



WPI

Worcester Community
Project Center

Helping the YMCA of Central Massachusetts to Further Integrate Newcomer Populations
Through Community Engagement & Encouragement

Project Center: Worcester Community Project Center

Submitted by: Mikayla Bolduc, Tristan Petit, Elina Saint-Elme, and Heather Stratica

Project Advisors: Corey Dehner and Laura Roberts

Project Sponsor: YMCA of Central Massachusetts. David Connell and Pamela Suprenant

Date: May 2nd, 2016

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Abstract

Worcester, Massachusetts is home to 26% of Massachusetts' total refugee population; helping contribute to Worcester's diverse and multicultural community. The YMCA of Central Massachusetts (the Y) is dedicated to strengthening the foundations of communities. The Y asked a team from the Worcester Community Project Center (WCPC) to help with their initiative of welcoming more newcomers to their organization. Throughout the course of the project we identified and interviewed community leaders of various newcomer organizations. We discovered that there are numerous newcomer organizations in Worcester but they may not be well known. Our team worked with the Y to develop an event that celebrates, unites and, more importantly, markets the various newcomer organizations in Worcester.

Acknowledgements

Our Interactive Qualifying Project team would like to give a special thanks to our project advisors, Corey Dehner and Laura Roberts, for their expertise in social science research and critical thinking, as well as their never ending support in overcoming unforeseen challenges.

In addition, we would like to thank our sponsor David Connell, for providing his knowledge and expertise about the structure and executive management needed to run an influential organization like the YMCA of Central Massachusetts. Pamela Suprenant has also been an amazing resource. Thanks to her positive attitude, constant enthusiasm, and constructive criticism we were able to execute strong deliverables.

Lastly, we would like to thank the numerous organizations, businesses, and people that allowed us to interview them. Without their assistance we would not have been able to understand the intricate details and challenges that newcomers face, and ultimately create a series of deliverables and recommendations that will best serve the newcomer population.

Executive Summary

Worcester is home to 26% of the total refugee population in Massachusetts; helping contribute to a diverse and multicultural community. In fact, between 2007 and 2012, Worcester welcomed approximately 2,196 refugees to the city. Many of these new residents come from Burma, Iraq, and Bhutan. Being an integral part of the Worcester community, the mission of the YMCA of Central Massachusetts (Y) is to “strengthen [their] communities and to develop the spirit, mind and body of all persons, regardless of means, through activities guided by and based upon [their] core values of caring, honesty, respect and responsibility.” As an active organization in Worcester, the Y sought to understand why newcomer populations were not heavily represented at the YMCA. To answer this question, the Y requested the help of the Worcester Community Project Center to make the Y a welcoming and useful resource for newcomer populations.

To answer this research question, we wanted to understand what relationships exist within Worcester that benefit the newcomer populations and how the Y could serve as an additional resource to newcomer populations. In order to do this, we developed the following two objectives. The first objective was to identify community leaders at various newcomer organizations to understand what is needed to help the Y build strong relationships with newcomer populations. Through interviews and phone conferences we established relationships with African Community Education, Worcester Refugee Assistance Program, Urban Missionaries, Southeast Asian Coalition, and many more. For the second objective, we wanted to identify the needs and interests of newcomer populations here in Worcester. We accomplished this goal through follow-up interviews with organization leaders, volunteering at the local

organizations, and having brief informal focus group interviews with members of these organizations.

Through objectives one and two, we identified a series of findings that determined the final deliverable of this project. We discovered that newcomer populations face numerous challenges when integrating into a new community. Although we anticipated certain challenges prior to beginning our project, our interviews with organization leaders and organization members, helped us to understand some of the complexities of newcomer integration. For example, we anticipated that many new residents may have trouble with reading and writing in English. To accommodate for this, we believed that surveys and interviews written in the native language of the newcomers would be useful. However, after interviews it became clear that many newcomers are not literate in their own languages, let alone English.

Through our research, we identified ways that the Y could be an important and useful resource for the newcomer communities. We discovered that there are numerous organizations currently serving the newcomer populations in Worcester. We interviewed a variety of organization leaders that gave us credible information about the challenges of running their non-profit organizations. For example, according to Amy Connery from African Community Education, we learned that organizations serving newcomers are constantly challenged by the lack of available space in which to host their programs in the city. Also from interviewing organization leaders such as Walter Doyle from Urban Missionaries, we learned that newcomer organizations are interested in being more connected to other organizations in Worcester.

These findings helped us identify a niche the Y could fill by bringing together organizations that serve newcomers and the newcomers themselves. Consequently, with the Y excited to pursue our ideas, we developed an action plan for the Y to host an Opportunity Fair

for the newcomer populations. The Spring 2017 event entitled "Spring into the Community: A Multicultural Extravaganza at the Y" is intended to bring awareness to the various organizations in Worcester dedicated to helping the newcomer and refugee populations. The event is open to the public with the purpose of introducing them to all of the opportunities in Worcester and to allow these organizations to connect with each other; opening the doors for cross programming between organizations and finding more volunteers to help out the newcomer and refugee populations here in Worcester.

The event will have booths hosted by the individual organizations. In addition to this, there will be activities for children, adults, and social time with food and beverages. There will also be local organizations such as hospitals, churches, and legal advocacy groups attending to spread awareness about their services.

In addition to our primary deliverables, we also created a series of recommendations we believe will continue to help the Y connect with newcomer populations in Worcester. We propose that the Opportunity Fair be an annual event to collaborate with newcomer organizations and potentially to create a coalition, to host quarterly meetings for the organizations that do meet frequently, to sponsor newcomer organizations through an already established soccer tournament and lastly, and to create a subsidized membership program for the members of newcomer organizations.

The YMCA's a primary goal is to "strengthen the foundations of the community." By accomplishing their mission statement every day, they have developed a series of programs that benefit youth with their academic and extracurricular activities. The YMCA of Central Massachusetts is dedicated to the Worcester community. The **action plan for the Opportunity Fair**, in conjunction with our additional recommendations, lays the groundwork for the YMCA

to start something new and exciting for the Worcester community: **an annual gathering to celebrate the many nonprofit organizations and the newcomers they serve who are in need of the strength and unity that the Worcester Y provides.**

Authorship

Our project was completed with the combined effort of the team members Mikayla Bolduc, Tristan Petit, Elina Saint-Elme and Heather Stratica. Each section of the report was written and reviewed equally by all four members of the team.

Table of Contents

ABSTRACT	II
ACKNOWLEDGEMENTS	III
EXECUTIVE SUMMARY	IV
AUTHORSHIP	VIII
TABLE OF CONTENTS	IX
LIST OF FIGURES	X
1. INTRODUCTION	1
2. BACKGROUND	4
2.1 COMMON NEWCOMER CHALLENGES	5
2.2 METHODS FOR INTEGRATING NEWCOMER POPULATIONS	8
2.2.1 ATHLETIC EVENTS PERTAINING TO NEWCOMER POPULATIONS.....	8
2.2.2 EDUCATIONAL PROGRAMS ADVANCING INTEGRATION	10
2.3.1 Youth Academic Programs.....	11
2.3.2 Adult Academic Programs	13
2.3 ORGANIZATIONS DEDICATED TO INTEGRATION.....	14
2.3.1 Youth Organizations	15
2.4.2. Refugee Organizations	16
2.5 THE Y'S EFFORTS AT INTEGRATING NEWCOMER POPULATIONS	18
2.5.1 The Y's Collaboration (YMCA of Greater Charlotte)	18
2.5.2 Togetherhood	19
2.5.3 YMCA of Central Massachusetts.....	20
3. METHODS	21
OBJECTIVE 1: IDENTIFY COMMUNITY LEADERS IN NEWCOMER POPULATIONS	23
OBJECTIVE 2: IDENTIFYING THE NEEDS AND INTERESTS OF NEWCOMER POPULATIONS	23
OBJECTIVE 3: INSTRUCTION MANUAL FOR FINAL EVENT	24
4. FINDINGS & RECOMMENDATIONS	26
FINDING 1: NEWCOMER POPULATIONS FACE NUMEROUS CHALLENGES WHEN INTEGRATING INTO A NEW COMMUNITY.....	26
FINDING 2: NUMEROUS ORGANIZATIONS SERVE THE NEWCOMER POPULATIONS IN WORCESTER.....	29
FINDING 3: ORGANIZATIONS SERVING NEWCOMERS ARE CONSTANTLY CHALLENGED BY A LACK OF AVAILABLE SPACE TO HOST THEIR PROGRAMS IN WORCESTER	30
FINDING 4: ORGANIZATION LEADERS CANNOT DONATE ADDITIONAL TIME	31
FINDING 5: NEWCOMER ORGANIZATIONS IN WORCESTER WANT TO CONNECT TO OTHER NEWCOMER ORGANIZATIONS	32
5. DEVELOPMENT OF A YMCA HOSTED OPPORTUNITIES FAIR AND A MARKETING VIDEO FOR NEWCOMERS	35

5.1 ACTION ITEMS INSTRUCTION MANUAL.....	35
5.1.1 Work Study.....	35
5.1.2 Following up with Organizations, Food Vendors and other Donors.....	37
5.1.3 Funding Initiative for Event.....	38
5.1.4 Potential Activities for the Event.....	38
5.1.5 Marketing for the Event.....	39
5.2 THE PROMOTIONAL VIDEO OF THE Y.....	39
6. RECOMMENDATIONS & CONCLUSION.....	41
6.1 RECOMMENDATIONS FOR INCREASED COLLABORATION BETWEEN THE Y AND VARIOUS NEWCOMER ORGANIZATIONS.....	41
<i>First Recommendation: Make the Opportunity Fair an Annual Event.....</i>	42
<i>Second Recommendation: Collaboration of Organizations.....</i>	43
<i>Third Recommendation: Host quarterly meetings.....</i>	44
6.2 ADDITIONAL OPPORTUNITIES FOR THE Y TO SERVE THE NEWCOMER POPULATIONS.....	44
<i>Fourth Recommendation: Sponsor the newcomer organizations annual soccer tournament.....</i>	45
<i>Fifth Recommendation: Subsidized Memberships for Newcomers.....</i>	45
<i>Sixth Recommendation: Future Project's at the YMCA through the WCPC.....</i>	46
7. CONCLUSION.....	47
APPENDIX:.....	48
APPENDIX A: INTERVIEW PLAN SHEET FOR YMCA FOCUS GROUPS.....	48
APPENDIX B: LIST OF CONTACTS AND ORGANIZATIONS.....	50
APPENDIX C: INTERVIEW PLAN SHEET FOR ORGANIZATIONS IN WORCESTER DEDICATED TO ASSISTING NEWCOMER POPULATIONS.....	51
APPENDIX D: SHORT INTERVIEW FOR NEWCOMERS.....	53
APPENDIX E: SHORT QUESTIONNAIRE FOR NEWCOMERS.....	54
APPENDIX G: ONLINE VOLUNTEER INTEREST FORM.....	56
APPENDIX H: ORGANIZATION SERVICES TABLE.....	57
APPENDIX I: COMPLETE ACTION ITEMS BINDER.....	59
REFERENCES.....	107

List of Figures

FIGURE 1: REFUGEE ARRIVALS IN MASSACHUSETTS IN 2014.....	6
FIGURE 2: REFUGEE ARRIVALS IN AMERICA IN 2014.....	6
FIGURE 3: POPULAR SPORTS IN EVERY COUNTRY IN 2014 (NEXT IMPULSE SPORTS 2014).....	10

1. Introduction

Migration from one country to another is a challenging journey that many people in the United States have experienced. Thirty-seven thousand Irish men and women migrated into Boston, Massachusetts because of the potato famine in 1847. More recently, the devastating 2010 earthquake that occurred in Haiti caused the migration of approximately 58,000 Haitian immigrants into the United States (Nwosu, 2014). The people who immigrated into the United States in the previous two cases are known as newcomers – foreign born people that are becoming acquainted with a new way of life and experience difficulties integrating into their new communities due to cultural differences and language barriers (Campbell, 2015). Other challenges such as employment and educational differences contribute to the hardships that newcomer populations experience when arriving in a foreign country.

Worcester is not unaccustomed to welcoming newcomers. In fact, the United States Census Bureau (U.S. Census Bureau, 2010-14) and other government websites, such as the American Community Survey, that solicit data on newcomer populations report that between 2007 and 2012, Worcester welcomed approximately 2,196 refugees. This represents 26% of Massachusetts' total refugee population, more than any other municipality in Massachusetts (Fábos, 2015). During these six years, the refugees came from 24 different countries. Migrants from the populations of Burma, Iraq, and Bhutan made up more than 70% of the total newcomer population in Worcester (U.S. Census Bureau, 2010-14). A previous study completed by Worcester Polytechnic Institute students (Campbell, D. *et al.*), discovered that paying particular attention to the aforementioned newcomer populations in Worcester is especially important to facilitate newcomer integration into the community.

Worcester's large newcomer population reflects the idea that the United States of America is multicultural and welcomes people of all cultures, religions, and ethnicities. Many nonprofit organizations have emerged with a mission to support Worcester's various newcomer populations. Ascentria Care Alliance (ACA, 2016), Big Brothers Big Sisters (BBBS, 2016), the Boys and Girls Club (BGC, 2009), and the Worcester Refugee Assistance Project (WRAP, 2016) are a few examples of organizations in Worcester that have developed newcomer integration programs.

Similarly, the Young Men's Christian Association (YMCA, or the Y) is a nonprofit organization, dedicated to engaging the community through youth development, healthy living, and social responsibility. The YMCA of Central Massachusetts wants to abide by its mission - to guarantee that there is always a place for newcomers to feel welcome. In doing so, they believe that a stronger initiative can be developed to further integrate newcomer populations in Worcester. The Y envisions an event in the spring of 2017 that welcomes newcomers and encourages social inclusion. To achieve this vision, the Y of Central Massachusetts collaborated with WPI's Worcester Community Project Center (WCPC) to identify the best avenue conducive to assisting the newcomer population.

The guiding principle of this collaborative project was to engage newcomer populations and identify methods for the Y to serve as a resource for Worcester's newcomers. This report explains how we followed through with the project goal. Chapter two explains the background research needed to understand the challenges faced by newcomers, and the organizations and research initiatives that help newcomers overcome that challenge; including previous initiatives explored by the YMCA. Then chapter three, the methods section of the report, explains how we completed the final deliverables of the project. After completing our methods, the report

continues into the fourth chapter, the findings chapter, which explains how we discovered various findings that helped guide us to our final deliverables. Through the continuous interactions between these organizations and analyzing our findings, we were able to create a Multicultural Opportunity Fair that we discuss in chapter five. Lastly chapter six explains the recommendations needed for future and out concluding thoughts. Through completing this project, we believe we created the legwork needed to attract newcomer populations in Worcester and demonstrates the Y's efforts to be more welcoming to newcomer communities. By accomplishing the aforementioned tasks, we were able to achieve the project goal of creating an instruction manual for a potential event that is capable of enhancing the relationship between Worcester's newcomer populations and the Y and their families.

2. Background

"The old men who have lived here stare at us,
from deep disturbed eyes, sulking, retreated.
We pass them as they stand around idle,
leaning on shovels and rakes or against walls.
Our expectations are high: in the old world,
they talked about rehabilitation,
about being able to finish school,
and learning an extra good trade.
But right away we are sent to work as dishwashers,
to work in fields for three cents an hour.
The administration says this is temporary
So we go about our business."

- Jimmy Santiago Baca

The excerpt above is from the poem *Immigrants in Our Own Land*, written by Jimmy Santiago Baca, a poet from New Mexico who won the American Book Award in 1988. Although Baca is not an immigrant himself, he lived through many of the same hardships experienced by immigrant Latinos in America, since he was born shortly after social awareness of Hispanic struggles that began in the 1960's (History–world 2016). In his poem, Baca intricately describes the experience of what it is like to be an outsider when people stare with "deep disturbing eyes". Baca suggests that there is a distinct socioeconomic difference between newcomers and citizens, as shown in the poem's description of high hopes and dreams, but limited opportunities for education and jobs.

Newcomers all over the world face the challenges described in *Immigrants in Our Own Land*. Those who relocate often face major obstacles, and have to rely on the support of local

communities and humanitarian organizations whose role it is to ensure newcomers do not feel isolated in their new countries. There are numerous organizations and government committees dedicated to making the transition smoother for people; these organizations work hard to understand the difficulty of integration and work to create a series of programs, such as language assistance programs, that are easily accessible to newcomers. If resources continue to be more easily accessible to newcomer populations, the newcomer communities would be more unified and would have a feeling of inclusion, rather than isolation. The remainder of the background section of this report explores challenges newcomers face, the newcomer demographics of Worcester, the services provided, and the initiatives previously started by the Y to reach out to the community.

2.1 Common Newcomer Challenges

Moving is never easy. Moreover, having to move your whole life across seas to a different continent can cause a feeling of isolation due to language and cultural barriers. From the Immigration and Nationality Act, section 101 (a)(42)(A): Refugees and asylees are people who are outside the country of their nationality and unwilling to return and submit themselves to the government of that country because of persecution or fear of persecution on account of: race, religion, nationality, participation in a specific social group, or political opinion (Bray, 2016). The main difference between refugees and asylees is that refugees must secure their refugee status before entering the country while asylees are seeking their refugee status while already in the country or at an entry point (VISANOW, 2013). Newcomers can experience culture shock, a phenomenon pertaining to an individual in a new environment who is experiencing a feeling of disorientation or is exposed to an unfamiliar set of attitudes. Figures 1 and 2 below show the refugee populations from specific countries. The two pie charts demonstrate the different

populations that entered Massachusetts and America, respectively, in 2014. In both cases, the Office of Refugee Settlement government website provided the data.

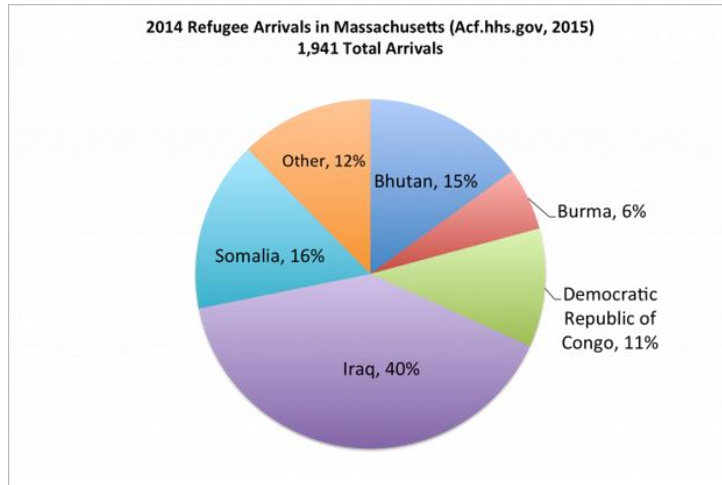


Figure 1: Refugee Arrivals in Massachusetts in 2014

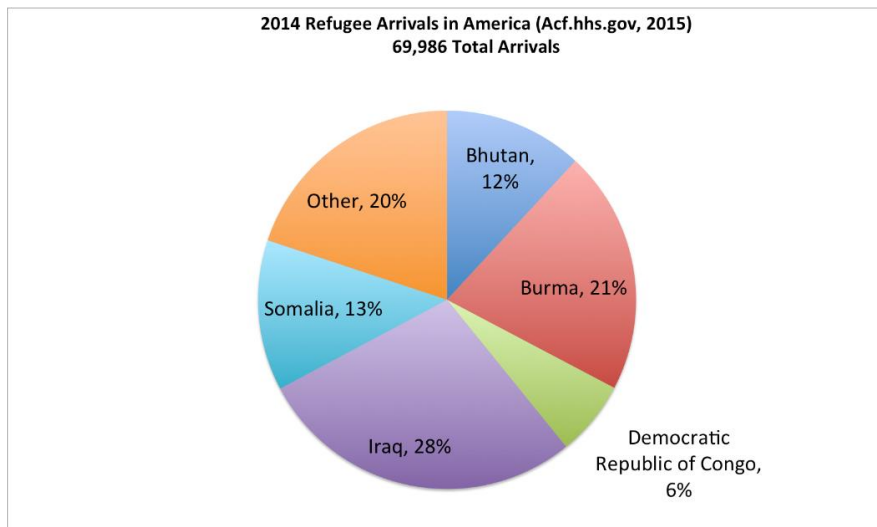


Figure 2: Refugee Arrivals in America in 2014

Bhutanese and Somalian refugees together accounted for 15% of Massachusetts' refugees last year. A recent *New York Times* article written by Liz Robbins dives into an economic refugee program in western New York, which aims to help newcomers feel welcome. Robbins' article, *From Bhutan to New York's Dairy Heartland*, lays out the employment service that allows refugees to take milking classes at a state university and proceed to work in the agricultural industry. The refugee milking training program utilizes Bhutanese refugees who would otherwise be working illegally in their native country of Nepal after the king deported over 100,000 Nepalese descendants living in Bhutan in the 1990s. The immigrants work normal, full-time hours at the farm and their duties consist of milking cows and taking care of the farm. Even though it is a simple job, milking cows gives the refugees a sense of purpose and usefulness. The aforementioned milking program is an example of a system that helps newcomers integrate into society through creating blue-collar employment opportunities that newcomers are familiar with despite being in a new country.

The main obstacles faced by newcomers are cultural negotiation, education, employment, and a sense of achievement and hope (Sheikh Omar, 2013). Community organizations can serve as critical cultural resources; yet much of the newcomer populations are unaware of the resources at their disposal. Cultural and language barriers can be very hard to overcome. In 2013, a group of Latter Day Saints from Utah organized a hiking trip for the youth as a group bonding activity; the organizers saw an opportunity for inclusion and integration into the community and asked the refugee youth to join them. The children went on the trip, but became upset after about a day into the hike. The hike reminded them of the journey they took when they were forced to leave their homes and were relocated to the United States (Information Science Institute, 2016). Although the intentions of inclusion were nothing but good, there was

inadvertently a poor outcome. The United States of America is comprised of different cultures, religions, and ethnicities. Despite the challenges the newcomers face, the USA provides a great opportunity to thrive (Jimenez, 2011; see also Berry, 1992). Since there is such a big opportunity, integration is key to the success of newcomer populations. There are many different organizations that have developed many techniques, tools, and programs dedicated to the integration of such populations.

2.2 Methods for Integrating Newcomer Populations

In the following sections we explore the various methods of how countries, communities, and organizations work to help newcomer populations become acclimated to living in their new homes. These methods we discuss include athletics, education, and supportive newcomer organizations. We believe that the foundation of our future endeavors lies in exploring these additional examples.

2.2.1 Athletic Events Pertaining to Newcomer Populations

Physical activity is something that all peoples and cultures have in common. Sports have been used on many occasions throughout history to bring people together. The Center for Strategic and International Studies in Washington holds that sports are a positive vehicle that

"captures the attention of youth: "The United States and private organizations also have long used sports as a tool in global development and humanitarian aid because of its ability to transform lives in unique and powerful ways, like adopting more positive behavior" (US Embassy, 2016).

From the Olympics to specific newcomer integration programs, sports can be an integrating force. We discuss these examples in more detail below.

A global example of sports bringing different cultures together would be the Olympics.

The Olympics are a way for countries of the world with different languages, occupations,

economic statuses, and cultural backgrounds to compete on the same playing field. When it comes to sports, everyone is equal; it does not matter what ethnicity one is or the religion they practice; everyone can relate to or play sports. (US Embassy)

Sports are often used as a common ground for integration. In Canada, there is a program called the Newcomer Youth Participation in Sports (NYPS). This program is designed to encourage youth newcomers to join sports teams, thus contributing to a supporting environment and creating a feeling of inclusion. The newcomers gain knowledge, resources, skills, and confidence to participate in mainstream athletics. This program includes a buddy system of older participants and newcomers, as well as transportation. It is a great program for younger newcomers. Furthermore, frequent meetings are held with the participants to gain their input and feedback. After these meetings, the newcomers will choose the different activities that they would like to participate in. Since the newcomers are part of the planning process, the success rate of the program is very high (Government of Canada, 2012).

According to the findings of a study done in collaboration with the Young Men's Christian Association (YMCA or the Y) and a group of Worcester Community Project Center (WCPC) students, sports were often a common interest amongst the newcomer populations at the Y. This group of students has conducted surveys and observational studies and as a result of their research, found that that sports are a positive means of newcomer integration. When conducting these surveys, responses from the different populations did have some specific overlaps; many of the responses listed soccer as the favorite sport activity. Soccer is a commonly loved sport all over the world.

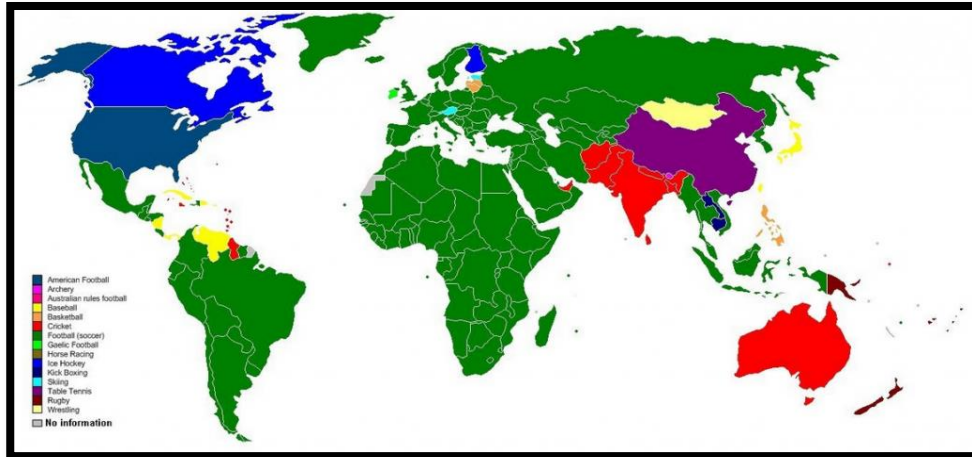


Figure 3: Popular Sports in Every Country in 2014 (Next Impulse Sports 2014)

As shown in Figure 3 above, soccer is the most popular sport in the world, especially in Ghana, Iraq, and Vietnam. This shared interest provides common ground amongst multiple different ethnic backgrounds and proves to have a substantial amount of promise as a method of integration.

2.2.2 Educational Programs Advancing Integration

Educational programs are a common strategy that communities use to integrate newcomer populations. These academic programs can be beneficial not only for newcomers to get exposure to the academic standards of their new country, but also to expose existing social conflicts between the local community and the newcomer populations. The following sections explain youth and adult academic programs in more detail.

2.3.1 Youth Academic Programs

According to an article from the *British Journal of Sociology of Education* (Naidoo, 2009), adjusting to school was the most difficult experience for young refugees, due to problems such as lack of English fluency, feeling different from others, as well as teachers causing stress by asking other students to be nice. By developing English Language Learners programs, such as the program explained by Naidoo in the *British Journal of Sociology of Education*, young newcomers can learn writing and speaking skills that allow them to more easily integrate into their new homes. Samples of these programs are examined in the following examples.

Naidoo's research focuses on a study of an after school homework tutoring program for African refugee students in Greater Western Sydney. The study reveals that the refugees look forward to tutoring sessions since the students have high expectations of education and see education as a pathway to future employment. The tutoring programs focus on English reading, speaking, and writing skills. Naidoo explores the concept of habitus, which is defined as "a person's conditions of existence leading the individual to be aware of social assets and symbolic violence" (Naidoo, 2009). Economic and cultural habitus greatly define how a refugee feels in a group setting. Educational programs are critical because they target an immigrant's need to find work and integrate into society. Educational programs can be very effective in advancing that adjustment.

Observing the interactions between refugee parents and the schooling of children provides a clear example of habitus. A case study from the *Learning Literacy Journal* explores the social conflicts that arise when refugees who are arriving from Africa to Australia have had severely interrupted schooling. According to Dooley in the *Learning Literacy Journal*, an important observation is that refugee parents typically provide little or no support with their

child's homework due to limited education or English language proficiency. Refugee parents also know that education can change the future of their children and are constantly concerned about the amount of work and difficulty of work provided by teachers. To tackle societal problems such as this, the study instructed teachers on how to have patience and assign homework that the students can do, rather than homework that was too difficult – especially considering that home may not provide resources such as the internet to assist children. The study explains how homework problems should be geared towards the student's understanding of the concepts and assignment should be given based on what the student can do completely on their own (Dooley, 2009).

In the United States, there are many academic programs, such as English Language Learners (ELL,) to help students from bilingual households get the attention needed in an academic setting. Gregorio Luperon High School in Washington Heights, New York is a segregated high school for Latino newcomer youth. A case study examined it to determine the success of a new approach to teaching ELL. While the model of segregation does not appeal to the inclusion mentality that communities wish to experience with their newcomers, the macro acquisition educational model proved to be successful for this newcomer population. The macro acquisition model interprets language learning as a social process involving an entire speech community. Typically, programs such as ELL are taught through an individual framework, "where the native speaker is considered the language target and all other deviations are considered errors, interlanguage or fossilization" (Garcia, 2011). Essentially, students in all classes and extracurricular activities are encouraged to learn and speak English with their peers. The result is a community of newcomer students working together to learn the language, instead of an individual approach in the setting of an ELL classroom, one period during the day.

Teachers at this school are required to be bilingual to encourage the learning process. The result is that Luperon High School students had a higher graduation rate than the local average, and students who had little or no understanding of English could speak fluently in a few short years.

2.3.2 Adult Academic Programs

There are also adult academic programs for newcomer populations, which also contribute to the proper habitus experienced by newcomers. The significance of ELL programs within the academic tutoring program for adults is essential for their integration into society. For example, English language skills are nationally recognized in British Columbia as a fundamental criterion of refugee and immigrant settlement; as such this provincial department of Government is also recognized in Canada. There is even the British Columbian Provincial Governments English Language Services for Adults (ESLA) which is dedicated to providing English language training to adult immigrant and refugee newcomers. The training aims to "facilitate [the newcomers] social, cultural, economic, and political integration into Canada so that they may become participating members of Canadian Society as quickly as possible" (Cubie et al., 2006). While there is a waiting list to enter into a government ESLA program, 71% of refugees who were able to take part in the program in 2006, answered "Yes" to the question, "Do you feel comfortable communicating in English for your daily tasks? (Cubie, 2006).

A program such as ESLA, which was introduced in Canada, is beneficial because it targets some of the more difficult struggles for newcomers integrating into a new country. Adult newcomers may lack the ability to read and write in their native language, or ELL programs may not have been structured to specifically teach beginning level reading and writing in a second language. For this reason, there may be numerous adult ELLs that learn differently from children. For example, is an adult's vocabulary, life experiences, cognitive development level

and motivations are different; therefore, learning to read for the first time as an adult is different than learning how to read at a traditional age (DelliCarpini, 2006).

These differences in learning for adult newcomers are partially caused by different motivations for learning the language. Adult newcomers are motivated by the need to earn an income for their families, but are potentially handicapped by economic barriers. The economic challenges that newcomers face are similar to the school-to-work transition (STWT) -

"[A] period typically marked by shock and uncertainty when new graduates leave the structured environment of academia to enter the chaotic organizational environment in which they are expected to quickly learn their role and function at their potential job" (Kowtha, 2011).

A sample study from the *Journal of Management and Organization* concludes that newcomers with job related education are likely to adjust better when there is active support from co-workers and supervisors. (Kowtha, 2011) Hence, programs dedicated to helping adult newcomers read, write and socialize, support with more critical endeavors such as finding work. Considering that newcomers face many of these challenges, many non-profit organizations have developed programs to help with the integration process. The next section explores American non-profit organizations in more detail, in addition to their newcomer integration programs.

2.3 Organizations Dedicated to Integration

Immigration and refugee organizations are dedicated to welcoming newcomers by bringing together the various cultures that make up the United States. These organizations are in place for several different purposes and appeal to different groups. For example, some agencies help refugees resettle their lives, while other agencies fight to break the cycle of poverty in America through encouragement, mentorship, and leadership by example.

2.3.1 Youth Organizations

There are numerous youth focused non-profit organizations that contribute to the newcomer population through youth-intensive programs. Big Brothers Big Sisters (BBBS) of America is a youth development program that provides children who are facing adversity (littles) the ability to confide in an older, more fortunate mentors (bigs). The principal goal of BBBS is to show youth that they have the potential to be great and to build communities that everyone can thrive in. The focal teaching point for the bigs is that the littles can achieve success through participation and hard work in school alongside good behavior on a straight and narrow road (e.g. no drugs or alcohol). In a 1995 study conducted by Tierney et al., children who participate in Big Brothers Big Sisters were: "more confident in their schoolwork performance, able to get along better with their families, 46% less likely to begin using illegal drugs, 27% less likely to begin using alcohol, and 52% less likely to skip school" (n.p.). Big Brothers Big Sister's has branches all over the country including Central Massachusetts, located right here in Worcester. The Worcester location has a Worcester Area College Mentors Program (WACMP) where over 700 college students from seven of Worcester's nine colleges mentor children at the public elementary schools (Big Brothers Big Sisters, 2016).

Similarly, the Boys and Girls Club (BGC) of America is a youth development organization that accentuates the values of leadership and character; the importance of sports, recreation, health skills and life skills; and the significance of having education, career programs, and art programs. The BGC of Worcester has programs, like Power Hour, where the club employees help children to do their homework. BGC provides another targeted outreach program that works with the Worcester police gang unit to take at-risk youth off the streets and gets them into programs of their interest. Lastly, there is a job readiness program that includes resume

critiquing and interview training. The BGC of Worcester has the statistics to support their methods: "97% of our 2015 graduating high school seniors are attending college, and the remaining 3% are either enlisted in the military or working full time" (Boys & Girls Club, 2009).

Another organization dedicated to serving the youth in Worcester is the African Community Education (ACE). ACE is a community oriented program that organizes mentoring for the African refugees and immigrants and works to close the education gap between newcomers and their peers in school. They offer a variety of services such as Saturday math and science classes, one-to-one mentoring, and extracurricular activities (e.g.-dance, soccer, and art). A unique aspect of ACE is that they do home visitations and encourage the families to participate in their children's educations. This parental outreach program shows that they truly care about the social stability of the students and their families. By engaging with a student's family at the highest level, ACE allows for conversations about the social and educational barriers that they face as newcomers (African Community Education, 2016). In addition to youth organizations, there are also Refugee Organizations in Worcester dedicated to helping the newcomer populations, which will be discussed in more detail.

2.4.2. Refugee Organizations

Ascentria Care Alliance in Ascentria, Worcester, Massachusetts, is one of the largest social service organizations in New England. Their goal is to destroy poverty by building communities where everyone is able to reach their full potential no matter how disadvantaged a person may have been in the past. (Ascentria, 2016) The organization offers case management, instructions for non-native English speakers, community orientation services for refugees, and finally, economic assistance to maintain self-sufficiency. Over that past year, Ascentria has helped resettle over 700 refugees in Worcester (Ascentria, 2016).

The Worcester Refugee Assistance Program is similar to Ascentria because they are also a resettlement organization that works to acclimate newcomers to their new homes in Worcester. The WRAP is specifically devoted to serving the Burmese refugees while Asentria works with refugees from a variety of countries. WRAP was created to provide friendship and to help refugees become acquainted with Worcester and its people (Worcester Refugee Assistance Program, 2016).

The Refugee and Immigrant Assistance Center (RIAC) is another community based, grassroots program that is dedicated to meeting the educational and socioeconomic needs of refugees and immigrants in Massachusetts. The RIAC Worcester office offers refugee resettlement and refugee employment services while the main office in Boston offers a variety of services. Refugee Family Reunification Applications allows refugees who have been here for less than 5 years to apply for their family to come to America. The Muslim African Women's Network for Safety, Advocacy, and Protection is a one day project that teaches community-based service providers, law enforcement officers, and similar community members that religion and culture impact the values of Muslim-African women in domestic violence situations. RIAC resettles over 200 refugees in the Greater Boston and Worcester area per year. They are committed to helping the refugees get on their feet and obtain necessary social services (Refugee and Immigrant Assistance Program, 2016).

2.5 The Y's Efforts at Integrating Newcomer Populations

The Y is a global, non-profit organization dedicated to engaging communities through youth development, healthy living, and social responsibility. The organization points out "that a diverse and inclusive organization is foundational to developing and engaging everyone across the entire Y spectrum," (Diversity & Inclusion, 2016). The Y believes that they should strive to integrate the newcomer community into their many programs. The difficulty in achieving this arises from the several challenges that newcomers face in adapting to the Worcester community. The Y understands these issues and has taken the initiative to make the newcomers feel comfortable within the community through outreach, inclusion, and encouragement.

2.5.1 The Y's Collaboration (YMCA of Greater Charlotte)

The YMCA of Greater Charlotte, North Carolina has done extensive research on how to engage newcomer populations. They explore methods and ways of making foreign-born Americans feel included and welcome at the Y. This Y branch stresses the importance of engaging the community and abiding by the organization's mission. They define several necessities when engaging all community members. Inclusiveness of all cultures within a community not only expands the Y membership, but also creates an inclusive society (YMCA of Greater Charlotte, 2016).

According to the Y of Greater Charlotte, it is important that social and demographic trends are routinely analyzed with respect to location. Each Y has a unique community to engage and understand the breakdown of ethnicities within a community, which is crucial when creating programs and events. It is also extremely important to gain an understanding of why the newcomers are not currently involved in the Y's programs. These steps allow the organization to

target specific groups of people in a concise manner. In order to achieve newcomer engagement as community leaders, the Y needs to remain effective in organizing community-building events and programs that make newcomers feel comfortable and included (YMCA, Newcomers, 2016).

2.5.2 Togetherhood

The Y is aware of the struggles that newcomers face, and the organization as a whole has made efforts to engage every culture. An example of this is the Togetherhood Program that the Y administers every year. The program has to have members plan and lead service projects pertaining to the specific needs of their community. This unique program aims to create a more unified and inclusive society, which is an excellent method for engaging newcomers and making them feel included in the community. Togetherhood is a program that identifies and recruits community chairs and members to support and develop service projects that are needed by a specific community. The program utilizes a plan that begins with simple orientation and ends with proper planning and project development (YMCA, Togetherhood, 2015).

On average, each Togetherhood project engages with three partner organizations (YMCA, Togetherhood, 2015). This not only expands the Y community, but also allows for numerous opportunities depending on the organizations that are involved. Organizations dedicated to newcomer integration use this as an opportunity to further integrate their members into the community. This engages more of the community's populations and attracts newcomers to the Y. The members of the Y benefit from the Togetherhood program because it allows them to give back to the community (YMCA, Togetherhood, 2015).

2.5.3 YMCA of Central Massachusetts

The YMCA of Central Massachusetts has taken the initiative of integrating members of the community by regularly communicating with the different populations in the area. Since the Spanish speaking population has been increasing over the years, the YMCA of Central Massachusetts has decided to hire Spanish-speaking staff members. They also encourage everyone to learn basic Spanish by teaching at least one spoken phrase every day. These alterations in staff personnel welcome and comfort the Spanish speaking populations, which is exactly what the YMCA of Central Massachusetts aims to do for every culturally different and newcomer population in Worcester. In an effort to accomplish this with the most success, the YMCA of Central Massachusetts has asked the WCPC to aid in the efforts of identifying rising newcomer populations and understanding their individual needs. These needs are evolving as the population of Worcester changes, so the Y believes that a welcoming program or event that will engage newcomer populations is necessary.

Since the YMCA of Central Massachusetts has a mission of strengthening the foundations of their communities, their decision to reach out to newcomer populations is only contributing to their core beliefs. Understanding the challenges that newcomers face, and understanding how newcomers are currently being reached out to through local organizations, helps contribute to the Y's efforts. In the next section, methodology, we describe the methodological approach we used to tackle this project.

3. Methods

The YMCA of Central Massachusetts wants to create an environment for newcomer populations in Worcester where they feel welcomed. To meet this desire, the Y reached out to Worcester Polytechnic Institute's (WPI) Worcester Community Project Center. We were tasked with creating a more welcoming environment through the cultivation of a volunteer led event sponsored by the YMCA. This methodology is the framework to improve relationships with newcomer populations and the Y, so that connections were developed among all of Worcester's communities. Ultimately, the Y envisioned an event that can help welcome newcomer populations.

Since the primary mission of this project was dependent on establishing relationships, we implemented a network map. A network map is the visual representation of relationships and flows between people, groups, and organizations. The map aids in pinpointing influential community leaders within the newcomer populations. These leaders are volunteers and members involved in organizations dedicated to newcomer integration. Through interviewing volunteers, newcomers, and other organizations in Worcester, we collected data to develop the proper foundation of a network map.

The first objective was to identify the leaders in the newcomer communities. Identifying active community leaders created another strong foundation for the network map by selecting the individuals who can heavily influence how interactive the newcomer populations will be with the Y. An active community leader is someone who is well known in the community and may have more influence than the average person. Active community leaders are critical for creating greater newcomer participation in an event hosted by the Y, and for continuing long lasting relationships. We analyzed this data after it was collected.

The second objective was to identify the needs of newcomer populations. The Y sought to provide services that would allow the newcomer populations of Worcester to feel welcome. Gathering data on services, through focus groups helped contribute to the overall goal of servicing newcomer communities.

Creating the action item list for a final Y event for the spring of 2017 was our final objective. We created this plan by using the information and data collected in the previous objectives. The goal of the final event was to develop long-lasting relationships between the Y and newcomer populations. The idea behind creating this event plan was to provide the YMCA with every detail necessary to implement the event. This plan includes a detailed list of volunteer contacts, locations and date, activities or programs, and also a budget.

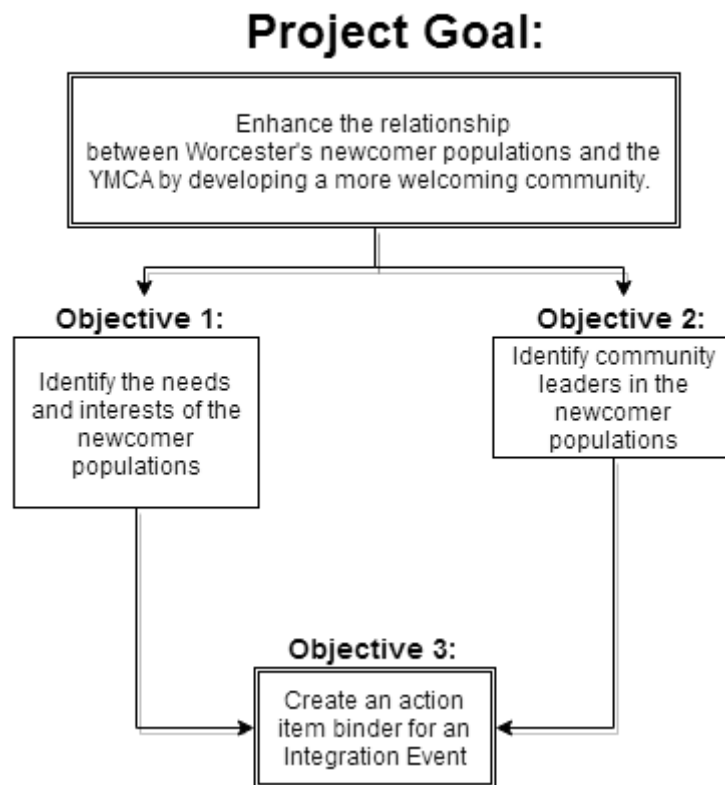


Figure 5: Project outline: flow chart for project methodology

Objective 1: Identify Community Leaders in Newcomer Populations

Pinpointing the leaders of newcomer populations helped establish stronger relationships between the Y and the newcomer population because they are major stakeholders that can influence the amount of participation among newcomers. As requested by our project sponsor, he believed that identifying community leaders was the first step needed to establish a successful, volunteer-led event. As leaders of their local communities, they had leverage when communicating with members of their community for a concrete understanding of what factors and event planning methods were needed to create a welcoming environment. Therefore, the first step towards creating strong connections between the newcomer populations and the Y was to identify the community leaders.

As Appendix B demonstrates, there is a list of organizations and corresponding contacts that led the way for contacting active community members. We held interviews in order to obtain information from the individuals listed in Appendix B. The interviews with organization leaders were hour long, formal interviews. We decided to keep the interviews structured, as shown in Appendix C, because we were reaching out to these organizations to potentially participate in an event. We wanted to be as professional as possible to leave a good impression. All the questions listed in the interview plan sheet were geared towards understanding if there were active community leaders that we could directly contact for questions as we plan future events.

Objective 2: Identifying the Needs and Interests of Newcomer Populations

After gathering information from the organization figureheads, the next step was to start collecting data from the newcomer populations. We used two methods to collect information; the first method was interviews with organization leaders. We relied on these interviews due to the long term relationships that the organization leaders have with their members. We believed that

the organization leaders would understand newcomer's needs better than we could in the seven weeks we had dedicated to field work. The second method was relying on focus groups with newcomers themselves while we were volunteering. We decided that since we might encounter potential language barriers, a group setting might be more inclusive as we went about collecting information. We interviewed groups of four while we volunteered at WRAP, SEAC and ACE.

We interviewed newcomers for two purposes: to find more community leaders and to identify the specific needs of each newcomer population. Through interview questions we gained an understanding of the following: what services they would like from an organization such as the Y and whether anyone would be interested in volunteering at such an event. A sample of the questions we asked the newcomers can be found in Appendix D. We found that interviewing focus groups was the best method to get accurate information from the newcomer populations. By having casual discussions with the people, we were able to overcome any anxiety that individuals who may avoid a written survey or a one-on-one interview due to a lack of language proficiency in English or their native language may feel.

The information collected from the interviews gave us the knowledge we needed to start contemplating which event would best serve the newcomer communities and the Y's efforts to reach out to them. Through brainstorming and continuous discussions with the leaders of the newcomer organizations and our project sponsor, we developed findings that helped direct us to our final deliverables.

Objective 3: Instruction Manual for Final Event

After completing the previous objectives, and analyzing the information acquired, we discovered that an Opportunity Fair would be the best event to be hosted by the Y. The YMCA has decided to create a Spring Event in 2017, entitled "Spring into the Community: A

Multicultural Extravaganza at the Y." The purpose of this event is to bring awareness to the various organizations in Worcester dedicated to helping the newcomer and refugee populations. The event is open to the public to highlight all of the opportunities in Worcester for people to find help when they are in need. This event will open the doors for cross programming between organizations as well as assisting with the search to find more volunteers to help out the newcomer and refugee populations here in Worcester. The event will have booths hosted by the individual organizations. In addition, there will be activities for children, adults, and social time with food and beverages. There will also be local organizations such as hospitals, churches and legal advocacy groups that will be present to spread awareness about their services.

4. Findings & Recommendations

Our findings have confirmed and rejected our original hypotheses about the research we conducted on behalf of the Young Men's Christian Association (YMCA). The Y essentially had one question they wanted answered: "Why aren't more newcomer populations being represented here at the YMCA?"

To answer this question, a previous study conducted by WPI students in 2015, discovered that the various newcomer populations enjoy soccer and recommended that a soccer tournament hosted by the YMCA might be a great way to welcome newcomers to their facility (Campbell, 2015). As we continued this research we expected to find that the community leaders needed a place to facilitate such an event. We built connections with existing newcomer organizations and discovered many more details about how the various organizations operate and how the newcomer populations interact with Worcester communities. These additional findings helped contribute to the final deliverable of creating an Opportunity Fair in the spring of 2017, in addition to other recommendations to help the YMCA implement further programs to welcome more newcomer populations.

Finding 1: Newcomer Populations Face Numerous Challenges When Integrating Into a New Community

We originally anticipated that newcomers would face challenges in regards to education, English proficiency, and acclimating into American culture. Although these challenges exist for all of the newcomer organizations, there were additional details and challenges that changed our methodology and how we gathered information for our final deliverables.

Nearly all of the interviewed organization leaders dedicated to newcomer populations mentioned a barrier that is difficult to overcome: language. We anticipated that many populations would have trouble with reading and writing in English. To accommodate for this, we believed that surveys and interviews written in the native language of the newcomer would be useful. However, after interviewing Walter Doyle from Urban Missionaries and Meredith Walsh from the Worcester Refugee Assistance Program (WRAP), it became clear that many newcomers are not literate in their own languages, let alone English.

For example, when we asked Ms. Walsh from the Worcester Refugee Assistance Program if we could survey and interview the various refugee populations, she very bluntly said “most of the adults here cannot read or write in their own language. In fact, the teens and children here help with translation most of the time” (Meredith Walsh, WRAP, March 24, 2016).

We personally experienced the language barrier when we interviewed four adult members of WRAP in a focus group about awareness of the Y, in April 2016. We needed a high school student to translate for us when we interviewed these four adults, because the four adults were not fluent in English. However, there was no such barrier when we interviewed the teenagers. The children seem very comfortable speaking and reading in English.

Mr. Doyle from Urban Missionaries expressed similar challenges with education and literacy. When our group introduced an idea to create a workbook that can help explain legal terminologies to refugees, Mr. Doyle shared his thoughts:

“That would be a good textbook. Here is the other side- most of the refugees are women and if you come from an African country, you have not been educated (cannot read or write in their own language). You can create this book and that would be great but would it work with the person who needs it? A video would be even better because it is instructional. There are some great videos

out there that have been done by the United Nations explaining rape, wife battering, etc. These videos are poignant and right to the point, in the person's native language. Additionally, you could create a safety net to prevent people from falling through the cracks. I taught a computer class (introduction to computers for people taking ELL classes) and the students (newcomers) struggled until they got onto the internet and logged into their home newspaper online. You need to read and write to become a citizen. Those are the issues.” (Walter Doyle, Urban Missionaries, March 22nd, 2016)

Mr. Doyle explained the real problems quite well in the interview. A workbook or instruction manual is not actually helping spread knowledge. If we have an objective of spreading information to a group of adults who do not speak or read in English, the best method is to use videos in their native language. Likewise, if we want to spread information to the newcomer populations, we will have to rely on communication via word of mouth (Walter Doyle, March 22nd, 2016).

We also anticipated that American customs and traditions might be unfamiliar, and that newcomers may choose to stay away from them. However, we found that newcomers are very familiar with traditional American culture –and are aware of the YMCA as a popular fitness center. Despite this general welcoming of American customs by the newcomer populations, as newcomers integrate into Worcester, they prioritize basic needs before American luxuries.

We found that newcomers in Worcester have different priorities than the average American. Ms. Walsh, from WRAP and Kerry Conaghan, from United Way both said that working out is an American activity. "Newcomers, especially refugees and asylees, are more concerned with meeting their basic needs when they first arrive," stated Amy Connery from ACE. (Amy Connery, WRAP, March 17th 2016) Therefore, although a gym membership or afterschool activities at the Y might be appealing to newcomer populations, it is not a priority for

those more concerned with finding the basic necessities for living in the United States, e.g. food, clothing, shelter, and a job with continuous income.

Comparatively, the monthly membership fee at the YMCA of Central Massachusetts is affordable for the average American. A family of four can attend the Y for \$70 per month or an individual can attend for \$35 per month. While struggling to meet basic living necessities, justifying the cost of a gym membership gradually becomes more difficult.

[Finding 2: Numerous Organizations Serve the Newcomer Populations in Worcester](#)

There are many challenges faced by newcomers in Worcester. These challenges include language barriers, cultural challenges, and social normality differences. We sought to find opportunities for the YMCA to help tackle some of these challenges. We first discovered that there are numerous organizations in Worcester dedicated to helping newcomer populations acclimate to American society. There are many programs and services, such as ELL (English Language Learner) classes and cultural festivals that create a welcoming community. Most of these services are free or of low cost due the low income of many newcomers.

Organizations such as the Southeast Asian Coalition (SEAC) and African Community Education (ACE) aim to help newcomer populations in Worcester in various ways. Activities such as ELL classes, homework help, soccer, and reading are offered almost daily in Worcester. These services help newcomers overcome challenges in daily tasks that people may take for granted. An example of these services offered by various organizations can be seen in Appendix H.

Finding 3: Organizations Serving Newcomers are Constantly Challenged by a Lack of Available Space to Host Their Programs in Worcester

There are many organizations in Worcester that are dedicated to newcomer integration, as explained in the table in the previous section. In interviewing and communicating with the leaders of these organizations, it is clear that these organizations share a common need; space.

SEAC and WRAP are two different organizations that are very aware of each other as they share a common space. Meredith Walsh, the director of WRAP states, "we are distinct entities, but we work together." WRAP would not be able to serve their members if SEAC did not share their office space since space is a crucial detail in the functionality of their organization. Newcomers would not have as many opportunities as they currently are without these services and programs offered by organizations. In addition to the shared space between the two organizations, we made an observation while volunteering at their establishment, despite sharing a relatively small office space, the children are very comfortable playing soccer indoors. Even without a field to play, the organizations make do with what they have to keep the children happy and entertained.

That being said, other organizations have mentioned their need for space. Ms. Connery from ACE has stated that their organization is in great need of space as they have a small office to utilize. In order to better the African community, they need a larger space to run their programs and events. Ms. Connery said the following:

"There are all these associations in Worcester – religious, refugee, etc. People need space, SPACE is important. Field space is also a huge issue. More soccer fields in Worcester would be nice; there are a ton of newcomer populations and all of them play soccer. People need field space to be able to meet, congregate and run events: youth programs and adult programs" (Amy Connery, ACE, March 17th. 2016)

When Ms. Connery learned that they Y would like to reach out more effectively to the newcomer populations, she instantly believed that space could be the best way to unite the various organizations that are already established for helping newcomer populations in Worcester.

Finding 4: Organization Leaders Cannot Donate Additional Time

One of the requirements for an event hosted by the Y for newcomers of Worcester is for the event to be volunteer led. Originally, we anticipated that the various organizations in Worcester might be able to share resources by having volunteers or members from other organizations participate at a potential event hosted by the Y. However, the common theme mentioned by multiple organization leaders, is that members of the organizations are too busy to spend additional time helping the YMCA. For example, Mr. Doyle stated the following:

“I think you are going to have a problem [with us volunteering] in the sense that right now we are working 12 hours per day, six days of the week (two of us); something here would have to stop for us to do more. Most organizations (management team) run pretty fast and they may have a problem with the Y not being the spark plug. Can we supply volunteers? We can make it known (via a mailing list), but it would be tough to start supplying volunteers. We are looking for volunteers for our food pantry (Saturday morning, but no one wants to volunteer). I am not sure where the Y is going with what you are saying to me.” (Walter Doyle, Urban Missionaries, March 22, 2016)

During an interview, Ms. Connery from ACE also stated something similar when she said:

“...to be honest, all the people working in [WRAP, ACA, United Way, Urban Missionaries, etc.] are super busy...” (Amy Connery, ACE, 17 Mar.2016).

Ms. Walsh from WRAP, was more flexible with offering times to help, as she explained:

“Logistically, a Saturday morning program would be the easiest way to integrate the community members into the Y because we already gather on Saturday morning; it is usually the best time for families. It is a lot to ask an agency to fit a mold but that would be the easiest time. If there were Saturday morning services offered, we would be able to bring them there quite easily” (Meredith Walsh, WRAP, 24 Mar. 2016).

After hearing this recurring theme from organization leaders, we had to reconsider how to find a sufficient number of volunteers to make the potential event at the YMCA volunteer led.

Finding 5: Newcomer Organizations in Worcester Want to Connect to Other Newcomer Organizations

In one of the interviews with Mr. Doyle from Urban Missionaries, he eloquently explained the core problem that newcomers face as they arrive in the United States. Despite numerous newcomer organizations in Worcester, individuals still encounter personal problems due to cultural and knowledge barriers. Mr. Doyle stated that, "newcomers are well serviced here as a whole, but not so much individually." The newcomers have many errands to run when they arrive, but things such as legal advocacy or filing tax returns can be difficult and leave an individual or a family crippled. Mr. Doyle gave the example of a woman who was getting evicted from her home because she did not completely understand the terms of her lease. She could not afford a lawyer, and the waiting list for pro bono lawyers is one year. While there is the potential for her to go to court, it does not change that this woman does not have a place to stay for the year (Walter Doyle, Urban Missionaries, 17 Mar. 2016).

In addition to this, according to Mr. Doyle, only 2% of the US population has a concrete understanding of the legal system. Therefore, despite being part of a non-profit organization dedicated to helping refugees and newcomers integrate into society, there may not be enough

knowledge from volunteers to advise newcomers with legal problems, like the aforementioned housing issue. Mr. Doyle continued to explain that newcomers simply may not know the procedures for different situations, could easily get confused, and may even be wronged or exploited.

To address this problem, we thought about how there are numerous organizations in Worcester that are dedicated to various newcomer populations, or otherwise have the potential to benefit the various populations. We realized that although there are numerous organizations, they are all resource strapped and cannot often work in unison with one another, including sharing resources. There are resources in Worcester that could be utilized by newcomer populations to help address legal challenges or offer other services to a particular individual, but some services and programs are unknown to newcomer populations (citation).

To help address this issue, we explored developing a coalition for the newcomer organizations. We shared our idea with Worcester Refugee Assistance Program (WRAP), RIAC (Refugee and Immigrant Assistance Center), Urban Missionaries and African Community Education. When we discussed the development of a coalition, we received positive feedback.

In our interview with Ahmed Al Rubaye, a refugee case worker from RIAC, we discovered that there are quarterly meetings hosted by Asentria, RIAC, and the Catholic Charities of Worcester County to address the community's effort and progress with refugee populations. The meeting spot rotates; usually one of the participating organizations offers their location. The goal of these meetings is to discuss the integration process for refugees and improve it. Also, Mr. Doyle from Urban Missionaries stated, "That's a great thing that you are trying to do. It is similar to what United Way does and that has been successful" (Walter Doyle,

Urban Missionaries, 22 Mar.2016). This comment led us to investigate United Way's methods of bringing together multiple organizations to achieve one common goal.

In speaking with the different newcomer organizations in Worcester, it is clear that they are interested in collaboratively working with each other. Newcomer organizations focus on integrating the community as a whole and this common mission is the reason why directly connecting these organizations would benefit the community as a whole.

5. Development of a YMCA Hosted Opportunities Fair and a Marketing Video for Newcomers

As we discussed our findings, we thought about what it meant for the YMCA and their desire to welcome more newcomer populations. We recognized the value that a newcomer resource fair might have for both the newcomer populations and organizations.

We decided that April 29th of 2017, would be an ideal time to host the event. The Opportunity Fair itself will be a combination of a career fair and a carnival. The YMCA will provide tables for various organizations to talk about the services they provide; making this portion of the event similar to a career fair. The Y facility will be open for music, food, carnival games, and bouncy houses; making the event similar to a carnival. The event will be open to the public, with the idea being to celebrate the various organizations in Worcester that are helping newcomer and refugee populations. This event has the potential to unite various organizations that are not currently working together and bringing awareness to the public about services provided. We are calling the event “Spring into the Community: A Multicultural Extravaganza at the Y.” In order to facilitate this event and make it a reality, we developed an instruction manual with action items for confirming participants and finalizing the event and a promotional video. The complete Action Items Instruction Manual s can be found in appendix I.

5.1 Action Items Instruction Manual

5.1.1 Work Study

As mentioned previously, Mr. Connell, our project sponsor, requested that the event be volunteer led. We originally anticipated that community leaders might be able to provide the volunteers for a potential event hosted by the YMCA. However, our fourth finding, "organization leaders cannot provide additional time to donate," helped us realize that a

volunteer led initiative that is dependent only on the various newcomer organizations may not work.

As an alternative, we identified a way for work study students to assist the Y in its efforts to facilitate the event. A work study student is a college student that is paid by the federal government to work on campus. We created a job description for the work study position to be posted on the WPI website, as shown in the table below.

Table 1: Job Description for Work-Study

POSITION TITLE:	YMCA Spring into the Community event planner
DEPARTMENT:	Community Service Center
LOCATION:	YMCA of Central Massachusetts
STUDENTS REQUIRED:	4
HOURS PER WEEK:	5
FEDERAL FUNDING:	Required
JOB DESCRIPTION:	The YMCA is a nationwide, non-profit organization dedicated to youth development, healthy living, and social responsibility. With the help of a WPI IQP team, the Y has decided to host an event entitled 'Spring into the Community; a Multicultural Extravaganza' in the spring of 2017. We envision a welcoming fair with food trucks, a bouncy house, and several games on the outside that invites everyone into the building. There will be an Opportunity Fair inside the gym to inform Worcester's newcomers about the existing organizations and services that are dedicated to the people. A live band, exercise classes, an art activity, etc. will take up the rest of the building. CSWS students will be posting flyers, contacting organizations, and overseeing this event. The IQP team has created an instruction manual for students to follow. Feel free to contact the IQP team with questions or for more information ymca16@wpi.edu .
CONTACT PERSON:	
EMAIL:	
PHONE:	

Essentially, the work study students will be responsible for the continuous communication between the YMCA and the participating organizations so that the event is a

success. The action item manual contains detailed instructions to help the work study students bring the groundwork that we laid and our planning to fruition in an event to be held in the Spring of 2017. The action item manual is provided to the work study students via hard copy in a binder and as a digital copy in a flash drive that can be found in the binder. The remainder of this section provides a brief overview of the tasks that the work study students must complete throughout the course of the year. The final action manual can be found in Appendix I.

5.1.2 Following up with Organizations, Food Vendors and other Donors

During our research, we established a list of 20 organizations that are willing to participate in the event hosted by the YMCA in the spring of 2017. However, since we are completing our work in May of 2016, we do not have all the details needed to plan out the event completely. For example, some organizations are willing to donate materials or services, but they do not know what they are able to donate until the event date is closer.

As a result, the first step that the work study students must complete is to reconnect with the organizations closer to the event date. We established September 30, 2016 as an appropriate deadline for the work study students to complete this initial task. In the instruction manual we provide the work study students with a sample email prompt to reference and a list of the organizations, contact names, numbers, and emails. In addition, we provide a table to help the students keep track of the organizations that they contact and the information they collect from the non-profit organizations, food vendors, entertainers, and donors.

5.1.3 Funding Initiative for Event

The Y has requested that the event be volunteer led. The same principle is extended to the funding for the event. The money being spent on the event should not be dependent on the Y. As a result, the work study students' next objective is to reach out to organizations that have agreed to donate items. We have already provided the list of organizations that already agreed to donate some materials. We also expect the work study students to reach out to the organizations who have agreed to attend the event to see if there is anything else they could possibly donate. For reference, we provide the students a list of materials that is needed for the event.

Another way to generate funds for the event is to depend on the stipend that the food trucks are required to pay. We have reached out to several food trucks to attend the event. The food trucks are charged a fee to place their vehicle on the Y's property and throughout the day they are allowed to sell their menu items. The money gained by charging the food trucks can be used to purchase additional supplies for the event, or other gaming options for entertainment.

Lastly, the work study students may be able to obtain funds through United Way. The United Way donates funds for other non-profit organizations such as the Y. We have provided the work study students with the contact information of a United Way representative in central Massachusetts that can help raise funds. Since this task is so important, we recommend starting in September of 2016. The students should be in contact with the United Way representative throughout the year. Face to face contact is important for a strong connection so we recommend that they also meet in person throughout the year.

5.1.4 Potential Activities for the Event

We envision having a carnival or fair atmosphere. To reduce the cost for the event, the work study students should contact organizations to see if they can provide games,

entertainment, performers, etc. The work study students can reference the list of activities – e.g. whack-a-mole, coin-toss, or an inflatable obstacle course – that is provided in the instruction manual. There are also instructions for a volunteer initiative so the students can find people to help run the activities at the event. Once the work study students have determined that they can no longer obtain free items and resources, the funds must be used to purchase the remaining items on the list. At this point, it is critical that the work study students interact with Mr. Connell at the Y. The project sponsor can provide a better perspective on which items are critical for the event to be a success. By doing this, the funds that are available to purchase the items will be used efficiently.

5.1.5 Marketing for the Event

Once the details for the organizations, funds, and entertainment for the event are complete, the work study students' last job is to market the event. The instruction manual provides an example of a marketing flyer for social media, and for individual distribution. We also provide the floor plan for the event and the schedule for the day. We expect the work study students to contact all the attending organizations, food vendors, entertainers, and volunteers and provide the aforementioned items. In addition to this, the students are provided the contact information for a local radio station that has agreed to market the event, and attend the event free of charge. The work study students are expected to have completed all the prior steps and start the marketing by March 1, 2017.

5.2 The Promotional Video of the Y

Our project sponsors asked us to complete a video for the Y to help them create a promotional video explaining that the Y is a welcoming environment to all newcomer populations. The video is about five minutes long and explains the wide variety of services that

the Y provides, and also provides feedback from YMCA staff and members that have benefited from the Y. The video can be viewed here: <https://www.youtube.com/watch?v=a1uuMW-a09k>

6. Recommendations & Conclusion

In conclusion, there are many recommendations we have for the Y of Central Massachusetts. We hope that the YMCA considers each of these recommendations to continue their efforts to reach out towards the newcomer populations in Worcester. Each of the recommendations listed below is based on our personal interactions with community leaders in Worcester that routinely interact with newcomers. Their feedback has guided the recommendations we make in the preceding sections, and we believe these suggestions are practical methods to build strong long lasting relationships with organizations in Worcester.

6.1 Recommendations for Increased Collaboration Between the Y and Various Newcomer Organizations

When providing the recommendations for increased collaboration between the Y and newcomer populations we are reminded of the initial research question that guided our study; "why aren't newcomer populations being represented at the Y of Central Massachusetts?" We believe the answer to this question is that there are already numerous organizations in Worcester dedicated to helping the newcomer populations, free of charge. Therefore, since they are finding free services elsewhere, there is not a primary need to visit the Y. That being said, these numerous organizations are not working in unison with one another, and they are not working with the Y. The following three recommendations will provide effective strategies for the YMCA to build stronger relationships with these newcomer organizations.

First Recommendation: Make the Opportunity Fair an Annual Event

Since the Opportunity Fair, is focused on showcasing the different programs and services that Worcester has to offer, exposure is key. The best way for newcomers of Worcester to know about the services and programs available to them is to come to this event. This event will have information about the variety of services such as health, cultural, and educational opportunities that are provided by the various newcomer organizations in Worcester, as previously stated in the deliverables section of this report. The success of the event is based upon the number of people that attend. We could have an event that runs smoothly with no mishaps, but if attendance is low, the event will not be considered successful. The information being given to the newcomers is beneficial to both newcomer populations and the organizations that are showcasing what they have to offer.

As stated in Section One, between 2007 and 2014, Worcester welcomed 2,196 refugees. In addition to the refugee population here in Worcester, there are many different people that move here from other countries. According to the Immigrant Learning Center, the results of an American population survey conducted in 2009 states that Worcester's population included 31,068 immigrants. This number is growing each year. With the combination of immigrants and refugees in Worcester, a large amount of the population is unaware of the services and programs that are available to them. Since these numbers are growing every year, the Opportunity Fair would be beneficial for years to come. New community members from all walks of life are constantly coming into Worcester and could use the same information in this convenient, fun-filled way. We recommend that, if deemed successful, the YMCA and other organizations of Worcester make this Opportunity Fair an annual event. This would get the information to more people that could benefit.

Second Recommendation: Collaboration of Organizations

The Opportunity Fair, entitled "Spring into the Community: A Multicultural Extravaganza" is a great opportunity for non-profit organizations in Worcester to spread awareness about the services they provide. In this way, newcomer groups in Worcester can learn about other services besides the help they obtain from their designated organization. Likewise, the people of Worcester can learn about the beneficial organizations in Worcester that are dedicated to helping newcomer and refugee populations.

However, this event is only the first step in potentially creating something greater than an opportunity and awareness event. There are over 60 organizations in Worcester that have the potential to benefit newcomer populations, refugees, and other people who are in need. These organizations range from health services to food donations and educational programs. These various organizations are contributing to helping the people of Worcester, but the organizations are working separately instead of working in unison, as explained in Finding Two.

One way the Y can have a large impact on newcomer populations of Worcester is by establishing a coalition between the various nonprofit organizations that can benefit the newcomer populations. For example, WRAP has tutoring and homework help for teenagers from Burma and Thailand. There is also an organization called Bottom Line in Worcester that is dedicated to helping low-income teenagers get into college. Perhaps these two organizations can work together to help the students get into college. If these two organizations were part of a coalition, perhaps they could share resources such as volunteers or ELL tutors. The Y could be the coalition initiator by providing space for a meeting. The Y can also be an initiator by putting these two organizations in touch with each other; for example, if a member at the Y expressed a need for such a service. Establishing a coalition would emphasize that there is no need for

various non-profit organizations to work separately because they can benefit from sharing resources in a collation.

Third Recommendation: Host quarterly meetings

The quarterly meetings mentioned by Ahmed Al Rubaye include many refugee organizations and aid in the integration of the refugee community. If the Y were to take part of these meetings or potentially host them, it would indirectly help integrate the refugee community. If a representative of the Y were to participate in the meetings or Doing so not only fulfills the Y mission, but also exposes these organizations to the Y, creating a link to the newcomer population. The Y can act as the "spark-plug" that will allow these organizations to congregate and discuss and improve the newcomer integration process.

With this, the Y could host other meetings for organizations to meet and unify. Perhaps the Y could bring together other newcomer organizations and host regular meetings with them. Doing so would allow these great organizations to work together toward bettering the newcomer community as a whole. This brings up the idea of a coalition between the newcomer organizations and the Y.

6.2 Additional Opportunities for the Y to serve the Newcomer Populations

The following recommendations may require the Y to consider adjusting their finances to accommodate of the needs of newcomer populations. The newcomer population in Worcester has a large percentage of refugees, asylees, and first generation students. As a result, the population tends to be largely comprised of low income adults and youth which is one of the primary reasons the non-profit organizations provide services free of charge. If the Y wants to

truly bring newcomer populations to their facilities and events then we believe considering changing some financial restrictions might provide more incentives for the newcomer populations to join the Y.

Fourth Recommendation: Sponsor the newcomer organizations annual soccer tournament

As we conducted our many interviews and met with many organizations, one common theme and need was space. As stated in Section 4.2, space is an issue in Worcester across the board; space is an issue both indoors and outdoors. Finding a room to do homework help, to have a staff meeting, or to find a field to play soccer on can be very difficult. Luckily, the YMCA has space and could help these organizations with various things.

The organizations in Worcester conduct a soccer tournament every spring. This tournament is held at a local park (Elm Park) which has no soccer fields. We recommend that the Y help to sponsor this event by donating field space to the cause. The Y could look into gaining other donations from local places for snacks and beverages for the event as well. This would be a great way to strengthen developing relationships leading to more collaboration in the future.

Fifth Recommendation: Subsidized Memberships for Newcomers

While an annual event may bring newcomers to the Y for a single day, the end goal of this project is to create a long lasting and inviting relationship between the newcomers of Worcester and the Y. The Y offers so much to the community and people who have a membership already have this relationship. If the newcomer population had YMCA memberships, it would further integrate the community, fulfilling the YMCA's mission. However, the issue with this is that the majority of the newcomer population cannot afford a membership. As previously mentioned in the first finding, Newcomers, especially refugees and

asylees, are more concerned with meeting their basic needs when they first arrive. Therefore, if there were a way for the Y to provide a subsidized membership program for the newcomer population, it may be possible to increase the likelihood of more newcomers being represented at the Y. Some options might include, a reduced cost membership for 6 months, or a continuously reduced membership if a grant could potentially subsidize the remaining cost. The following website provides examples of grants that could potentially help the YMCA, initiate such a program: <https://www.grantwatch.com/cat/28/refugee-immigrant-grants.htm>

Sixth Recommendation: Future Project's at the YMCA through the WCPC

After reviewing our final project with Mr. Connell, he suggested that we also provide additional feedback for continuous work that that the Y can do in collaboration with the Worcester Community Project Center (WCPC). In doing so, we believe the Y can benefit from integrating technology into their day programs. For example, the school's out program, which provides after school child care for children ages six to fourteen, could benefit from a mobile app that helps YMCA staff keep attendance of their students. In addition to this, there is the potential to create a web-interface that allows the guests to have a virtual tour of the Y's facilities. At this moment, we can only provide initial thoughts and ideas, but through speaking with YMCA staff and Mr. Connell, we believe there is a need to use modern technology to help improve how the Y runs their daily programs. What better way to work in collaboration with the WCPC then by utilizing the resources of the local engineering students at WPI, for a technology initiative. We genuinely believe that the Y can benefit from a technology initiative for their day programs.

7. Conclusion

The YMCA's primary goal is to "strengthen the foundations of the community." In accomplishing their mission statement every day, they have developed a series of programs that benefit youth with their academic and extracurricular activities. The YMCA of Central Massachusetts is truly a wonderful organization that goes above and beyond to reach out to the Worcester community. Their endeavors to reach out to the WCPC with the purpose of reaching out to newcomer populations of Worcester together is just one of many examples of the Y's great efforts.

The instruction manual for the Opportunity Fair, lays the groundwork for the Y to start something new and exciting for the Worcester community: a means of celebrating many nonprofit organizations that help people who are in need of the strength and unity that Worcester provides. With this event coming to life in the Spring of 2017 and with the Y potentially putting into effect some of the additional recommendations provided in this report, we hope to see the Y continue to strengthen the foundations of the community and their connection with newcomer populations.

Appendix:

Appendix A: Interview Plan Sheet for YMCA Focus Groups

We are a group of students from Worcester Polytechnic Institute's (WPI) Worcester Community Project Center. We are working collaboratively with the YMCA to enhance the YMCA's relationship with newcomer populations in Worcester by developing a more welcoming community. In order to accomplish this goal, we would like to interview you. This data is being collected, to help the YMCA create a successful event that is inclusive of Worcester's newcomer populations. Your participation is completely voluntary and you may withdraw from the interview at any time and/or decline to answer a question. If you would like, we are happy to keep your identity confidential. By completing and submitting the survey, you affirm that you are at least 18 years old and that you give your consent to use your answers in our research.

Interview Plan Sheet for Organizations that assist Newcomer Populations

Focus Group Members:

Facilitated by:

Scribe:

Members:

Mikayla Bolduc, Tristan Petit, Elina Saint-Elme, Heather Stratica

Date:

Goals of the interview:

- The purpose of interviewing staff at the YMCA, through focus groups is to get a hands-on understanding of existing relationships at the YMCA and newcomer populations.

Type of Interview:

- The Interview with organization leaders will be a casual setting. The purpose for creating a more casual, and informal structure will allow the YMCA staff to create a more personal relationship with the YMCA Team.

Planning Details:

·

Where: _____

—

· When: _____

· With Whom: _____

- Contact information:
-

Tasks

Identify who will:

- Introduce the Team: Heather
- Facilitate/Ask questions: everyone
- Take notes: Elina
- Summarize the interview: Tristan
- Review notes and revise: everyone
- Send to interviewee: Mikayla

Interview Questions/Presentation

- Brief explanation about the purpose of interview and project
- Ice breaker: How long have you worked at the YMCA?
- Ice breaker: What is your favorite thing about the YMCA?
- Do you think the YMCA is multicultural?
- What do you think the YMCA does really well, in regards to including people from various ethnicities?
- What do you think the YMCA can do better, in regards to including more people various people from various ethnicities.
- What are your personal experiences working with different ethnic groups at the YMCA?
- Are they excited about an initiative to bring in more ethnicities at the YMCA?

Appendix B: List of Contacts and Organizations

Organizations	Contact Info	Email	Call	Visit	Notes
African Community Education	508-799-3653				This program helps children who are new immigrants and refugees from Africa to learn English and catch up in school.
Anokye Krom	508-753-8471		Called Set up Visits on 4/2	4/2 at 12:00 pm	
Catholic Charities	508-798-0191, immigration services 508 860 2234, refugee resettlement program 508 860 2226	No Response	called and left a message		Newcomers to the Worcester County region (in particular asylees, refugees and immigrants)
Mekong Market	(508) 304-1437				Vietnamese
Olu's Barber & Beauty Salon	508-410-5850 508-926-8025		Called Set up Visits on 3/30	3/30 at 11:00 am	Barber Shop in Worcester that is Ghanise owned that serves a high percentage of the Ghanise population in the city
Refugee Immigrant Assistant Center	508- 926-8969 riac@riacboston.org	Contact with case worker	gave number and said they would call back	4/3 at 2:00 pm	Refugee Resettlement, Refugee Employment Services
South East Asian Coalition	508-791-4373, Anh Vu Sawyer	Contact with Anh Vu Sawyer	Called, set up visit for 3/23	3/23 at 1pm	Vietnamese
Urban Missionaries of our Lady of Hope	508-831-7455		Called going to visit Thursday 3/19	3/19 at 10:00am 3/30 at 12:30pm	All Newcomer
Worcester Refugee Assistance Project	508 791 4373	Response on 4/1			Vietnamese

People	Affiliation	Number	Email
Amhad Al-Rubaye	RIAC		aalrubaye@riacboston.org
Anh Vu Sawyer	SEAC	Office: 508-459-5284	avsawyer@seacma.org
Dr. Anita Fábos	Dr. Anita Fábos	508-421-3826	afabos@clarku.edu
Johnathan Vo	WPI Contact via Connell	Work: 508-754-4085	jonvo99@gmail.com
Kaska Yawo	ACE	508- 860-2234	kyawo@ccworc.org
Meredith Walsh	WRAP		meredith@worcesterrefugees.org
Mr. Olu	Olu's Barber Shop	508-926-8025	
Walter Doyle	Urban Missionaries		wfd@urbanmissionaries.com

Appendix C: Interview Plan Sheet for Organizations in Worcester dedicated to assisting newcomer populations.

We are a group of students from Worcester Polytechnic Institute's (WPI) Worcester Community Project Center. We are working collaboratively with the YMCA to enhance the YMCA's relationship with newcomer populations in Worcester by developing a more welcoming community. In order to accomplish this goal, we would like to interview you. This data is being collected, to help the YMCA create a successful event that is inclusive of Worcester's newcomer populations. Your participation is completely voluntary and you may withdraw from the interview at any time and/or decline to answer a question. If you would like, we are happy to keep your identity confidential. By completing and submitting the survey, you affirm that you are at least 18 years old and that you give your consent to use your answers in our research.

Interview Plan Sheet for Organizations that assist Newcomer Populations

Organization: _____

Facilitated by: _____

Scribe: _____

Members: **Mikayla Bolduc, Tristan Petit, Elina Saint-Elme, Heather Stratica**

Date: _____

Goals of the interview:

- The purpose of interviewing local organizations in Worcester that assist newcomer populations is to start the building of the framework for network mapping. If the interview can guide the YMCA to people in the community who are leaders for their newcomer community or provide locations that are popular for newcomers to spend their time, then the interview is a success.

Type of Interview:

- The interview with organization leaders will be a structured interview, because it will allow the YMCA to present themselves professionally to the organization leaders. The same agenda template provided for PQP meetings will be used for the interview. Having a structured agenda for the meeting with Mr. Connell will allow the team to use time efficiently and productively.

Planning Details:

·
Where: _____

—

· When: _____

· With Whom: _____

· Contact information:

Tasks

Identify who will:

- Introduce the Team: Heather
- Facilitate/Ask questions: everyone
- Take notes: Elina
- Summarize the interview: Tristan
- Review notes and revise: everyone
- Send to interviewee: Mikayla

Interview Questions/Presentation

- Begin with ice breaker questions: How long have you been working here? What is your favorite thing about working for this organization?
- Start elevator pitch by giving a brief overview of the YMCA project and the goal of the interview today.
- Ask the following questions, in the following order:
 - o Do you know of any community leaders in your organization that would like to help the YMCA?
 - o What is the most represented ethnicity in your organization? Do you have any of the following populations represented? (Ghana, Vietnamese, Iraqi, Burmese)
 - o What methods and tools did you use to attract newcomers to your organization?
 - o What methods and tools did you use to continue to allow certain newcomers to be involved with the YMCA?

- What do you recommend as the best methods to communicate with the following populations? (Ghana, Vietnamese, Iraqi, Burmese)

[Appendix D: Short Interview for Newcomers](#)

We are a group of students from Worcester Polytechnic Institute's (WPI) Worcester Community Project Center. We are working collaboratively with the YMCA to enhance the YMCA's relationship with newcomer populations in Worcester by developing a more welcoming community. In order to accomplish this goal, we would like to interview you. This data is being collected, to help the YMCA create a successful event that is inclusive of Worcester's newcomer populations. Your participation is completely voluntary and you may withdraw from the survey at any time and/or decline to answer a question. We will not be collecting any identifying information and therefore your identity will remain anonymous. By completing and submitting the survey, you affirm that you are at least 18 years old and that you give your consent to use your answers in our research.

Interview Questionnaire for Newcomer Populations



Age _____
Gender _____
Country of Origin (Birth Country) _____
Ethnicity _____

Do you know about the YMCA of Central Massachusetts? Yes No

Are you aware of services in Worcester that can help you, in any way? Yes No

If Yes, what are they? _____

What services are you in most need of in your community? (circle all that apply)

Would you participate in an event or program targeted towards helping your newcomer population?
Yes No

Would you volunteer in an event or program targeted towards helping your newcomer population?
Yes No

Appendix E: Short Questionnaire for Newcomers

We are a group of students from Worcester Polytechnic Institute's (WPI) Worcester Community Project Center. We are working collaboratively with the YMCA to enhance the YMCA's relationship with newcomer populations in Worcester by developing a more welcoming community. In order to accomplish this goal, we would like to interview you. This data is being collected, to help the YMCA create a successful event that is inclusive of Worcester's newcomer populations. Your participation is completely voluntary and you may withdraw from the survey at any time and/or decline to answer a question. We will not be collecting any identifying information and therefore your identity will remain anonymous. By completing and submitting the survey, you affirm that you are at least 18 years old and that you give your consent to use your answers in our research.

Interview Questionnaire for Newcomer Populations



Age _____
 Gender _____
 Country of Origin (Birth Country) _____
 Ethnicity _____

Do you know about the YMCA of Central Massachusetts? Yes No
 Are you aware of services in Worcester that can help you, in any way? Yes No

If Yes, what are they? _____

What services are you in most need of in your community? (circle all that apply)

- | | | | |
|-----------------|-----------------|------------------|------------------|
| English reading | Art classes | Taxes class | weekly dinner |
| I don't know | | | English speaking |
| Football/soccer | Writing classes | Computer classes | Cooking class |
| karaoke | | | |

Would you participate in an event or program targeted towards helping your newcomer population?
 Yes No

Would you volunteer in an event or program targeted towards helping your newcomer population?
 Yes No

Appendix G: Online Volunteer Interest Form

We are a group of students from Worcester Polytechnic Institute's (WPI) Worcester Community Project Center. We are working collaboratively with the YMCA to enhance the YMCA's relationship with newcomer populations in Worcester by developing a more welcoming community. In order to accomplish this goal, we would like to interview you. This data is being collected, to help the YMCA create a successful event that is inclusive of Worcester's newcomer populations. Your participation is completely voluntary and you may withdraw from the survey at any time and/or decline to answer a question. We will not be collecting any identifying information and therefore your identity will remain anonymous. By completing and submitting the survey, you affirm that you are at least 18 years old and that you give your consent to use your answers in our research.

The image displays two sequential screenshots of a Google Forms survey titled "Volunteering for the YMCA".

Left Screenshot: The form title is "Volunteering for the YMCA". Below the title is a paragraph of introductory text: "We are students at Worcester Polytechnic Institute involved in a project to help integrate newcomer populations into the YMCA. We are looking for volunteers for a event we will be planning for the fall of 2016/17. Please take a moment and answer the following questions." Below this is a red asterisk indicating a required question: "Would you be interested in volunteering at a YMCA event in the fall of 2016/17?". There are three radio button options: "Yes", "No", and "Maybe". A "NEXT" button is visible at the bottom of the question area.

Right Screenshot: This section is titled "Information" and includes the instruction: "Please provide the information below so we can contact you about volunteering!". It contains two required text input fields: "Name" and "Email". Below these fields are "BACK" and "SUBMIT" buttons. A footer note at the bottom reads: "Never submit passwords through Google Forms."

Appendix H: Organization Services Table

Organization	Programs/Services	Statement
YMCA (Y)	Gym, daycare, pool, rock wall	"From state of the art gyms, pools, and courts to preschool, summer camp, and high school programming, The YMCA of Central Mass has something for everyone!"
Southeast Asian Coalition (SEAC)	Tutoring, ELL	"Non-profit organization established in 2001 in Worcester, MA in order to help the Southeast Asian Community. We have an ESL program that has three levels which each run two days a week. We also have a youth program known as Youth Effect which has over 40 youth who participate in our after school programs and weekly Wednesday meetings."
Refugee & Immigrant Assistance Center (RIAC)	Resettlement aid	"RIAC is a community-based, grassroots human service agency that provides comprehensive services to refugees, asylees, and the wider community."
United Way	Fundraising, spreads awareness	"We're leading a global movement to improve lives through education for all, stable income and good health."
African Community Education (ACE)	Tutoring/Mentoring for all ages	"ACE is a 501(c)(3) non-profit organization in Worcester, MA that provides educational support to African immigrant and refugee youth."
Ascentria Care Alliance (ACA)	Resettlement agency	"Ascentria Care Alliance, formerly Lutheran Social Services of New England, is one of the largest social service organizations in the region. Every year, our 1,400 employees and 1,800 volunteers serve more than 20,000 people in 60 locations throughout New England, regardless of their background or belief."
Urban Missionaries	Resettlement, ELL, Computer literacy	"We are a Catholic Social Action ministry in the Diocese of Worcester, Massachusetts. We have been 'just helping' since 1979."
Catholic Charities	Assist low income families	"Catholic Charities is committed to meeting the needs of the poor, the homeless and the infirm and to enhancing the quality of life for all."
Shalom Neighbors	Legal aid, provide clothes and furniture	"We are dedicated to uniting our community through the connected body of Christ so that all may share in the abundance of life."
Big Brothers Big Sisters (BBBS)	Mentor/Mentee Program	"The mission of Big Brothers Big Sisters is to provide children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better, forever."
American Red Cross	Medical Assistance	"The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors."
Worcester Refugee Assistance Project (WRAP)	Refugee assistance, tutoring/mentoring, activities for kids	"WRAP is a network of individuals committed to assisting local refugees from Burma achieve sustainable self-reliance through mentoring, advocacy and providing material support as needed."

Community Legal Aid (CLA)	Legal aid	"Community Legal Aid, Inc. (CLA) provides free civil legal services to low-income and elderly residents of central and western Massachusetts. Regardless of how much money you have, we assure fairness for all in the justice system, protecting homes, livelihoods, health, and families. We are unique – no other organization provides these legal services in the communities we serve."
Dress for Success	Mentoring, interview preparation, confidence building, resume critiques for women	"Our purpose is to offer long-lasting solutions that enable women to break the cycle of poverty. Dress for Success is part of a global movement for change, empowering women to obtain safer and better futures."
Worcester Common Ground	Housing	"WCG-CDC acts as a developer of last resort, rehabilitating abandoned housing and acquiring parcels of vacant land for new construction to provide area residents with affordable rental units, the opportunity to own their own home, and an avenue to contribute to an increased level of neighborhood investment, pride and stability."
Bottom Line	Educational Assistance	"Bottom Line helps low-income and first-generation students get in to college, graduate from college and go far in life."

Appendix I: Complete Action Items Binder



WPI

Worcester Community
Project Center

Helping the YMCA of Central Massachusetts to Further Integrate Newcomer Populations through
Community Engagement & Encouragement

Action Binder

Project Center: Worcester Community Project Center

Submitted by: Mikayla Bolduc, Tristan Petit, Elina Saint-Elme, and Heather Stratica

Project Advisors: Corey Dehner and Laura Roberts

Project Sponsor: YMCA of Central Massachusetts. David Connell and Pamela Suprenant

NOTE: Please read entirety of binder before beginning

Executive Summary

Worcester is home to 26% of the total refugee population in Massachusetts; helping contribute to a diverse and multicultural community. In fact, between 2007 and 2012, Worcester welcomed approximately 2,196 refugees to the city. Many of these new residents come from Burma, Iraq, and Bhutan. Being an integral part of the Worcester community, the mission of the YMCA of Central Massachusetts (the Y) is to “strengthen communities and to develop the spirit, mind and body of all persons, regardless of means, through activities guided by and based upon [their] core values of caring, honesty, respect and responsibility.” As an active organization in Worcester, the Y sought to understand why newcomer populations were not heavily represented at the YMCA. To answer this question, the Y pursued the help of the Worcester Community Project Center. In doing this, they sought to make the Y a welcoming and useful resource for newcomer populations.

To answer this research question, we wanted to understand what relationships exist within Worcester to benefit the newcomer populations and how the Y could serve as an additional resource to newcomers. We developed two objectives to complete this task. The first objective was to identify community leaders at various newcomer organizations so that we could understand what services are needed to help the Y build strong relationships with newcomer populations. Through interviews and phone conferences we established relationships with African Community Education, Worcester Refugee Assistance Program, Urban Missionaries, Southeast Asian Coalition, and many more. For the second objective, we wanted to identify the needs and interests of newcomer populations here in Worcester. We accomplished this goal through follow up interviews with organization leaders, volunteering at the local organizations and having brief informal focus group interviews with members of these organizations.

Through objectives 1 and 2, we identified a series of findings that determined the final deliverable of this project. We discovered that newcomer populations face numerous challenges when integrating into a new community. Although we anticipated certain challenges prior to beginning our project, our interviews with organization leaders and organization members helped us to understand some of the complexities of newcomer integration. For example, we anticipated that many new residents may have trouble with reading and writing in English. To accommodate for this, we believed that surveys and interviews written in the native language of the newcomers would be useful. However, after interviews it became clear that many newcomers are not literate in their own languages, in addition to English.

Through our research, we identified ways that the Y may be an important and useful resource for the newcomer communities. We discovered that there are numerous organizations serving the newcomer populations in Worcester. We also learned that organizations serving newcomers are constantly challenged by a lack of available space to host their programs in the city; and lastly, that newcomer organizations are interested in being more connected to other newcomer organizations in Worcester.

These findings helped us identify a niche the Y could fill by bringing together organizations that serve newcomers and the newcomers themselves. Consequently, with the Y excited to pursue our ideas, we developed a business plan for the Y to host an opportunity fair for the newcomer populations. The spring 2017 event, entitled "Spring into the Community: A Multicultural Extravaganza at the Y" is intended to bring awareness to the various organizations in Worcester dedicated to helping the newcomer and refugee populations. The event is open to the public to highlight all of the opportunities in Worcester and to allow these organizations to connect with each other; opening the doors for cross programming between organizations and finding more volunteers to help out the newcomer and refugee populations here in Worcester.

The event will have booths hosted by the individual organizations. In addition to this, there will be activities for children, adults, and social time with food and beverages. There will also be local organizations such as hospitals, churches and legal advocacy groups that will be present to spread awareness about their services.

In addition to our primary deliverables, we also created a series of recommendations that we believe will continue to help the Y connect with newcomer populations in Worcester. We proposed the following recommendations: that the opportunity fair should become an annual event to collaborate with newcomer organizations, to potentially create a coalition, to host quarterly meetings for the organizations that already meet frequently, to sponsor newcomer organizations through an already established soccer tournament and lastly, to create a subsidized membership program for the members of newcomer organizations.

The YMCA has a primary goal to "strengthen the foundations of the community." In accomplishing their mission statement every day, they have developed a series of programs that benefit youth with their academic and extracurricular activities. The YMCA of Central Massachusetts is dedicated to the Worcester community.

This action binder is intended to lay the groundwork for work-study students to work with the Y and start something new and exciting for the Worcester community: an annual gathering to celebrate the many nonprofit organizations and the newcomers they serve who are in need of the strength and unity that the Worcester Y provides. This binder is intended to walk the students through every step in order to accomplish this.

Table of Contents

Executive Summary.....	2
List of Tables.....	6
List of Figures.....	6
Work Study Details.....	7
Timeline.....	8
Gantt Chart & Check List.....	10
1. How to Confirm the Attendance of Existing Organizations.....	11
1.1 Sample Email, and Telephone Prompt.....	12
1.2 How to keep track of Information Collected	13
1.3 Important People to get in Touch with Immediately.....	14
1.4 How to Contact Food Vendors	17
1.4.1 Participating Restaurants.....	17
1.4.2 Participating Food Trucks	21
1.5 Contacting Entertainers	24
1.5.1. Music and Performers.....	24
1.5.2. Carnival Equipment for Gym and Outdoors.....	26
1.5.3. Activities that can be Prepared and Operated by Volunteers.....	27
2.0 How to Finalize Event Details for Organizations, Food Vendors & Entertainer.....	29
2.1 How to Contact the Participating Organizations.....	30
3.0 Finalizing a List of Volunteer.....	31
3.1 Post the Volunteering Opportunity on Volunteering Website.....	32
3.2 Contact Student Organizations at WPI	33
3.2.1 Varsity Athletics Teams.....	33
3.2.2 Greek Organizations.....	33
4.0 Establish YMCA Facilities to be Used.....	35
5.0 Marketing for the Event.....	42
5.1 Create a Facebook Page for the Event.....	43
5.2 Update the Marketing Flyer & Social Media Platform	44
5.3 Determining Which Organizations to Contact.....	46
5.4 How to Connect to Radio Stations.....	49

List of Tables

TABLE 1: IMPORTANT PEOPLE TO GET IN TOUCH WITH IMMEDIATELY	72
TABLE 2: PARTICIPATING NON PROFIT ORGANIZATIONS	73
TABLE 3: PARTICIPATING RESTAURANTS	78
TABLE 4: PARTICIPATING FOOD TRUCKS	81
TABLE 5: ENTERTAINMENT PROVIDED FROM ORGANIZATIONS	83
TABLE 6: SUPPLIES LIST FOR FACILITIES.....	94
TABLE 7: SCHEDULE OF THE DAY	95
TABLE 8: COLLEGE CONTACTS FOR MARKETING	105

List of Figures

FIGURE 1: FLOOR PLAN FOR COMMUNITY ROOM	96
FIGURE 2: FLOOR PLAN FOR GYM	97
FIGURE 3: FLOOR PLAN FOR LOBBY	98
FIGURE 4: FLOOR PLAN OF PARKING LOT	99
FIGURE 5 SOCIAL MEDIA FLYER	102
FIGURE 6: MARKETING FLYER.....	103

Work Study Details

The community service work study position shown below is intended to finalize and maintain the work done in this project or years to come. We expect the students assigned to this job to work closely with the Y and contact the potential participants of this event. This detailed guide is intended to walk the students through the process as it explains the different steps that lead to the success of the event.

POSITION TITLE:	YMCA Spring into the Community event planner
DEPARTMENT:	Community Service Center
LOCATION:	YMCA of Central Massachusetts
STUDENTS REQUIRED:	4
HOURS PER WEEK:	5
FEDERAL FUNDING:	Required
JOB DESCRIPTION:	The YMCA is a nationwide non-profit organization dedicated to youth development, healthy living, and social responsibility. With the help of a WPI project team, the Y has decided to host an event entitled 'Spring into the Community; a Multicultural Extravaganza' in the spring of 2017. We envision a welcoming fair with food trucks, a bouncy house, and several games on the outside that invites everyone into the building. There will be an opportunities fair inside the gym to inform Worcester's newcomers about the existing organizations and services that are dedicated to the people. A live band, exercise classes, an art activity, etc. will take up the rest of the building. CSWS students will be posting flyers, contacting organizations, and overseeing this event. The project team has created a business plan for students to follow. Feel free to contact the project team with questions or for more information ymca16@wpi.edu .
CONTACT PERSON:	David Connell
EMAIL:	[dconnell@ymcaofcm.org]
PHONE:	
CONTACT PERSON	Pamela Suprenant
EMAIL	psuprenant@ymcaofcm.org
PHONE	

Timeline

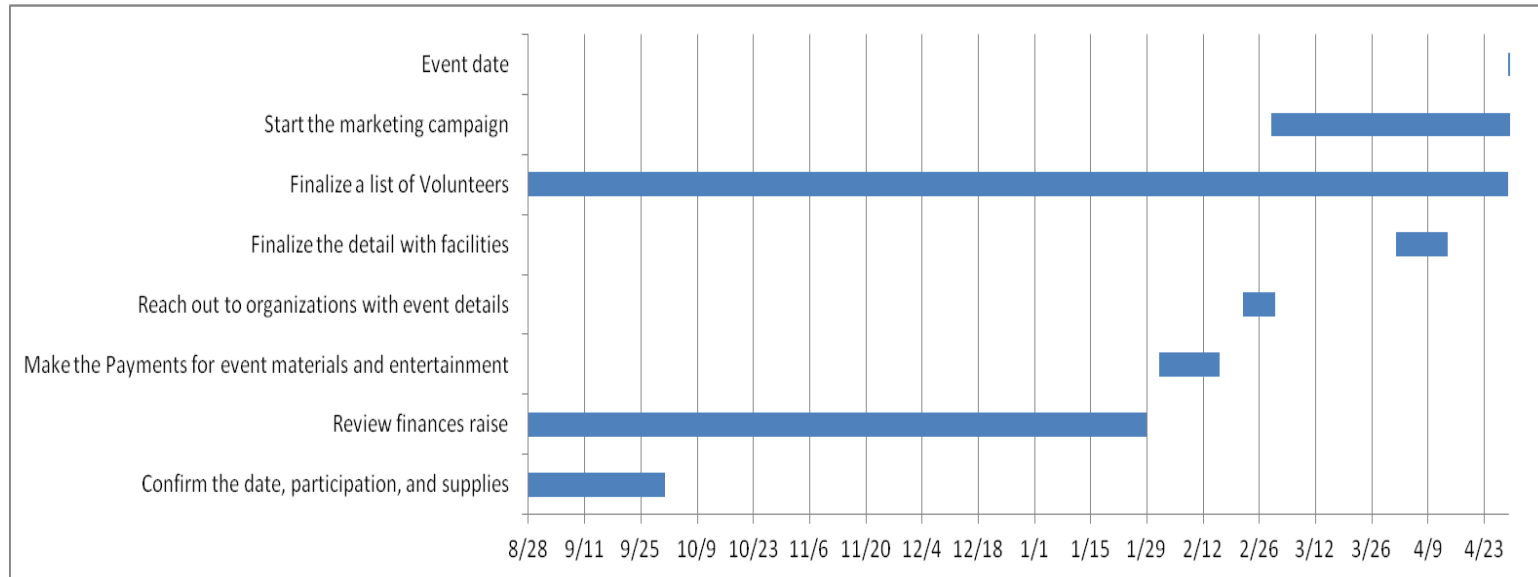
	Action Item	Deadline
1	Confirm the date, participation & supplies (1.1-1.5.4)_	August 28 th - September 30
2	Review the finances raised (1.3)	August 28 th - February 1 st
3	Make the payments for event materials & entertainment (1.4-1.5.3)	February 1 st -February 16 th
4	Reach out to organizations with event details (2.0 -2.1)	Feb 22 nd - March 1 st
5	Finalize the Details for Facilities (4.0)	April 1 st – April 14 th
6	Finalize a list of Volunteers (all of section 3.0)	August 28 th – April 28 th
7	Start the marketing campaign (5.0)	March 1 ST – April 29 th
8	Event date	April 29 th

Note: A Gantt chart can be found on the next page for a better visual

Action Item Check List

1	1.How to Confirm the Attendance of Existing Organizations
2	1.1 Sample Email, and Telephone Prompt
3	1.2 How to keep track of Information Collected
4	1.3 Important People to get in Touch with Immediately
5	1.4 How to Contact Food Vendors
6	1.4.1 Participating Restaurants
7	1.4.2 Participating Food Trucks
8	1.5 Contacting Entertainers
9	1.5.1. Music & Performers
10	1.5.2. Carnival Equipment for Gym and Outdoors
11	1.5.3. Activities that can be Prepared and Operated by Volunteers
12	1.5.4. How to follow-up with Organizations, Food Vendors, and Entertainment
13	2.0 How to Finalize Event Details for Organizations, Food Vendors & Entertainers
14	2.1 How to Contact the Participating Organizations
15	3.0 Finalizing a List of Volunteers
16	3.1 Post the Volunteering Opportunity on Volunteering Website
17	3.2 Contact Student Organizations at WPI
18	3.2.1 Varsity Athletics Teams
19	3.2.2 Greek Organizations
20	4.0 Establish YMCA Facilities to be used
21	5.0 Marketing for the Event
22	5.1 Create a Facebook Page for the Event
23	5.2 Update the Marketing Flyer & Social Media Platform

Gantt Chart



1. How to Confirm the Attendance of Existing Organizations?

Deadline to complete this section: September 30th, 2016

Purpose: Table two, on page 14, are organizations, entertainers and food vendors that have already confirmed that they are interested in participating in the multicultural extravaganza at the YMCA. The job of the work-study students is to confirm that the following organizations are still interested in participating in the event. The students are responsible for confirming that Saturday, April 29th is an appropriate date for hosting the extravaganza at the YMCA and identifying potential supplies the organizations will bring to the event.

1.1 Sample Email, and Telephone Prompt

Since the work-study students are responsible for contacting the organizations, they are responsible for calling and/or emailing the organizations. Written below is a sample email they can send to an organization. The same email can also be used as a prompt when making phone calls to the contact person.

Dear _____,

On March 16th, a student from WPI's Worcester Community Project Center explained that the YMCA is hosting an event entitled "Spring into the Community: A Multicultural Extravaganza at the YMCA." If you recall, this event is celebrating the various newcomer organizations that help the various newcomer and refugee populations here in Worcester. You previously expressed interest in participating in this event.

My name is _____, and I am currently one of the students responsible for facilitating this event, in collaboration with three other students. I would like to confirm the following with you:

- Will you be able to attend the event on Saturday April 29th [year]?
- The event will take place from 1:00pm to 5:00pm. Can you attend for the entirety of the event? If you are unable to do so, can you attend the event for a certain time slot? Which one?
- If yes, exactly what items, and approximately how many will you be passing out to the community? (e.g. brochures, cards, giveaways, etc.)
- If yes, will you need any other accommodations to attend the event? (e.g. power supply, near an exit, etc.)
- If yes, are you able to donate supplies to the event (e.g. additional giveaways, paper plates, food, water, volunteers for arts and crafts, performers, etc.)
- If you cannot donate supplies to the event, can you think of any organization(s) that may be able to?
- Will you be able to market the event to your staff and members? (we can provide the flyers [today or a later date])

If your organization is NOT ABLE to attend to the event, please answer the other questions listed above, and please provide a date for a Saturday in April of [year] that will work well for your organization and organization members.

I hope to hear from you shortly. Feel free to email me or call me at [###-###-#####].

Sincerely, [name]

1.2 How to keep track of Information Collected

As the work-study students collect information from the participating organizations, they must keep track of the information. On page 11, there is a table that will help the students keep track of the following information:

- The name of the organization
- The contact person for the organization & contact information
- The date and name of previous project students that contacted the person
- The date and time the work-study contacted the person
- Whether the organization can attend the event
- Whether the organization can donate materials or volunteers to the event

The table on page 14 has a grey section for the information collected by the project students, and the white section is left blank for use by the work-study.

When asking organizations whether they can donate supplies and materials to the event please refer to the table on page 14. It has a list of supplies needed to facilitate the event, a means of keeping track of which organizations are donating, and what they are able to donate.

1.3 Important People to get in Touch with Immediately

The following organizations have contact people that have valuable information. Some of the organizations said they could donate supplies, or help raise funds for the event. Please contact the people listed below first before continuing with the remainder of the contacts.

Table 1: Important People to get in touch with immediately

Name	Organization	email	phone	Previous discussion with project team	Information obtained from work-study
Kerry Conaghan	United Way	meredith@worcesterrefugees.org	(508) 757-5631 ext 5	Marketing & fundraising	
Dallas Doiron	Global Water	ddoiron@polarbev.com	N/A	Supplies or Money	
YWCA	Gabriel Alan	galan@ywcacentralmass.org	508-791-3181 ext. 3049.	Information about getting supplies	
YMCA	Shereen Fehey	N/A	978-224-5745	Fundraising & money	

Table 2: Participating Non Profit Organizations

	Name	Organizations	Date Contacted & Who	email	Number	April 29 th , Good Date	Materials to Donate (how many)	Accommodations needed
1	Meredith Walsh	WRAP	Heather 03/22/16	meredith@worcesterrefugees.org	N/A			
2	Kerry Conaghan	United Way	Mikayla 04/17/16	Kerry.Conaghan@unitedwaycm.org	(508) 757-5631			
3	Diane Lambert	Catholic Charities	Tristan 03/22/16	dlambert@ccworc.org	(508) 798-0191			
4	Frank Murphy	ACE	04/20/16	fmurphy@acechildren.org	(508) 799-3653			
5	Walter Doyle	Urban Missionaries	Tristan 03/17/16	wfd@urbanmissionaries.com	(508) 831-7455			
6	Ahmed Al Rubaye	RIAC	03/26/16	aarubaye@riacboston.org	(508) 756-7557			
7	Ray Duffy	American Red Cross	Elina 04/04/16	Ray.Duffey@REDCROSS.ORG	(508) 595-3762			
8	Ben Cannon	Bottom Line	Elina 04/16/16	bcannon@bottomline.org	(508) 757-3400			
9	Mohan Sunuwar	ACA	Heather 04 /15/16	msunuwar@ascentria.org	(774) 243-3038			
10	Kebby Lee	CLA	Tristan 03/26/16	klee@cla-ma.org	(508) 425-2809			
11	Monica Lowell	UMASS Memorial: Ronald McDonald	Elina 03/26/16	Monica.Lowell@umassmemorial.org				
12	Beth Butler	Dress for success	Elina 04/16/16	programs@dressforsuccessworcester.org	508 796 5660, 508 868 2871			

13	Jessica Reyes	Shalom Neighbors	Elina 04/17/16	jessreyes@icworchurch.org	774-239-6584			
14	Gabriel Alan	YWCA	Elina 04/10/16	galan@ywcacentralmass.org	508-791-3181 ext. 3049.			
15	Charise canals	Worcester Common Ground	Elina 04/16/16	ccanales@wgc-cdc.com	508-754-0908			
16	Carla Szymanski, Director	Rachel's Table	Elina 04/28/16	carlaszyrt@gmail.com	508-755-6403			
17	Susan Daly	Friendly's House	Elina 04/25/16	Sdaly@friendlyhousema.org	508 755 4362			
18	Carla Szymanski, Director	Rachel's Table	Elina 04/28/16	carlaszyrt@gmail.com	508-755-6403			
19	Liz Hamilton	Boys & Girls Clubs	Elina 03/30/16	LHamilton@bgcworchester.org				
20	BrettMcGuire@gmail.com	Wesley Methodist Church	Elina 04/29/16	BrettMcGuire@gmail.com	508 667 0655			

1.4 How to Contact Food Vendors

The food vendors are broken up into two categories: the participating restaurants and the food trucks. The participating restaurants are restaurants that are potentially interested in supplying samples of free food to event attendees throughout the day. The food trucks are vendors that will pay to attend the event and sell their menu items at the event.

1.4.1 Participating Restaurants

Listed on the page 18 you will find a list of restaurants that have agreed to participate: those restaurants are highlighted in gray. The remaining restaurants on the list that are not highlighted are restaurants the project team did not hear back from. They may participate, but we ask the work-study students to reach out to them again, and see if they can gain a commitment from additional restaurants. Please refer to the table on page 18 to help keep track of the information collected.

Listed below is a talking prompt so the work-study students can reach out to the restaurants. The abbreviation "WS" stands for work-study. "Rest" is an abbreviation for restaurant, or the person talking on the phone.

WS: Hello

[Rest.] ...wait for response...

WS: My name is [INSERT NAME]. I am calling as a representative of the YMCA of Central Massachusetts. I would like to see if [NAME OR RESTAURANT] is interested in participating in an event on April 29th, [year]. Is there a manager I can speak with?

[Rest] wait for response

If the work-study students are able to get in touch with a manager, please refer to the question responses listed below. Please expect to improvise; we have listed the questions and responses only for your reference and to help you get positive responses from the organizations.

- [REST] What is the event for?
- [WS] The event is called "Spring into the Community: A multicultural extravaganza at the Y." We are celebrating the various non-profit organizations that help newcomer and refugee populations here in Worcester.
- [REST] When is the event?

- [WS] Saturday April 29th, [year]
- [REST] How long is the event?
- [WS] the event will run from 1:00pm to 5:00pm
- [REST] What do you need from us?
- [WS] If you are able, we would love to have you share some samples of your restaurant's specialty items. This can be helpful in two ways: first, it can help market your restaurant to the event attendees and two, it will help create a festive atmosphere at the event. Please keep in mind that these will be bite sized samples.
- [REST] How many samples do I need to provide?
- [WS] As many samples that you can donate to the event.
- [REST] Will the public know we are involved in the event?
- Absolutely, we want local restaurants such as yours' to be recognized for their participation and we want to help market the variety of ethnic food available in the city. We will publicize it throughout the event. If you can provide an electronic pdf of your logo and restaurant name, that would help.
- [REST] Do I need to be present at the event?
- That is your choice. You can choose to deliver the samples to us the day of the event, or you can participate in the event by passing out your own samples. We would need to know in advance if volunteers would be passing out your food for you.
- [REST] Do I need to provide samples throughout the entire event?
- [WS] That is your choice. You can choose to give donations away for one hour, two hours, or the entire event if you'd like. The only thing we ask is that you let us know which time slots you pick.

NOTE: Please ask the restaurant participating to provide an ingredients list in case of allergies of people attending event. This list needs to be displayed in front of the samples on the day of the event.

Listed below are questions the work-study students can ask the manager of the restaurant, assuming they have agreed to participate in the event:

- What menu items would you like to provide at the event?
- Can you provide an estimate of how many samples you will have?
- Would you like to stay for the entire duration of the event or just for a certain slot? Please provide the time slot(s).

If the restaurant chooses not to participate in the event, still ask the following questions:

- Can you donate any additional supplies such as napkins, plastic utensils, paper plates, etc.
- Do you know any businesses or restaurants that might want to participate in this event?

When the work study students are done contacting the restaurants listed on the page 18, they are expected to continue to reach out towards more restaurants. If there is extra food on the day of the event, please donate it to Abby's house!

Table 3: Participating Restaurants

	Name	Restaurant	Date Contacted & Who	email	Number	April 29 th , Good Date	Information collected	Accommodations needed
1	Fatima	Fatima's Café	Elina, 3/18/16	N/A	508 318 3430			
2	Lance Evans	Addie Lee's Soul Food	Elina 3/25/16	Levans587@gmail.com	508 752 0569			
	Robert Evans			Rnile21e@yahoo.com				
4	Sherry	Crust	Elina 3/12/16	N/A	(508) 795-1012			
5	Christina	Spoodles	Elina 4/27/16	Cbatsa@hotmail.com	(508) 755-0800			
6	N/A	Talyta's	Elina 3/12/16	N/A	(508) 929-3355			
7	N/A	Birch Tree	Mikayla 3/05/16	Ahoffman.birchtreebreadcompany@gmail.com	(774) 243-6944			
8	N/A	Volturno	Elina 4/27/16	N/A	(508) 756-8658			
9	N/A	Dean Park Pizza	Elina 4/7/16	N/A	(508) 842-2584			
10	N/A	Bollywood Grill	Elina 4/27/16	gsgill@bollywoodgrill.com	(508) 793-9888			

1.4.2 Participating Food Trucks

The food trucks have an important role for this event. We would like the food trucks to pay a small fee of \$200.00 to participate in the event. These funds can be used to purchase other items. The project team has tried to get in touch with these food trucks, but the majority of them were unable to give a response considering that the event was too far away at the time. All the food trucks contacted were collected from the following website: <https://www.foodtrucksin.com/events/worcester-food-truck-festival-0>

We would like the work-study students to reach out to these food trucks, starting November 1st to confirm which food trucks would like to participate in the event. The job of the work-study is to make sure each food truck can pay a \$200.00 fee to attend the event. If the food truck initially does not want to pay this amount, the work study students can bargain with the food truck owner/manager but no less than the amount of \$100.00.

Listed on the next page is a table with various food trucks and the contact information. The table also includes places to help the work-study keep track of the information collected. The same talking prompt from the previous section has been listed here for reference. The only difference is highlighting the fact that we want the food trucks to pay a small fee to attend the event.

WS: Hello

[Rest.] ...wait for response...

WS: My name is [INSERT NAME] and I am calling as a representative of the Worcester Community Project Center, which works in collaboration with WPI. I would like to see if [NAME OR RESTAURANT] is interested in participating in an event on April 29th, [YEAR]. Is there a manager I can speak with?

[Rest] wait for response

If the work-study students are able to get in touch with a manager, please refer to the question responses listed below. Please expect to improvise; we have listed the questions and responses only for your reference and to help you get positive responses from the organizations.

- [REST] What is the event for?
- [WS] The event is called "Spring into the Community: A multicultural extravaganza at the Y." We are celebrating the various non-profit organizations that help newcomer and refugee populations here in Worcester.
- [REST] When is the event?
- [WS] Saturday April 29th, [YEAR]
- [REST] How long is the event?
- [WS] from 1:00pm to 5:00pm
- [REST] What do you need from us?
- [WS] A \$200.00 fee to allow your food truck to stay at the event, and you can continue to sell your menu items.
- [REST] How many people do you expect to attend the event?
- [WS] This is the YMCA's first annual multicultural opportunities fair. We expect, with normal traffic, 800 to 1000 people to attend the event throughout the day
- [REST] I can't pay \$200.00. Can you reduce the cost?
- [WS] I can reduce the cost to [bargain but do not go lower than \$100.00]. That's all. Please remember that we expect a large turnout for the event. It is difficult to estimate the turnout for the event, since this is the first time. However, we anticipate a maximum of 1000 guests.

Table 4: Participating Food Trucks

	Name	Food Truck	Date Contacted by work study	Email	Number	April 29 th , Good Date?	Information collected	Accommodations needed
1	N/A	Say Cheese			(413) 315-1397			
2	Mark Gallant	The Dog Father		thedogfathertruck@gmail.com	508-713-3730			
4	N/A	Wooberry			(508) 907-2482			
5	N/A	Bon Me Truck			617-989-9804			
6	N/A	Boston's Baddest Burger			(781) 828-0700			
7	N/A	Compliments Food Truck			(617) 895-6058			
8	N/A	Roxys Gourmet Grilled Cheese			(617) 202-5864			
10	N/A	Cookie Monstah			617-615-6595			

1.5 Contacting Entertainers

Completing the entertainment for the event is perhaps the most difficult task for the work-study students. In the following sections, we provide a series of tables and lists to help the work-study students obtain entertainment for the event. Once the work-study students have reached out to the organizations listed in this instruction manual, they are expected to conduct more research to find other organizations that may be willing to provide their services.

1.5.1. Music and Performers

The following organizations have shown interest in participating in the event by providing a service. It is the job of the work-study to follow up with these organizations and confirm exactly what they can contribute to the event.

Table 5: Entertainment Provided from Organizations

Name	Organization	phone	IQP Contact & Date	Email	Previously Discussed service	Accommodations needed	Info from Work study student
Shanon	Central Rock Gym	(508) 852-7625	Elina 04/10/16	shanon@centralrockgym.com	Rock Volunteer to chaperone		
Frank Murphy	ACE	(508) 799-3653	Elina 03/28/16		Drum circle		
Brett McGuire	United Wesley Methodist Church	508 667 0655	Elina 03/27/16	brettmcguire@gmail.com	African singers		
Rose Pavlov	Ivy Child International	(508)-299-7905	Heather 04/19/16	rpavlov@ivychild.org	Yoga		
	YMCA	See sponsor		See sponsor	Cycling		
	YMCA	See sponsor		See sponsor	Zumba class		
	YMCA	See sponsor		See sponsor	Child Care		

1.5.2. Carnival Equipment for Gym and Outdoors

The following organizations listed in the table have not been contacted by the project team with the exception of the YMCA. At the time, the project team did not have any access to the potential funds needed to purchase equipment. Hopefully by this time the work study students has been able to raise some money through the participating food trucks or United Way fundraising.

Deciding which Carnival equipment should be used for the event must be done in collaboration with the YMCA project sponsors. Since the funds available for this event are limited, the expertise and experience of the project sponsors will help determine which carnival equipment is best suited for the space and funds available. It is possible that the project sponsors may choose not to use the money for carnival equipment or choose to purchase equipment only from one of the organizations. However, please make sure to confirm exactly which equipment the project sponsors would like. After this point, the work-study students can reach out to the individual organizations in the table listed below.

Organization	Website	number	Equipment chosen by project sponsor	Price of equipment picked	Area (sq. Ft) of equipment
YMCA Central Massachusetts	N/A	N/A	2 bouncy houses	\$0	
North American Amusement	http://www.naamusement.com/naa/attractions/attractions.asp?cat=events	(781) 337-1901			
New England Party Rentals	http://www.newenglandpartyrentals.com/	(508) 556-0859			
All about Fun Inc.	http://www.allaboutfun.us/allaboutfun_jan2016_008.htm	(978) 373-7400			
KEC Party Rentals	http://www.kecparty.com/	(413) 525-6532			
All Occasion Moonwalk	http://www.alloccasionmoonwalks.com/prices.htm	(508) 882-3222			

1.5.3. Activities that can be Prepared and Operated by Volunteers

The additional activities for this section can be used to add more games and festivities to the event. Assuming that there is not enough money for carnival equipment, there is the potential to use donated items or fewer funds to purchase materials for "authentic" carnival activities. Below is a table of activities that can be hosted at the event, and facilitated by volunteers. How to communicate and reach out to volunteers will be discussed later in this instruction manual.

Table 6: Activities Table

Activity	Supplies Needed	Cost	Provided By
Bouncy House	Inflatable bouncy house	No cost	YMCA
Face Painting	Paint, brushes	~\$40	AC Moore, Walmart
Frisbee Toss Game	Frisbee, rods, cans/bottles	\$30-40	Amazon.com/Walmart
Volleyball/badminton	Net, ball	\$25	Amazon.com
Soccer	Soccer balls	No cost	YMCA
Basketball	Basketballs	No cost	YMCA
Corn-Hole	Beanbags, and corn-hole boards (set)	\$20-40	Amazon.com
Spike ball	Game set	\$30-70	Amazon.com
Obstacle course	Play tunnel, cones, spot markers,	~\$45	Amazon.com/Walmart
Ring Toss	Rings, ring hooks	\$10-30	Walmart. Amazon.com
Parachute	Parachute w/ handles	No cost	YMCA
Arts and Crafts	Paper, markers/crayons, scissors	\$10-30	Walmart/AC Moore
Photo Booth	Camera	No cost	YMCA

2.0 How to Finalize Event Details for Organizations, Food Vendors & Entertainers

Deadline: April 15th

Purpose: As you may recall, in section #, the work-study should have followed up with emails for the organizations explaining that they will be in touch with the organizations again on March 1st. Now the time has come to give the organizations the details for the event. The work-study will be providing the organizations with complete information pertaining to the event including but not limited to: the date, time of arrival, duration of the event, a floor layout, and a list of all the activities that will take place during the day. The remainder of this section provides the information that will be passed along to organizations, food vendors and the entertainers.

2.1 How to Contact the Participating Organizations

Send an email to all the participating organizations, vendors, and entertainers that the work-study students have made contact with.

For the participating organizations, please send the following email.

Dear _____

As you may remember, I am contacting you to explain the final details for the YMCA event on April 29th. Attached to this email you will find the following items

- Schedule of the day
- Floor plan

The schedule of the day and the floor plan are for your reference, and explains information like when you should arrive and where your table will be located.

Please respond to this email confirming that you have received the information and whether the information is correct. Please let us know if you have questions or concerns. We will send the marketing information shortly.

Sincerely,

Note: The floor plan and the schedule of the day can be found in the facilities section of the report.

3.0 Finalizing a List of Volunteers

Deadline: Continuous, Start Early

Purpose: In order to have a successful event, many volunteers will be needed for set-up, clean-up, and general tasks throughout the event. The YMCA staff will have a few people on hand to put their best foot forward, but the majority of the volunteers will need to come from another source. Here is where to look for volunteers and how to finalize them.

3.1 Post the Volunteering Opportunity on Volunteering Website

Posting this event on volunteering websites such as VolunteerMatch.org and Allforone.org will help you spread the word and gain volunteers continuously. This posting should be one of the first things you do. The posting should include the following information:

About: The YMCA of central Massachusetts is seeking help for a large event in the spring of 2017 entitled "Spring into the Community: A multicultural Extravaganza." The YMCA is a non-profit organization dedicated to youth development, community engagement, and social inclusion. This event will display many different organizations in Worcester that can benefit community members. This opportunities fair will help the people of Worcester realize what their city has to offer them. If you would like to be a helping hand and benefit the community by integration and including Newcomer populations and the community as a whole, then together we can do great things!

Skills Needed:

- Literacy / reading
- Friendly

Requirements and Commitments: Please arrive 1.5 hours before the event starts for set up, and expect to stay 1 hour after the event ends for clean-up.

After this listing is posted, the people of Worcester will be able to view it and if they wish to help out can join the event. This will provide you with people from the community that wish to help make this event as wonderful as possible.

3.2 Contact Student Organizations at WPI

3.2.1 Varsity Athletics Teams

Most varsity athletic teams at WPI are required to do some form of community service. A great way to finalize volunteers would be to email the coaches of each team and gain volunteering interest. An email should be sent and could be constructed as such:

Dear (INSERT COACHES NAME),

I am a work-study student here at WPI who is seeking volunteers for a Spring event planned by a project team for the YMCA of central Massachusetts. I was curious if your team would be interested in volunteering at this event. The event is on (INSERT DATE) from (INSERT TIME). This event is aimed to help engage Worcester newcomer populations in order to make a more welcoming community. Please let me know of any interest as soon as possible.

Thank you,

(SIGNATURE)

A table of the names, emails, and phone numbers of each varsity athletics coach can be found below:

Varsity Sport	Coach's Name	Email Address	Phone Number
Baseball	Mike Callahan	Mcp@wpi.edu	(508) 831-5430
Women's Basketball	Cherise Galasso	Cgalasso@wpi.edu	(508) 831-5063
Men's Basketball	Chris Bartley	Cbartley@wpi.edu	(508) 831-5760
Cross Country	Mike Maceiko	Mmaceiko@wpi.edu	(508) 831-6022
Field Hockey	Lisa Moreau	Lmoreau@wpi.edu	(508) 831-5588
Football	Chris Robertson	Crobertson@wpi.edu	(508) 831-5100
Women's Rowing	Jason Steele	Jsteele@wpi.edu	(508) 831-6133
Men's Soccer	Brian Kelley	Bkelley@wpi.edu	(508) 831-5841
Women's Soccer	Steph Schafer	Sschafer@wpi.edu	(508) 831-6142
Swimming and Diving	Paul Bennett	Pbennett@wpi.edu	(508) 831-5625
Track and field	Brian Chabot	Bchabot@wpi.edu	(508) 831-6022
Wrestling	Steve Hall	Swhall@wpi.edu	(508) 831-6138
Volleyball	Greg Poole	Glpole@wpi.edu	(508) 831-6580

3.2.2 Greek Organizations

Greek life is a big presence on WPI's campus. Every Greek member is required to do 18 hours of community service a year. A great way to gain volunteers for this event would be to send an email out to each Greek group on Campus, the Greek advisors, or the Greek organization leaders. The best way to gain volunteers would be to give a small announcement at the weekly meetings for the organizations. All

fraternities have a weekly IFC meeting on Tuesdays at 8pm in SL 411, in which they have a representative from each chapter present. You can give a small announcement about the opportunity and how it is a great way to give back to the community. To set up this announcement, you can email a request to wpi-ifc@wpi.edu. All sorority chapters on campus are represented at Panhellenic meetings every Tuesday at 8pm in HL 116. You can give the same announcement and ask the chapter president to email you a list of people interested. To set up this announcement, you can email a request to b4@wpi.edu. A Google survey should be created in order to gain the contact information for each person willing to volunteer. This can be sent out in an email to the entire WPI student body at students@wpi.edu.

4.0 Establish YMCA Facilities to be Used

Deadline: April 15th

Purpose: Preparing the facility for the event is a task that must be completed in collaboration with the project sponsors. The project sponsors will direct the work-study students to various staff at the YMCA that can help prepare the YMCA for the event.

Up until this point, the work-study students should have been keeping track of which organizations that will be participating at the event, what supplies will be contributed, and what potential accommodations are needed for the event. These are the details that will help the project sponsor and YMCA prepare the facility for the event.

There are three documents that should be provided to the project sponsor and YMCA staff that will help prepare the facility:

- A list of participating organizations, food vendors, and entertainers, including all the accommodations that they are in need of and materials (and amount) they will be donating to the event (See page 2)
- The schedule of the day
- The floor plan

On pages 29-31, you will find samples of the aforementioned documentation. All of the documentation provided in this report are just examples, and should be reviewed and edited depending on feedback from organizations and the project sponsor.

Table 7: Supplies List for Facilities

Organization	Supplies Donated	Amount of Supplies Donated	Accommodations Needed	Work Study Notes, about the needs of YMCA facility	Questions
Non Profit Organizations					
Restaurants					
Food Trucks					
Entertainment					

Table 8: Schedule of the Day

Duration of Event	1:00pm – 5:00pm
Arrival of Volunteers, Vendors, Entertainment	11:30am
Opening Remarks	1:00-1:30
Rock Wall is Open	2:00-3:30
Yoga	3:00-4:00
African Singers	2:00-2:30
Drum Circle	3:30 -4:00
Closing Remarks	4:30-5:00
Clean Up	5:00-6:30

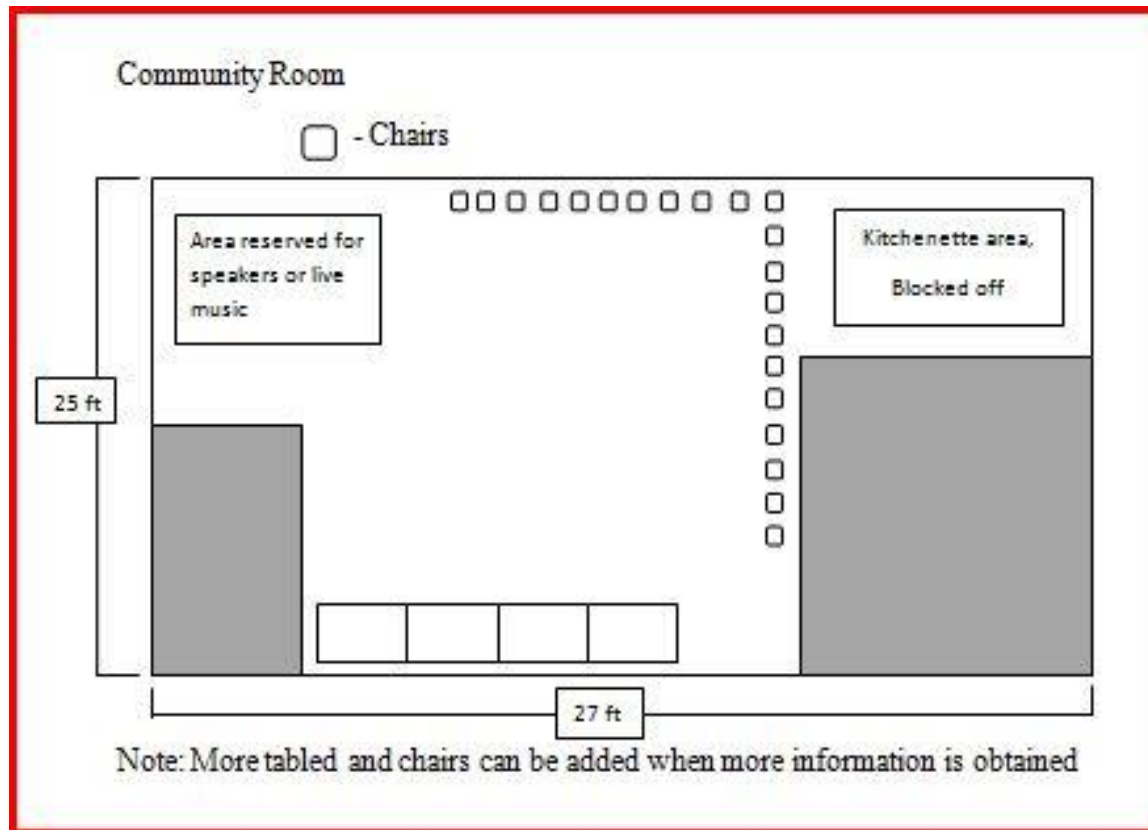


Figure 4: Floor Plan for Community Room

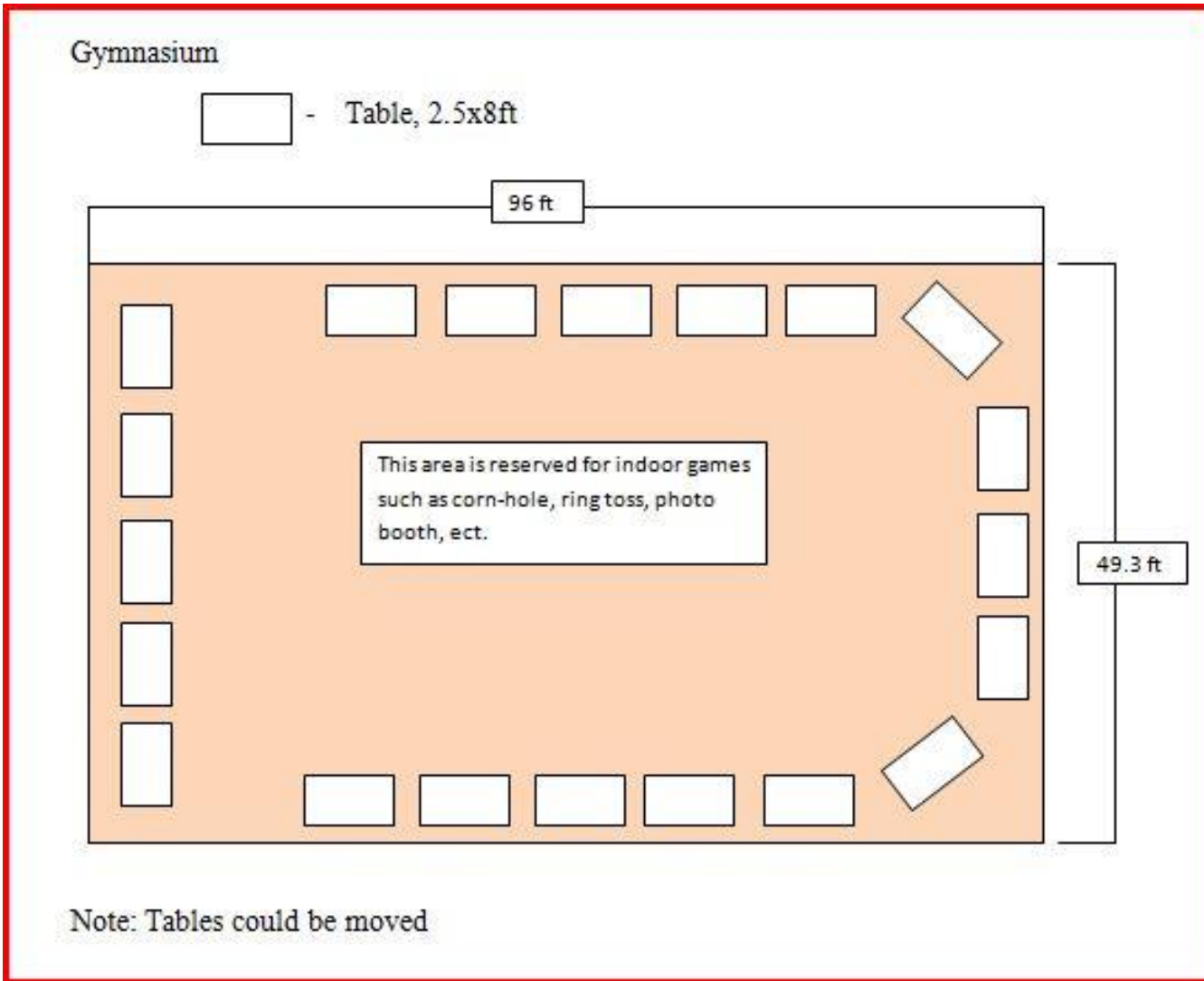


Figure 5: Floor Plan for Gym

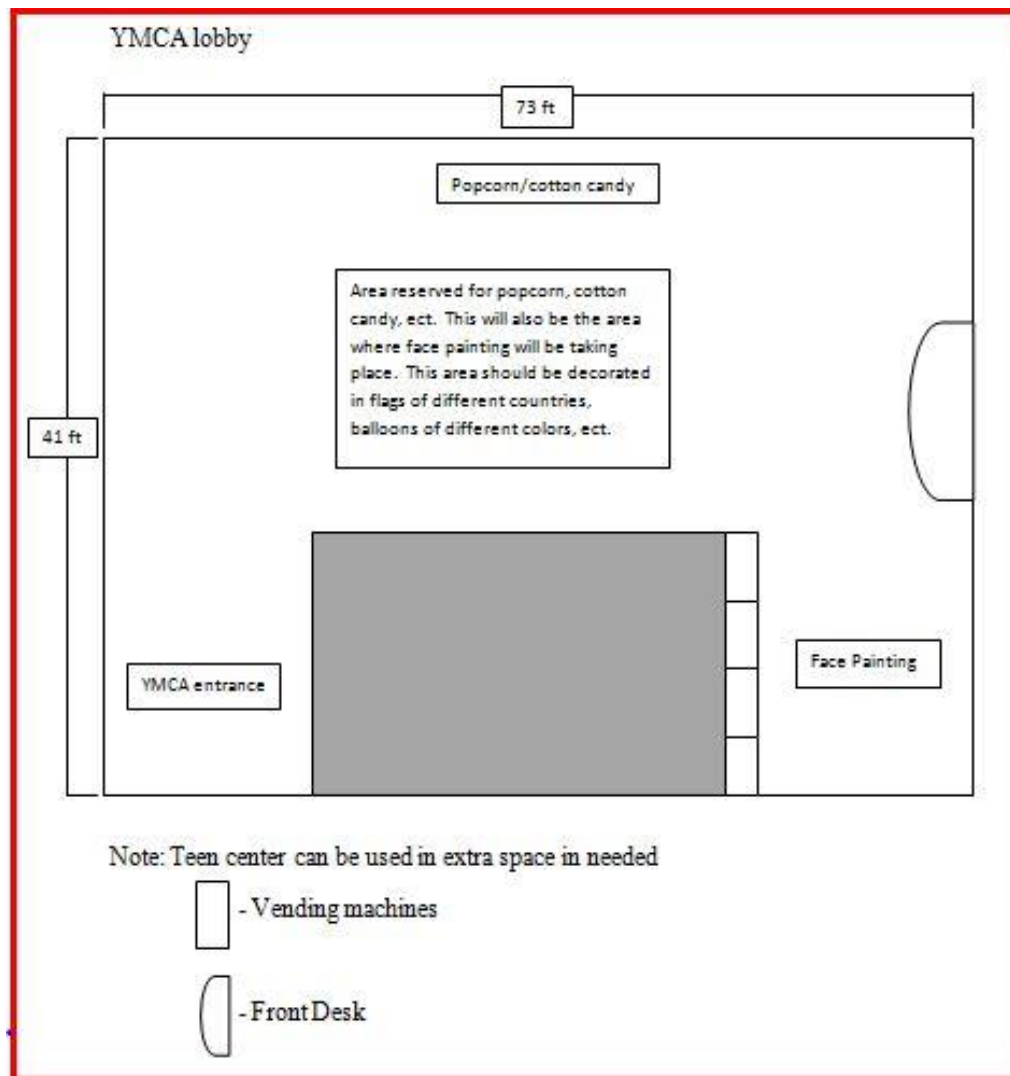


Figure 6: Floor Plan for Lobby

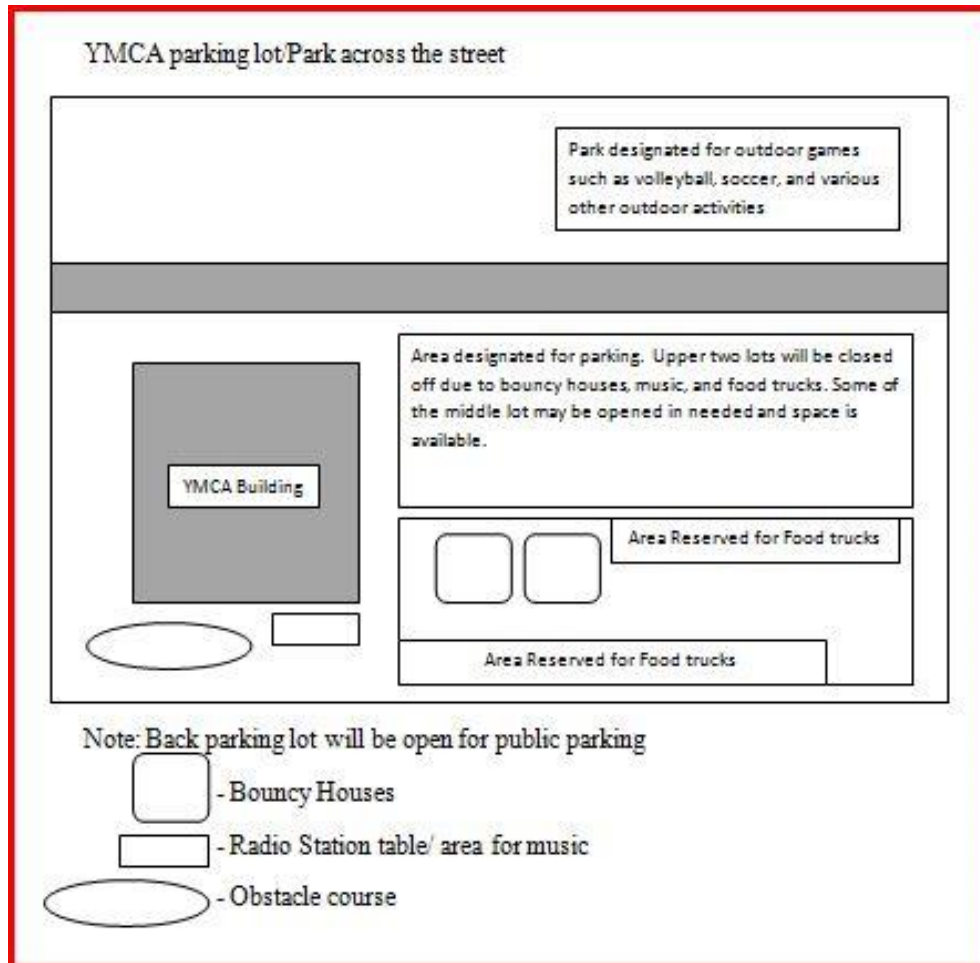


Figure 7: Floor Plan of Parking Lot

5.0 Marketing for the Event

Deadline: April 29th

Purpose: Once the details for the organizations, funds and entertainment for the event are complete, the work-study's last job is to market the event. The instruction manual provides a marketing flyer for social media and for individual distribution. There is also the floor plan for the event and the schedule for the day. We expect the work-study students to contact all the attending organizations, food vendors, entertainers and volunteers and provide the aforementioned items. In addition to this, the work-study students should have the contact information for a local radio station that has agreed to market the event, and attend the event free of charge. The work-study students are expected to have completed all the prior steps and start the marketing by March 1st, 2017.

5.1 Create a Facebook Page for the Event

The work-study student is responsible for creating the Facebook Event Page. The purpose of this page is to not only market the event, but to also gauge how many people will be attending the event.

Please contact the project sponsor, so they can refer you to YMCA staff, which will help you design the page accordingly.

5.2 Update the Marketing Flyer & Social Media Platform

The flyer, as shown on the following page, was created by the project team. Update the marketing flyer with the event date, and sponsoring/participating organizations, if needed. The organizations shown on the flyer are just examples. After updating the Facebook page, please show it to the project sponsor, before distributing.



Figure 8 Social Media Flyer



Figure 9: Marketing Flyer

Please note that the social media flyer should link to the Facebook page. In order to complete this final task, please refer to the following websites:

- <https://www.facebook.com/business/help/132037906870538>
- <https://www.facebook.com/business/learn/facebook-create-ad-basics/>

In addition to this, the barcode found on the marketing page, should link to the Facebook marketing page. Please use the following link to accomplish this task. <https://www.barcodesinc.com/generator/qr/>

5.3 Determining Which Organizations to Contact

Throughout the course of this job, the work-study students should have been keeping track of which organizations they have reached out to, including those provided by the project students, or additional contacts that the work-study made. The work-study students should reach out to all those organizations. Please recall the email prompts from the section "How to reach out towards the participating Organizations."

Dear _____

We are delighted to have you participating inEnclosed please find the final details for the YMCA event on April 29th. Attached to this email you will find the following items

- schedule of the day
- floor plan

The schedule of the day and the floor plan are for your reference, and explains information like when you should arrive, and where your table will be located.

Please respond to this email confirming that you have received the information and whether the information is correct. Please let us know if you have questions or concerns. We will send the marketing information shortly.

Sincerely,

[INSERT NAME]

Once the wok-study has received confirmation with the previous email, please follow up with the next email.

Dear _____,

Thank you for participating in this event. Attached to this email you will find the following items:

- Marketing flyer
- Social media flyer

Please distribute the marketing flyer to your organization staff, and members. Please also hang the flyers around Worcester where many people will see them.

Also, please paste the social media flyer on all social media platforms you have access too, through your organization and for your personal use.

We look forward to seeing you on April 29th! Thank you for your participation.

Sincerely

[INSERT NAME]

In addition to this, the students are expected to reach out towards the local colleges in Worcester to market the event. Please reference the following table to determine which people to contact, so they can grant the work-study students permission to market the event to various email aliases at the local universities.

Table 9: College Contacts for Marketing

College	Contact
Assumption	Vice President of Student Affairs: Catherine WoodBrooks, Ph.D. cwoodbro@assumption.edu 508-767-7325
Becker	Vice President of Student Affairs: Nancy Crimmin nancy.crimmin@becker.edu 774.354.0460
Clark University	Interim Dean of Students: Kevin McKenna kmckenna@clarku.edu
College of the Holy Cross	Student Affairs Hogan Campus Center, Room 109 College of the Holy Cross 1 College Street Worcester, MA 01610-2395 (508) 793-2414 (phone) (508) 793-3343 (fax) jreynold@holycross.edu (e-mail)
MCPHS	Vice President of Student Affairs: Linda Brown

	linda.brown@mcpshs.edu (P)603.314.1779 (F)603.314.0304
Quinsigamond Community College	Couldn't find a contact, but have the schools number Phone: 508.853.2300
Worcester State University	Julie Kazarian Dean of Students and Chief Student Affairs Officer jkazarian@worchester.edu
Worcester Polytechnic Institute	Dean of Students office: +1-508-831-5201 dean-of-students@wpi.edu

If granted permission to market through local universities, simply paste the flyer image into the email. Then link that image to the Facebook marketing page. In the subject line of the email, write, FUN AT THE YMCA APRIL 29TH, 2017. The image file can be found in the flash drive located in this instruction manual binder.

5.4 How to Connect to Radio Stations

So far, WICN is the only radio station that has agreed to both participate in the event and market the event at the YMCA. Now that it is closer to the event date, edit the following prompt. Please show the edited prompt to the Project Sponsor, before contacting WICN. This prompt is what WICN will use to market the event.

"Spring into the Community! A multicultural extravaganza taking place at the YMCA of Central Massachusetts located on 766 Main Street, Worcester MA. There will be food, musicians [list examples], rock wall climbing, face painting, [list other activities that will be hosted in the event], and much more. Come to this wonderful event that's celebrating non-profit organizations that help the refugee and newcomer population here in Worcester! This event will be sponsored by [list restaurants, and organizations that donated funds or supplies].

In addition to this, the work-study students are expected to reach out to more radio stations to see if they are willing to advertise this event free of charge. Please contact the radio stations in Worcester from the following websites:

- <http://radio-locator.com/cgi-bin/locate?select=city&city=Worcester&state=MA>
- <http://magic1067.com/about/advertise-us/>
- <http://jamn945.iheart.com/>

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