%XLOG &RPPXQLW\ RI 6ROXWLRQ ZLWK 5HVHWW

*ULVZROG .6P DQG 6FDWHV -0

-DFREV 6FKRRO RI 0HGLFLQH DQG %LRPHGLFDO 6FLHQFH FXII DOR WKH $QLYHUVLW\ RI 1HZ <

$VVLVWDQW 3URIHVVRU 6FKRRO RI 6RFLDO :RUN 6WDWH 8QLYHUVLW\ RI 1HZ <RUN DW %XIIDOR 86$

6FKRRO RI 3XEOLF +HDOWK DQG +HDOWK 3URIHVVLRQV %XIIDOR WKH $QLYHUVLW\ RI 1HZ <

&RUUHVSRQGLQJ DXWKRU 6FKRRO 0' 03+ $VVRFLDWH 3URIHVVRU RI)DPLO\ 0HGLFLQH 3V\FKLDWU\ DQG 3
RI 0HGLFLQH DQG %LRPHGLFDO 6FLHQFHV 6WDWH 8QLYHUVLW\ RI 1HZ <RUN DW %XIIDOR 86$ DW L%XIIDOR#EXIIDOR.HGX
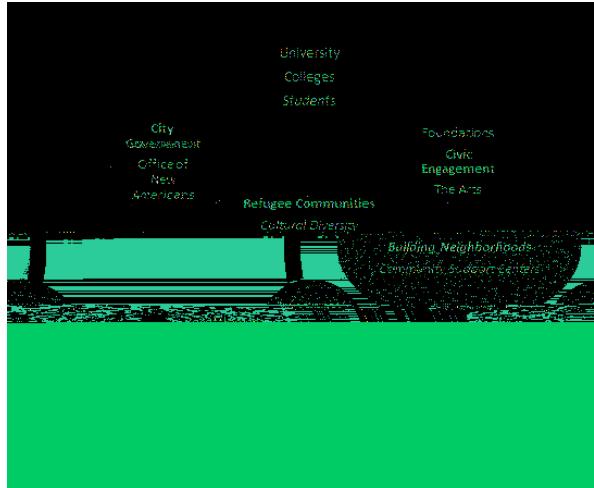

$EVWUDFW

7KH FULVLV RI PLJUDQWV DFURVV WKH JOREH LV RI LQFUHDVLQJ FRQFHUQ DQG F
SURYLGLQJ FRPSHWHQW HTXLWDEOH DQG FXOWXUDOO\ DSSURSULDWH VHUYLFHV
VROXWLRQV RIWHQ ILQG WKDW KHDOWK FHQWULF GLVFLSOLQHV DUH QRW HQRXJK
DUULYLQJ SRSXODWLRQV ,Q WKLV DUWLFOH ZH SUHVHQW WKH ³&RPPXQLWLHV RI
5HSRUWHDOWK LV D &RPPXW\QHLWR$PLUHSRUW UHFRJQL]HG WKDW KHDOWK\ FRPPXQLW
VWURQJ FRPPXQLW\ SDUWQHUVKLSV SHUVRQ FHQWHUHG KHDOWK FDUH DQG D IR
IRFXVHG ILUPO\ RQ WKH GHWHUPLQDQWV RI KHDOWK WKDW WRGD\ VKDSH RXU WKL
RI GLVSDULWLHV ,Q WKLV DUWLFOH RQH FRPPXQLW\¶V HIIRUWV GHPRQVWUDWH

`

KH 8 6 6WDWH 'HSDUWPHQW 5HDO DQG 6HMXXKHHIHGHUDO

PPXQLWLHV KHOSLQ UJXPROQXJWKHVH E\ROHWFRPLQJ WKHP
SRQ DURJVODPOHWLQJ WKHP DW DLUSRUW WUDLQ RU EXV V
UDQJLQJ KRXVLQJ OLQNLQJ WR KHDOWK DVVHVVPHQWV DQG KHDOW

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Refugee Communities
Cultural Diversity

Building Neighborhoods
Community Support Centers

)LJXUH &RQWULEXWLQJ %XLOGLQJ &RPPXQLW\ WR WKH +HDOWK RI WKH 6ROXWLRQ

+RZHYHU DV PRUH UHIXJHHV HQWHU JRLQJ FRQFHUQV DERXW ORFDO FDSDELOLW\ VHUYLFHV > @ &KDOOHQJHV H[LVW LQ KHDOWK FDUH MRE RSSRUWXQLWLHV ZLWKLQ FXOWXUDOO\ DQG OLQJXLVWLFDOO\ ORFDOLW\ EDVHG RQ WKH VWUHQJWKV VROXWLRQV PXVW EH IRUPHG HPEHGGHG DQG ORZ WR WKH UHIXJHH FRPPXQLWLHV

&RPPXQLWLHV RI 6ROXWLRQ

H)ROVRP 5HSRUW f+HDVSODUWLFLHV DQ&RPPXQLW\ EOXHSULQW IRU WKH LQWHJUDWLRQ RI SXEOLF KHDOWK DQG PHGLFDO FDUH LQ R

WR GHYHORS DQG VXVWDLQ GHSRDUWVZD FRPSUH E\ LGHDV ZLWKLQ 3UHVLGHQW /\QGRQ % VSHDUKHDGHG E\ 0DULRQ)ROVRP D 8 6 6 DQG :HOIDUH DXWKRUV RI)ROVRP UHFRJQ FRPPXQLWLHV FDQ EH DFKLHYHG ZLWK V SHUVRQ FHQWHUHG KHDOWK FDUH DQG D I)ROVRP IRFXV RQ WKH GHWHUPLQDQWV RI K RXU WKLQNLQJ DERXW KHDOWK KHDOWK A FRPSHOOLQJ DVSHFW RI)ROVRP Z GLVFRXUVH f8QGHUO\LQJ WKH PRRG RI D F FRQFHUQLQJ WKH ULJKWV RI LQGLYLGXDOV RI HDFK RWKHU FLYLOLW\ RI UHODWLRQVLQLSV FD IDFWRU LQ WKH KHDOWK SUREOHPV RI D DPRQJ HWQLF JURXSV VRFLR HFRQRPLF PD\ DGYHUVHO\ DIIHFW VRFLDO DFWLRQV

\HDUV ODWHU LQ RXU VW &HQWXU\ RWKHU ERGLHV HFKR WKHVH VHQWLPHQWV VWXGLHV WKDW KHDOWK GLVSDULWLHV L FRPPXQLWLHV&'& UHSRUW RQ KHDOWK GLV FLWHV WKDW fDSSUR[LPDWHO\ FRPPXQLW WKDW UHVLGHQWV LQ PRVWO\ PLQRULW\ F VRFLRHFRQRPLF VWDWXV JUHDWHU EDUU JUHDWHU ULVNV IRU DQG WKH EXUGHQ RI GL DELW\ WR SURYLGH DGHTXDWH VXSSRUW F GRSXODWLRQ DOLYLQJ LQ WKH VDPH FRXQW UDQJH IURP WKH GLVDGYDQWDJH RI D KRXVLQJ HGXFDWLRQ DQG RWKHU SURIHVVLRQDO FDOO\ DSSURSULDWH FRQWHQW VROO ORQJ ODQJXDJH VSHNLQJ SRUWVRO \ DQG LQKHUHQW ELDVHV DQG SURYLGHUV WKHPVHOYHV > @

7DEOH FRQWUDVWV WKH SUHFHSWV RI) DQG WKH :RUOG +HDOWK 2UJDQL]DWLRQ

&RPPXQLWLHV RI 6ROXWLRQ

H)ROVRP 5HSRUW f+HDOWK FDUH VHUYLFHV DQ&RPPXQLW\ EOXHSULQW IRU WKH LQWHJUDWLRQ RI SXEOLF KHDOWK DQG PHGLFDO FDUH LQ R

)ROVRP +HDGLQJV	'HWHUPLQDQWV RI +HDOWK	:RUOG +HDOWK 2UJDQL]DWLRQA
&RPSUHKHQVLYH SHUVRQDO KHDOWK DQG FOLQLFDO VHUYLFHV		5HGXFH VRFLDO GLVSDULWLHV DQG H[FOXVLRQ
&RPSUHKHQVLYH HQYLURQPHQW DQG OWKH LOOQHVV HQYLURQPHQW		+HDOWK LQWHJUDWLRQ
+HDOWK ³PDQSRZHU´	,QFRPH DQG VRFLDO VWDWXV LQ5HGXFWLRQ VRFLDO 3K\VLFDO HQYLURQPHQW	GLVSDULWLHV DQG H[FOXVLRQ

7KH FRQVXPHU LPSRUWDQFH 6RFLDO QHWZRUNV DQG WZRUNV FXOWXUDOLQ]H &RVWFRPVHUYLFHV OLDELOLWLHV GR QRW SHRSO XQGHUVWDQGLQJ WKH SHRSOH EHLQJ VHUYHG (GXFDWLRQ KRXVLQJ

3DUWQHUV LQ SURJUHVV – JRYHU8PEHOODOLW\D\D\ OQYROOXQGXVWMHU VHQHU,QFWHUDODQH SRUWD\ NHKROGHU SDUWLFLSDV

$FWLRQ 3ODQQLQJ – /HDGHUVKLS+EDOWK WLPSEOH 7HDGHQMFQWV D&ROO3DOEFUDWLRQ DQG SROLF\ GLDORJXH

A +HDOWK ,PSDFW $VVHVVPHQW +,$

,QWHJUDWLQJ 'LYHUVLW\ a (YRO...

%HFDXVH RI D VWURQJ HFR...

$ UH...

The strategic advisory group table box:

7DEOH $ 5HIXJHH VWUDWHJlF...JOOREDO KHDOWK HTXLW\ %XVDWOHR XQLYHUVLW\ RI 1H...

,Q WKH 6XPPLW UHFRPPHQGDWLRQV DUH WRXFKHG RQ H[SDQGLQJ WKH ORFDO SUR...

IRXQGDWLRQV FLYLF HQJDJHPHQW DQG LQGLYLGXDO FRQWULEXWLRQV 6RPH

f)ROVRPg)RUZDUG

6WURQJ FRPPXQLW\ SDUWQHUVKLSV SHUVRQ FHQWHUHG KHDOWK FDUH DQG D
IRFXV RQ SXEOLF KHDOWK FLYLOLW\ RI UHODWLRQVKLSV DQG D JRDO RI GLVSDU
UHGXFWLDLRQ HFKRHV RI WKH)RO%RPD6HRSU DUH SDUW RI
UHVXUJHQFH LWV HYROYLQJ FRPPXQLW\ RI VROXWLRQ IRU UHIXJHH LQGLYLGXDO
DQG IDPLOLHV (YDOXDWLRQ DQG DVVHVVPHQW RI SROLFLHV DQG SURJUDPV
FRQWULEXWLQJ WR UHIXJHH KHDOWK DQG ZHOOQHVV DUH WDNLQJ SODFH DW PD
OHYHOV 2QH RI WKH LPSRUWDQWDOQ RIEDOO\HROWKH

(TXLW WR IRFXV RQ D *fF\FOH RI SURJUHVVg* WKDW IDFLOLWDWHV UHVHDUFK
LPSOHPHQWDWLRQ DQG HYDOXDWLRQ FHQWHUHG RQ HTXLW\ LQ JOREDO KHDOWK
ZHOO EHLQJ 0!LROPH0 K