all necessary support.

SM: Part of the work, even when Marafiki is saying stuff for the job, if there is question and back, they can meet them, they can come to you, they can go through things or sometimes you wrongly write the budget or maybe you forgot some benefit from your staff, they can come back and say like, "No, you can add this and this and that." It's not like they're putting you into a situation whereby, "Oh my gosh, what am I going to do?"

SM: The good thing is like in August, the whole August we spent time with ECBOs in Kentucky to train them on things like grant writing one-on-one, reporting one-on-one, and compliance. Not only that, but also we went ahead and meeting the ECBOs where they are and with the application in place and tell them literally how they can fill out the application. Also beyond that, they connect the grant coordinators at state level to ECBOs that will apply for specific grants available. They make sure those ECBO leaders can be able to support them and can be able to apply for grants.

SM: I think Kentucky personally is doing a lot of work in terms of assisting, but I will say this: for ECBOs, it's not up to you as much as the states can put effort, you also have to put more effort to show that you can make it happen. The call for application, for instance, for new grants is coming soon in December. I'm hoping a lot of ECBOs in Kentucky will be able to get funds for the organization. The state of Kentucky is really doing really one-on-one calls in person, just making sure the application, you get it, you can apply.

SM: Even if you're not a grant writer, I feel like all the work that they have done, they have made sure at least you know what to write and how to write it and what to make. Also, they have created these ECBOs interconnected support. Let's say Marafiki Center has got the grants before—they can assist in that organization to learn tips from them on what they did so that they can have the grants. That's what has been happening.

RC: Yes, I really appreciate that. Both of the things that y'all have said show, like, Nawid, you were saying, these are things that state refugee offices want. They want to connect with folks on the ground. What are things that state refugee offices can do? That's maybe through offering trainings or availability for coaching and support like that. Not in line with perhaps stepping over some sort of impartial lines of assisting folks with actually writing the grants, but at least making sure the protocols, processes, and procedures are clear and accessible for folks who are applying. Nawid, did you have something to add?

NM: Yes, I would like to add one more thing. I'm not sure if this is unique to Idaho, but I'm assuming every state might have something similar. It's called the Idaho Nonprofit Center. Their goal and their mission is to help nonprofit organizations with all the items we talked [about], like, "Okay, how do I apply for grants, training, all the logistics that go into managing a grant and reporting and so on?"

NM: As I said previously that there are resources available out there. It's a matter of navigating it, and it's a matter of connecting with those resources to go after whether you're applying for a grant or so on. Practically looking for an answer is the key.

RC: Yes, absolutely. This actually, this piece about finding local organizations or collectives, so to speak, does bring me to my next and final question that I've prepared, and then we can turn to some of the submitted Q&A. A lot of the things that we've talked about have had to do with networking, both with your state refugee office



or your placement designee and also with other ECBOs. Often it can be really challenging to know who else is in your field, in your community doing the same work as you.

RC: I wanted to turn this question to any or all three of you guys:

What are some ways that you guys network and build community with other ECBOs?

RC: Maybe actually I might want to start with Nao since your whole model relies on coalition building. Oh, sorry, Sedrick. Let's have Nao go first and then I'll come to you.

SM: No, no, no, of course.

NK: Thank you. Thank you, Sedrick. Yes, that is a great question. Then I wanted to share about the community of practice that Switchboard is doing. I know that Switchboard has many different communities of practice. That's the space for people to connect and then talk about best practices, success. Yes, and then one of that is this community of practice for ECBO leaders. My organization is supporting that work with Switchboard and has amazing leaders like Sedrick and Nawid and other ECBO leaders are part of our community of practice.

NK: We are meeting monthly on the last Tuesday of the month. The next meeting is next Tuesday, September 24. Always meeting on Zoom. Then the information is on the Switchboard website. I think I can also put into the chat later, but yes, that's a great way that you can meet with people from all over the States so that definitely have a different experience, different backgrounds, but give a lot of great wisdom that everybody coming to the space have great wisdom and great experience.

NK: Then something that I'm thinking I'm struggling, somebody have the answer and then vice versa. We can build a community and then we can sustain this work together. That's amazing space. Then also like applying for the funding, like a coalition type of applying, like applying together with the ECBOs, that's going to be really helpful for the small, newly established ECBO, never have experienced applying for the government funding to apply and then get awarded as a sub-grantee. That's another way to create the community in the local level. I just wanted to share that quickly. Thank you, Rob.

RC: Absolutely. I dropped in the chat a blog post from Switchboard that highlights some of what comes up in communities of practice, particularly the ECBO leader one. If you want to register for that, there's a link at the bottom of it. Is that one still live? If not now, hopefully you can find a good link for us. Sedrick, what were you going to add?

SM: Yes, I just want to say, I think that's one of the weakness of the challenge. I'm not going to hate weakness. That's one of the biggest challenge when it comes to ECBO leaders in terms of connecting, participate, network, collaborate, and involve at the higher level. Not only the community. The community involvement is strong, and they know what they do. They know they need. No, but that's not enough.

SM: In order to get resources, and I believe now, and my colleague Nawid here will agree with me, you need to go beyond your community. You need to go beyond where you are hiding. That's very important. You have to make sure you know the people around you can go to. When there is a meeting in a city, you have to be there. When there is a community of practice, either at the local level [or] at the national level, like the one of Switchboard, you have to go there. That's where things are discussed. That's why you meet people, because



when it comes to resources, most especially, because I do believe that's the most need of a lot of these ECBOs, you need to know somebody.

SM: I'll tell you what, if Marafiki Center was able to get a grant, was also because of recommendation of some people. We reach out to Nao, like we know people at ORR, or we can reach out to this one. You know somebody here, you need this one. Oh, I know this one. This one knows somebody. Oh, now I would say, I know Sedrick. I know Elisha, they're great people. Oh, then, if Rob, you're the one giving the grant, you'd be like, then I trust them. That's fine. We need to connect. We need to participate. We need to involve. We need to network. We need to get involved. If you do do that as a leader, you will get the resources you need. Thank you.

RC: Absolutely. Nawid, what about you? What works for you for networking and connecting with other ECBOs in your community?

NM: Yes, absolutely. There's a monthly meeting in Boise, which is called the Neighbors United. It's an organization. In that, you have stakeholders from the city, from the state, from the Idaho Office for Refugees, from other nonprofit organizations. They meet once a month, and they discuss different topics, and they try to coordinate resources when there's a resource and there's a need, they try to navigate through that.

NM: I think I definitely agree with what Sedrick said, is that as an ECBO leader, it's your, I would say responsibility to make sure you do go to all the major events that's happening in the city, in your community, because that's the key. That's where you can go meet other individuals, and you can broaden your network. That can lead to funding opportunities, that can lead to recommendations, that can lead to resources or even volunteers, because when you need volunteers, when you need people to help on your day-to-day or your events, that's where you can make those connections.

RC: Absolutely. Thank you, guys, all so much. That's the end of our prepared questions. Fortunately, we've actually addressed the questions that have come in through the Q&A box. I want to shout out to our panelists, not only answering live, but those who have gone in and typed out responses. If you have questions as a participant, check out our answered questions in the Q&A, as it may already have been asked and answered.

RC: Just want to say thank you so much to our panelists here. You guys have been such a wonderful source of knowledge and experience, so really grateful for y'all.

Connecting with Your SRO

RC: We're going to close out today's webinar. If we can get the slides back on very briefly. One thing we did talk about is it's really important to connect with your SRO. We want to make really clear how to do that. I've just dropped in the link, sorry, in the chat, a link to ORR's website that has a list of key state contacts. Those are the State Refugee Coordinators and State Refugee Health Coordinators in each state across the United States.

RC: It also has contact information for them. Each name listed there has an email that's hyperlinked. Click on the name and it'll take you to craft an email to them directly wherein you could request an orientation meeting, learn about their proposal processes, again, share about the thing that you do that ORR, sorry, a State Refugee Office would really benefit from. Make sure that you're specifying what it is that you are uniquely positioned to address in your community and why that's in the best interest of the State Refugee Office and the Refugee Resettlement Program at large. Just want to make sure you have access to that.



Discussion Question

RC: As we're closing, we just want to ask you all,

Which best practice shared by our ECBO experts here or shared in the earlier slides are you most excited to apply to your work?

RC: Last slide of our session. If you want to scan that QR code and share some ideas that you're walking away with from today's session. [silence] Got some folks typing already. [silence] Email our SRC today for the first time. That is encouraging. I really love to see that. Just easy commitment, just to say hi, just to make that connection. You might have to send it for the second and third time, too, but know that the State Refugee Coordinator is hoping to work with you on the other end of that.

RC: All right, working with the SRC, love to see that as well. Other practices we're looking at. Let's see, let's see. I also want to acknowledge that while these answers are coming in, we are at time for our webinar. If you do need to drop off, that's all right. We'll stay on just to share a couple last closing things and would love to keep seeing these. Contacting and collaborating with your State Refugee Coordinator. Strengthening current partnerships and contacts in the community to be able to access the needed funds. Great, leveraging the support you already have. That's always a good practice.

RC: All right, and while we're waiting for some of those last best practices, I've also dropped in the chat a link to our survey. Just want to say, yes, making more connections, trusting your gut, so on and so forth. Really great responses. If we can just go to the next slide. Sorry for cutting anyone off still typing.

Conclusion

Reviewing Learning Objectives

RC: Hopefully now you are able to explain how SROs and ECBOs partner, identify some of those great models, and apply some of these best practices that we chatted about today.

Recommended Resources

RC: We will be sending out recommended resources to you all. Stay tuned for those in a follow-up email. These are just a few to highlight from our resource library. Of course, the ECBO community of leaders, community of practice is a great thing to join as well.

Feedback Survey

RC: Last but not least, help us help you. We really appreciate your feedback on our Switchboard webinar. If you're still with us and are able to take a few moments to scan this QR code and fill out the feedback survey about today's webinar, we'd be really grateful. Just a couple questions, takes less than a minute to complete, and this will inform our future training and technical assistance opportunities and our webinars like this one in the future.



Stay Connected

RC: Of course, please stay connected with us. Check us out online at SwitchboardTA.org. There you can access our really extensive resource library. You can sign up for our newsletter if you scroll way down to the bottom of that website, and you can also follow us on social media to stay up to date. These are some of the best ways to stay aware of the opportunities we're sharing these days. Yes, stay connected, and we hope that you'll keep trusting us as your one-stop resource hub for newcomer service providers. Thanks for attending today's webinar, and we hope you have a great day.

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