IRIS-Integrated Refugee & Immigrant Services

General Information

Contact Information

Nonprofit
IRIS-Integrated Refugee & Immigrant Services

Address
235 Nicoll Street
2nd Floor
New Haven, CT 06511

Phone
(203) 562-2095

Web Site
Web Site

Facebook
Facebook

Twitter
Twitter

Email
info@irisct.org

At A Glance

Year of Incorporation
1982

Former Names
IRM- Interfaith Refugee Ministry

Organization's type of tax exempt status
Public Supported Charity

Organization received a competitive grant from the community foundation in the past five years
Yes
Mission & Areas Served

Statements

Mission
The mission of IRIS is to help refugees and other displaced people establish new lives, regain hope, and contribute to the vitality of Connecticut’s communities. Refugees are men, women and children who fled their countries of origin due to persecution on the basis of their race, nationality, religious belief, political opinion, or membership in a particular social group. According to international law, refugees are those who have a "well-founded fear of persecution" and are unable to return to their countries without risking violence to themselves and their families, including torture and death. Each year the US government invites a small number of them to start new lives, or "resettle," in this country. The front-line work of resettlement is done by local agencies like IRIS. IRIS works intensively with refugees, asylees, and other immigrants to help them build lives of their own choosing in the US. IRIS also serves the larger immigrant community through its food pantry, and is expanding its Immigration Legal Services to meet the profound need of immigrants seeking asylum. Through outreach, advocacy, and public events, IRIS educates the community about the refugee experience and issues of national and international importance that touch all of our lives.

Background
Thirty-seven years ago, IRIS welcomed its first refugee family-- and since then has resettled more than 6,300 refugee women, men and children. When the Episcopal Church in Connecticut decided to begin welcoming refugees, reflecting the longstanding history of faith communities worldwide providing safe havens for refugees, it created the organization that is known today as IRIS- Integrated Refugee & Immigrant Services. The organization welcomed its first refugee family in December 1982. IRIS is a non-sectarian, federally recognized refugee resettlement agency affiliated Episcopal Migration Ministries, one of the nine national nongovernmental organizations that work directly with the US Department of State and the US Department of Health and Human Services’ Office of Refugee Resettlement to resettle and assist refugees. In 2014, recognizing IRIS’s desire for independence and self-governance, IRIS and The Episcopal Church in Connecticut agreed that IRIS’s purpose would best be served as an organization fully independent from, but in a continued relationship with, The Episcopal Church in Connecticut. In 2017, IRIS formally became an independent 501(c)3 tax-exempt organization. IRIS’s current clients come from several countries including Afghanistan, Syria, Iraq, Democratic Republic of Congo, Eritrea, and Sudan. They range in age from a few months to over 70 years. According to federal law, refugees coming to the US must be placed with a local agency like IRIS. Upon arrival, refugees face the daunting tasks of adjusting to this country, enrolling their children in school, learning English, taking care of their health needs, and finding jobs. IRIS collaborates closely with refugees throughout their resettlement process, at least until they reach financial self-sufficiency and sometimes longer. Initially, IRIS meets the basic needs of refugees, including furnished housing, food, clothing, medicine, and other essentials. IRIS provides intensive, culturally competent case management; English for Speakers of Other Languages (ESOL) instruction for adults, including a special Mother & Child English program where mothers learn English while their toddlers attend a preschool readiness program; educational and youth services; health care coordination; employment services; immigration legal services; and a weekly food pantry for refugees and other immigrants.
Impact
IRIS is proud of its ability to adapt skillfully to sweeping changes in the refugee resettlement program. IRIS responded to the world’s humanitarian crisis by more than doubling the number of refugees it resettled. This was accomplished with extensive community support, and by scaling up its community co-sponsorship program, where volunteers resettle refugee families throughout Connecticut, with training and oversight from IRIS. Then in 2017, the new administration began systematically dismantling the resettlement program to drastically reduce the number of refugees resettled nationwide—lowering the goal from 110,000 to just 45,000. And yet, 2017 was IRIS’s second busiest year on record. In 2017, IRIS also began to extend its services beyond refugees. While we continued to serve non-refugee immigrants through our food pantry, we were increasingly being asked to do more, especially for immigrants seeking asylum. Additionally, IRIS offered its help to hurricane evacuees from Puerto Rico. IRIS’s overall goal remains: to help refugees and immigrants become self-sufficient as quickly as possible, able to navigate their new communities and support themselves financially. IRIS’s goals for 2018 are to deepen services for refugees already here, while making more services available to other immigrants; to renovate the office; educate the public about the refugee program; and increase the amount and diversity of private funding. In 2019, IRIS has had the honor of responsively tailoring programs and services for non-refugee immigrants in Greater New Haven, specifically in its Summer Learning Program, and Material and Financial Assistance services. In 2020, IRIS hope to ensure all of its services provide support for all immigrants.

Needs
Increased private funding (more donors, and larger donations) to off-set an expected dramatic loss in federal funding of core services and keep IRIS strongIncreased private funding for legal services, to serve an increased refugee population as well as meet the needs of low-income immigrants seeking asylumVolunteers with daytime flexibility, especially those who can serve as Cultural Companions, childcare providers, or occasional drivers, and those with expertise in areas IRIS is looking to develop (communications, advocacy, database development and data migration, outcomes measurement and data collection)Pro bono help and in-kind donations to renovate the IRIS office to be more efficient and accessible, and a visual representation of refugees’ and other immigrants’ hope, courage, and cultural richnessAdditional resources (both funding and pro bono or bartered services) and strategic assistance in keeping IRIS’s name and the needs of its clients top of mind for the general public.

CEO Statement
Welcoming refugees to this country is our oldest and most noble tradition as Americans. Symbolized by the Stature of Liberty, celebrated in the arts, and repeated by our ancestors, the compelling narratives of persecuted people starting over in the US is an essential part of the American DNA. Historically, the US has been a global leader in resettling refugees. Recently Connecticut has demonstrated its commitment to this cause by addressing the global crisis at the local level. As the Syrian refugee crisis unfolded in late 2015, IRIS built a community-based resettlement program and trained more than 40 volunteer groups from all over the state to welcome refugee families into their communities. This allowed IRIS to more than double the number of refugees we welcomed in 2016, and that year, for the first time in history, Connecticut welcomed more than 1,000 refugees. Tragically, this local support is not shared by the current administration. Since 2017, the Trump Administration has turned its back on refugees, slashing the number of refugees brought to the US and cutting funds for the resettlement program. Detractors have resorted to fabrications, distortions, and outright lies in criticizing the overseas vetting process, ridiculing resettlement policies, and demonizing refugees. IRIS is adapting to the current challenges. As fewer refugees are being welcomed into the country, IRIS is shifting its services to strengthen support for refugees who are already here, and opening some services to other categories of immigrants. To fight against misinformation and fear-mongering, IRIS has geared up its public education programs and promoted our successful community based co-sponsorship model nation-wide. Now more than ever, refugees need to know that they are respected, supported, and welcome in Connecticut. In order to serve refugees well, IRIS needs to attract support from a wide range of volunteers and organizations, and raise private funds to compensate for federal cuts. The basic goal of refugee resettlement is to save lives. The bonus for us as Americans is that refugees enrich our lives and strengthen our economy. Visit the IRIS office and you’ll meet these new Americans and get a feel for the struggles and the joys of resettlement.
Board Chair Statement

The most important recent initiative involving the Board of Directors has been the work to make IRIS its own nonprofit organization, independent from its parent organization, Episcopal Social Services, a part of the Episcopal Church in Connecticut. Independence has been a strategic vision for several years, and it comes as a culmination of a ten-year process that has moved IRIS toward greater inclusiveness and a stronger presence in the community. In the fall of 2017, the Internal Revenue Service awarded IRIS its own 501(c)3 status. Over the past few years, the Board has increased and diversified its membership. As IRIS has expanded its activities across the state, the board recruited new members from Hartford and New London. The life experiences of several of our members mirror the immigrant experience of the clients IRIS serves. The work of IRIS continues to be a source of pride, satisfaction, and excitement for me on a personal level. For over three decades, I—and the congregations I have led—have participated in the work of welcoming and helping to resettle refugees in Connecticut. The remarkable recent expansion of the IRIS Community Co-sponsorship model has been especially exciting to see as it reinvigorates the role of community groups in the resettlement process. Refugees are wonderfully adaptive people with strong survivor mentalities. They are some of the most ambitious and hard-working people I have ever known. Refugee resettlement is one of the most satisfying causes I can imagine investing in, and I am proud of and humbled by the amazing commitment of our staff, volunteers, Board members, and donors.

Service Categories

**Primary Organization Category**  
Human Services / Ethnic/Immigrant Services

**Secondary Organization Category**  
Public & Societal Benefit /

Areas Served

- New Haven
- State wide
- Hamden
- West Haven
- Shoreline
- Branford
- Guilford
- Madison

The IRIS office is in the East Rock neighborhood of New Haven, and many refugees are resettled there, as well as in other New Haven neighborhoods, including the Hill, Edgewood, Fair Haven, and Quinnipiac Meadows. Through our Community Co-Sponsorship program, which enables community groups to resettle refugees in their communities with training by and under the guidance of IRIS, IRIS has grown its statewide presence. In the past three years, IRIS has engaged 46 community groups to resettle 65 refugee families (totaling over 300 people) in 34 towns and cities across the state, including Hamden, West Haven, Branford, Guilford, Middletown, Ridgefield, Stamford, Norwalk, New London, Danbury, and West Hartford.
Case Management

Description
Case management lies at the heart of IRIS’s programs. Every refugee family is assigned a case manager to coordinate basic needs—including housing, food, clothing, and public benefits—and help the family craft plans for its future. Case managers are the first point of contact for every refugee and play an important role in easing refugees’ transition into US culture and society. IRIS has eight full-time and one part-time staff members in case management. The case management budget includes $401,700 in direct assistance to refugees—such as housing expenses (security deposits, rent, utilities, furniture and housing supplies), food, clothing, medicine, and bus passes.

Budget
$0.00

Category
Human Services, General/Other / Family-Based Services

Population Served
Immigrant, Newcomers, Refugees / At-Risk Populations / Poor, Economically Disadvantaged, Indigent

Program is linked to organization’s mission and strategy
Yes

Short Term Success
IRIS’s overall goal is for refugees to become self-sufficient, contributing members of their new communities. This means that clients should be able to support themselves financially, handle day-to-day tasks in the US with confidence, and make decisions on behalf of themselves and their family based on their needs and abilities. To empower them to reach self-sufficiency, the Case Management department seeks to give them the information, tools, and support they need to succeed.

Long Term Success
IRIS participates in a global humanitarian effort to save lives. This is the agency’s core work and, in a certain sense, is an end in itself. When refugees successfully start new lives here, they become active, contributing members of our society, helping to diversify the community and strengthening the workforce. Volunteers who help to resettle refugees, including faith communities and others who act as “co-sponsors” of refugee families, engage in acts of hospitality, small and large, that transform their lives and perspectives.

Program Success Monitored By
IRIS evaluates the overall well-being of refugees and families on many different levels. Three months after every refugee arrives, a case manager conducts an 11-question assessment with them to gauge their knowledge of their community and how well they have begun to integrate. The questions are all practical, such as “What is your address and phone number?” and “How do you get from your home to the grocery store?” IRIS’s goal is for 90% of refugees to answer at least 7 of the 11 questions correctly. IRIS is visited and monitored regularly by its national affiliate and federal government staff. They review client case files and interview clients and staff. In 2017 one monitor deemed the visit “extremely positive” and found “all programming at IRIS to be very strong, with qualified individuals implementing the programs...There were no corrective actions.” Another monitor scored IRIS a 27.8 out of 30 points and commented on "excellence in client service provision and care."
Examples of Program Success

Rosa (name changed) came to the US from Cuba in 2006, to escape oppression and imprisonment for her dissenting political opinions. Jorge arrived from Cuba in 2007, having suffered similar harsh treatment. IRIS worked closely with each of them to help them integrate into a culture and economic system that was new to them. Rosa started out making a living by cleaning rooms in a hotel, and Jorge was able to get job in construction. Through their connection with IRIS and the Cuban refugee community in New Haven, they met each other and soon decided to marry. With Jorge’s support, Rosa was able to leave her job at the hotel and go through a rigorous screening and training process in order to become a foster parent with the State of CT Dept. of Children and Families. She and Jorge fulfilled all of DCF’s requirements, and to date they have fostered dozens of Spanish-speaking children who were at crisis moments in their lives. The support that IRIS gave Rosa and Jorge in their first months in the US is being repaid many times over in their service to the most vulnerable of their new neighbors.
Employment Services

Description
Finding work is a major factor in refugees’ successful resettlement in the US. Adult refugees are legally authorized to work immediately upon arrival. IRIS’s Employment Services are designed to foster economic self-sufficiency soon after refugees arrive. The employment team works one-on-one with every employable refugee to help them find and keep jobs. Many refugees, including highly qualified professionals, accept entry-level positions as a first step toward building a new life for themselves and their families. Despite many obstacles, more than half of adult refugees who are looking for work have started jobs and no longer receive financial help from IRIS by their sixth month in the US. In the past year, 80% of employable refugees found work within one year of arrival and had become economically self-sufficient. The Employment Services team also helps refugees formulate long-term goals, such as training or re-certification in their chosen fields. Employment Services is staffed by two full-time and two part-time employees, plus several volunteers and interns.

Budget
$0.00

Category
Employment, General/Other / Job Search & Placement

Population Served
Immigrant, Newcomers, Refugees / International / Adults

Program is linked to organization’s mission and strategy
Yes

Short Term Success
All employable adults have an employment assessment and resume completed within two weeks of arrival. They all receive tailored job leads, help completing applications, and assistance setting up interviews, to help achieve these goals: 85% of employable adult refugees will have full-time jobs within 6 months of arrival. 50% of jobs obtained will pay above minimum wage.

Long Term Success
With stable employment, refugees have financial stability, which helps everyone in a family. Refugees build productive, healthy lives of their own choosing and contribute to the vitality of our city, state, and nation.

Program Success Monitored By
To measure success, the employment team tracks applications submitted, interviews granted, offers received, and employment gained. Employers and clients are interviewed to gather feedback on the quality of IRIS services. Case managers track data pertaining to client financial self-sufficiency. When clients are gainfully employed, they no longer need rental assistance from the agency, an important measure of self-sufficiency.
Examples of Program Success

Maryam came to the US from Iraq with some of the greatest challenges any refugee can face. She is a single mother with four children, and did not speak a word of English when she arrived. Over the course of a few months she made great progress. Her English skills improved, she relied less and less on her children for translation, and she gained confidence. Maryam was eager for any job but had the additional hurdle of needing to be at home in the afternoon to care for her youngest children. She persevered and was able to obtain a first-shift position in a physically demanding local manufacturing job. She demonstrated the pride of someone who was impressed with her own abilities. Unfortunately, she was laid off after only two months, but IRIS was able to help her find a second, better paying, factory position. If IRIS's contacts in the business community—and donor support—had not been available to help Maryam with her employment search and housing costs, she wouldn't be where she is now: a single mother with immense obstacles who's succeeding in spite of them.
### Health and Wellness Program

#### Description
Refugees come to the US with a variety of physical and mental health needs, as many have been through unimaginable trauma. IRIS supports refugees in obtaining high-quality medical care. The program's chief partner is Yale-New Haven Hospital, which provides health assessments and follow-up care at Refugee Health Clinics. IRIS's Health and Wellness Program Coordinator provides extensive care coordination including: serving as a liaison with medical providers, arranging interpreters, scheduling and accompanying clients to medical appointments, teaching refugees how to use a pharmacy, and ensuring they understand the follow-up plans. IRIS engages many volunteers in this effort. IRIS also offers health literacy workshops, and employs a social worker who offers individual supportive therapy, teaches healthy coping skills for adjusting to life in the US, and leads empowerment activities including a weekly women’s sewing club, soccer teams, and community gardening.

#### Budget
$0.00

#### Category
Human Services, General/Other / Services for Ethnic & Immigrant Groups

#### Population Served
Immigrant, Newcomers, Refugees / Families / At-Risk Populations

#### Program is linked to organization’s mission and strategy
Yes

#### Short Term Success
100% of refugee adults will receive their federally mandated health care assessment within 30 days of arrival in the US; 75% of refugee children will receive their federally mandated health care assessment within 30 days of arrival, and 100% within 45 days; 90% of refugees will establish a relationship with a primary care physician within the first six months after arrival; 100% of clients will receive a mental health screening at 30 days and 90 days after arrival.

#### Long Term Success
In the long term, the Health and Wellness Program helps refugees obtain good health and teaches them to navigate the healthcare system and advocate for themselves.

#### Program Success Monitored By
IRIS tracks how quickly every refugee receives a health assessment, and whether they have received a mental health assessment.

#### Examples of Program Success
Local health care providers, who partner with IRIS to run the weekly and bi-monthly clinics attest to the success of the program. "I believe that IRIS is the single most important contributor to refugee health in New Haven. Without IRIS's partnership and support, we would not have a Pediatric Refugee Clinic, we would be unable to engage in pre-arrival planning for refugee children with complex health problems, and we would have great difficulty connecting children with additional health services. IRIS provides important direct services for refugees. IRIS also enables other organizations, such as our clinic, to support and improve refugee health." Katherine Yun, MD, Former Director, Yale-New Haven Hospital Pediatric Refugee Clinic.
**Description**

IRIS’s Education and Youth Services encompasses three programs: 1) English language classes for adult refugees; 2) Extensive academic support and enrichment activities for K-12 children, including in-school tutoring and a Summer Learning Program; and 3) Early Learning opportunities for refugees ages 1-4, including programming while their parents attend English class, and help applying for preschools. Most adult refugees speak limited or no English and must improve before they will find jobs. Some children have never attended a school. Upon arrival, few refugee children speak English and must adjust quickly to the social and intellectual demands of school in the US. Luckily, children learn languages quickly and make friends easily. To see children succeed in school and develop friendships with peers from all over the world is one of the most rewarding aspects of work at IRIS. IRIS also prepares parents to be active participants in their children’s education.

<table>
<thead>
<tr>
<th>Budget</th>
<th>$0.00</th>
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<tbody>
<tr>
<td>Category</td>
<td>Education, General/Other / Educational Programs</td>
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<tr>
<td>Population Served</td>
<td>Immigrant, Newcomers, Refugees / Children and Youth (0 - 19 years) / At-Risk Populations</td>
</tr>
<tr>
<td>Program is linked to organization’s mission and strategy</td>
<td>Yes</td>
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**Short Term Success**

Through IRIS’s Summer Learning Program for youth, IRIS aims for 100% of students to improve their level of English language proficiency and their social adjustment. In the Mother & Child English Program (affectionately known as “Mommy & Me”), refugee women will improve their English reading ability throughout the duration of one program session.

**Long Term Success**

Many refugees tell IRIS that they came to the US for their children. The ultimate goal of IRIS’s programs for refugee youth is to maximize the children’s ability to succeed socially, emotionally, and academically. Refugee children and their parents understand the community, access support systems, and take advantage of educational opportunities.

**Program Success Monitored By**

IRIS has developed relationships with area public schools that refugees attend. The education staff communicates daily with teachers, administrators, and New Haven Public Schools, and initially services as a liaison between parents and educators. IRIS staff observe overall student wellness, track parent participation in parent/teacher conferences, and, to the extent possible, keeps up-to-date on student attendance, grades, and test scores. In IRIS’s English class for adults, the teachers track attendance, and New Haven Adult Education conducts regular written and oral assessments of their progress. In the Mommy & Me program, IRIS will use CASAS (Comprehensive Adult Student Assessment Systems), a standard test used nationwide to measure improvement in English literacy. IRIS’s expectation is that refugee women will improve their practical reading ability by the same 4 points that the State of CT expects for learners in Adult Education programs statewide, but over a much shorter time frame.
Examples of Program Success

Akmal participated in IRIS's 2016 Summer Learning Program for a full eight weeks before starting Kindergarten. Akmal's family had just arrived from Afghanistan three months earlier. Akmal had never been in a school setting before and had never separated from his parents. When the program began, Akmal had difficulty with nearly every transition. He was reluctant to separate from his mother, couldn't sit still or focus on an activity, was disorganized in his behavior, and often acted out. To help him adjust to expected behaviors in a school setting, Akmal received nearly one-on-one attention from caring and kind program staff who guided him at the pace which was right for him. He made remarkable progress in his ability to focus and transition between activities. By the end of the summer, he was able to fully participate in all components of the program with his peers. He began Kindergarten on target socially, and able to recite the alphabet and communicate his basic needs in English.
**Immigration Legal Services**

**Description**
For some refugees, resettlement brings sadness because they have left loved ones behind. For them, nothing is more important than being reunited. Refugees also need help to become permanent residents (green card holders) and—five years after their arrival—to become US citizens. Family reunification and applying for green cards and citizenship requires professional legal assistance, which can be prohibitively expensive, poor quality, or worse—fraudulent. IRIS’s Immigration Legal Services addresses the severe shortage of affordable and high-quality immigration attorneys. The program is staffed by two part-time attorneys and a legal assistant, and currently represents over 400 cases each year. In 2018, IRIS is developing an expansion plan to meet a critical unmet need statewide—assisting low-income immigrants seeking asylum. National studies have shown the tremendous impact that having an attorney has on the outcome of immigration cases, but the need for pro bono or “low bono” attorneys is far greater than the services available.

**Budget**
$0.00

**Category**
Civil Rights, Social Action & Advocacy, General/Other / Immigrants' Rights

**Population Served**
Immigrant, Newcomers, Refugees / At-Risk Populations / International

**Program is linked to organization’s mission and strategy**
Yes

**Short Term Success**
IRIS expects that in 2018, at least 250 refugees new to the country will receive an orientation about legal rights and responsibilities in the US. As they learn about their own rights as refugees and residents in this country, their fears about the Executive Orders and immigration reform will be calmed, which will contribute to stronger emotional wellness. IRIS’s expects that in 2018, by providing high-quality, culturally-sensitive, and low-cost immigration legal services to its refugee clients, at least: 10 refugees will reunite with their family members 100 refugees will receive their green cards in 2018 15 refugees will become US citizens.

**Long Term Success**
When refugees successfully reunite with family members after long periods of separation; learn how to navigate the legal system; and gain legal permanent residency status and ultimately US citizenship, they are more fully able to become stable, civically engaged, contributing members of their community.

**Program Success Monitored By**
The IRIS Immigration Legal Services Director keeps standardized case files on all clients and tracks the progress of their cases in a customized spreadsheet. Data measures include approval by US Citizenship and Immigration Services of lawful permanent resident (green card) applications, naturalization applications, and family reunification petitions.
Examples of Program Success

“I just want to thank you again for your effort and support. It was a lovely day Friday, and we had a lot of fun. It's great that you see the country you believe in, love, and sacrifice to be part of is loving you back and welcomes you as part of its big family!” - A note to the Immigration Legal Services Director after a client became a US Citizen in June 2014

“By your effort and the help of God now I am with my family. ...You see a person who was at times in a situation of dreaming for his loving spouse and kids to be together; now [this is] the fact. How that situation was hard! Now it is history and I will never forget what you, IRIS, and the US Government did to me for this history cannot be disappeared from memory.” - Email to Director of Legal Services from a refugee who was reunited with his wife and children September 2014

Program Comments

CEO Comments
Every day, we ask ourselves and our clients: what do refugees--new Americans--need in order to start new lives in this country? Our programs, and the way we operate them are a result of that question. We are not content to provide only the bare minimum that is required by the federal guidelines under which we work. We strive to create a welcoming, tolerant, and respectful environment for refugees and design programs to meet their unique needs. Over the years, we have learned from our clients that housing, education, health care, and legal services require extra attention during the process of adjusting to a new country. These programs cost more and require more community support, so we have had to raise more funds, develop a strong volunteer program, and form partnerships.
Leadership & Staff

CEO/Executive Director

Mr. Chris George

Term Start
May 2005

Email
cgeorge@irisct.org

Experience
Chris George has worked in international development, human rights, and refugee assistance for more than 30 years. He began his international experience as a Peace Corps Volunteer and served more than 20 years in the Middle East managing programs for Save the Children, American Friends Service Committee, Human Rights Watch, and USAID. He has worked extensively with refugee populations, directed a legislative strengthening project in the Palestinian territories, and was Executive Director of Human Rights Watch - Middle East. He has served as the Executive Director of IRIS since 2005.

Staff

Number of Full Time Staff 16
Number of Part Time Staff 20
Number of Volunteers 300
Number of Contract Staff 2
Staff Retention Rate 78%

Staff Demographics - Ethnicity

African American/Black 1
Asian American/Pacific Islander 7
Caucasian 27
Hispanic/Latino 1
Native American/American Indian 0
Other 0 0

Staff Demographics - Gender

Male 7
Female 27
Unspecified 2

Plans & Policies

Organization has a Fundraising Plan? Under Development
Organization has a Strategic Plan? No
Years Strategic Plan Considers N/A
Management Succession Plan? Yes
Organization Policy and Procedures Under Development
Nondiscrimination Policy Yes
Whistleblower Policy Yes
Document Destruction Policy Yes

Senior Staff

Will Kneerim
Title Director of Employment and Education

Alexine Casanova
Title Director of Case Management
Experience/Biography Alexine previously held senior management positions at a childcare-focused international NGO in Morocco, for 7 years.

Ann O’Brien
Title Director of Community Engagement
Experience/Biography Ann O’Brien has experience in non-profit operations and financial management, as well as grassroots organizing and fundraising. Ann has worked with immigrant populations in Missouri, Illinois, New York and Connecticut. She currently co-chairs a refugee resettlement initiative in Ridgefield, Connecticut and is the Director of Community Engagement at IRIS.

Rachel Doft
Title Director of Immigration Legal Services

Amy Lynn
Title Director of Operations, Budgeting & Human Resources

Formal Evaluations

CEO Formal Evaluation Yes
CEO/Executive Formal Evaluation Frequency Annually
Senior Management Formal Evaluation Yes
Senior Management Formal Evaluation Frequency Annually
Non Management Formal Evaluation Yes
Non Management Formal Evaluation Frequency Annually

Collaborations

IRIS is fortunate to have many strong partners: Many faith communities provide financial donations, in-kind assistance, or "co-sponsor" a refugee family, which involves sharing the core resettlement work with IRIS and
providing financial support to a newly-arriving family. Connecticut Food Bank New Haven Diaper Bank New Haven Public Schools New Haven Adult Education offers daily English class at IRIS Yale-New Haven Hospital Primary Care Center has specialized Refugee Health Clinics. Post-Traumatic Stress Center and CT Mental Health Center advise IRIS staff and assist refugees City government officials, police officers, and firefighters present educational workshops to refugees To help refugees find work, IRIS collaborates with New Haven Works, CT Works, Greater New Haven Chamber of Commerce, and certification programs AAA in Hamden offers the required 8-hour safe driving class at a reduced cost and with language interpretation Volunteers and interns come from Yale University, SCSU, University of New Haven, Quinnipiac University, Fairfield University, Sacred Heart University, & Gateway Community College

**Affiliations**

<table>
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<tr>
<th>Affiliation</th>
<th>Year</th>
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<tr>
<td>Greater New Haven Chamber of Commerce</td>
<td>2017</td>
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<tr>
<td>Affiliate/Chapter of National Organization</td>
<td>2018</td>
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<tr>
<td>Affiliate/Chapter of National Organization</td>
<td>2019</td>
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**Awards**

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<th>Organization</th>
<th>Year</th>
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<tr>
<td>Willard M. McRae Community Diversity Award</td>
<td>Liberty Bank</td>
<td>2016</td>
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<tr>
<td>Person of the Year (Chris George)</td>
<td>New Haven Register</td>
<td>2017</td>
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Board & Governance

Board Chair
Randy Teel PhD

Company Affiliation
Arvinas

Term
Jan 2019 to Jan 2021

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Pooja Agrawal M.D., M.P.H.</td>
<td>Yale University School of Medicine</td>
</tr>
<tr>
<td>Johannes Boeckmann</td>
<td>Quayaq Ventures</td>
</tr>
<tr>
<td>Peter Bushnell</td>
<td>Retired</td>
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<tr>
<td>Lorenzo Caliendo</td>
<td>Yale</td>
</tr>
<tr>
<td>Christina Colón Williams Esq.</td>
<td>Esperanza Center for Law and Advocacy</td>
</tr>
<tr>
<td>Anthony DiSalvo Ph.D.</td>
<td>Chairman, Regional Water Authority</td>
</tr>
<tr>
<td>Regina Duchin Kraus Esq.</td>
<td>The Haymond Law Firm</td>
</tr>
<tr>
<td>Scott Harding MSW, Ph.D.</td>
<td>Associate Dean for Academic Affairs &amp; Associate Professor, University of Connecticut School of Social Work</td>
</tr>
<tr>
<td>Kaveh Khoshnood Ph.D.</td>
<td>Associate Professor, Yale School of Public Health</td>
</tr>
<tr>
<td>Song Kim</td>
<td>Board Fellow from Yale School of Management</td>
</tr>
<tr>
<td>Nadine Koobatian Esq.</td>
<td>Elm City Development Associates</td>
</tr>
<tr>
<td>Laura Miller</td>
<td>Primary Health Care Technical Adviser, International Rescue Committee</td>
</tr>
<tr>
<td>Rosalie Mutonji</td>
<td>Community Volunteer</td>
</tr>
<tr>
<td>Zehra Patwa PMP, ARM</td>
<td>Connecticut Conference of Municipalities</td>
</tr>
<tr>
<td>Jasmina Besirevic Regan</td>
<td>&quot;Lecturer, Departments of Sociology, Global Affairs, Ethnicity, Race and Migration, Yale University &quot;</td>
</tr>
<tr>
<td>Andrew Ruben JD</td>
<td>Attorney, Davis Polk and Wardwell LLP; &amp; Co-founder, Blue State Coffee</td>
</tr>
<tr>
<td>The Rev. Andrew Smith</td>
<td>Retired, Former Bishop Episcopal Diocese of CT</td>
</tr>
</tbody>
</table>

Board Demographics - Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black</td>
<td>2</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td>5</td>
</tr>
<tr>
<td>Caucasian</td>
<td>9</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>2</td>
</tr>
<tr>
<td>Native American/American Indian</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0 0</td>
</tr>
</tbody>
</table>

Board Demographics - Gender


Male 9
Female 9

Governance

Board Term Lengths 3
Board Term Limits 2
Board Meeting Attendance % 60%
Number of Full Board Meetings Annually 5
Written Board Selection Criteria Under Development
Written Conflict of Interest Policy Yes
Percentage Making Monetary Contributions 100%
Percentage Making In-Kind Contributions 33%
Constituency Includes Client Representation Yes

Standing Committees

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
Finance
Nominating
Board Governance
Finance
Communications / Promotion / Publicity / Public Relations

Additional Boards: Advisory Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whitney Crawford</td>
<td></td>
</tr>
<tr>
<td>Lisa Howie</td>
<td>Yale University</td>
</tr>
</tbody>
</table>
Financials

Fiscal Year Start
Jan 01 2020

Fiscal Year End
Dec 31 2020

Projected Revenue
$0.00

Projected Expenses
$0.00

Spending Policy
N/A

Detailed Financials

Prior Three Years Total Revenue and Expense Totals Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$2,680,568</td>
<td>$2,890,848</td>
<td>$2,580,677</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$2,241,214</td>
<td>$2,741,543</td>
<td>$2,543,379</td>
</tr>
</tbody>
</table>

Prior Three Years Assets and Liabilities Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$1,378,398</td>
<td>$926,228</td>
<td>$813,747</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$1,340,036</td>
<td>$896,361</td>
<td>$782,412</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$115,479</td>
<td>$102,663</td>
<td>$139,487</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$1,262,919</td>
<td>$823,565</td>
<td>$674,260</td>
</tr>
</tbody>
</table>

Prior Three Years Top Three Funding Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>State Dept. of Social Services $499,541</td>
<td>Episcopal Migration Ministries $495,792</td>
<td>Church World Service $538,794</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>Episcopal Migration Ministries $431,966</td>
<td>State Department of Social Services $433,962</td>
<td>Episcopal Migration Ministries $529,460</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>Pritchard Foundation $200,000</td>
<td>Church World Service $373,228</td>
<td>DSS $321,445</td>
</tr>
</tbody>
</table>

Solvency

Short Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>11.60</td>
<td>8.73</td>
<td>5.61</td>
</tr>
</tbody>
</table>

Long Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Capital Campaign

Currently in a Capital Campaign?
No

Capital Campaign Anticipated in Next 5 Years?
No

Comments

Foundation Staff Comments
This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization’s IRS Form 990, audited financial statements or other financial documents approved by the nonprofit’s board. The Foundation has not audited the organization’s financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization’s profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.