

2025 impact storyboard



FROM THE CO-EDS

Everything in motion is relational.

Locomotion - movement - is possible only through the collaboration of multiple entities recruited toward a shared purpose.

That movement happens faster when the relationships between those entities are well exercised. This year, we saw just how vital these mycelial networks of relationships are, and thanks to their preexisting, the movement that erupted and sustained with life saving ferocity. Think Minneapolis; think neighbors mobilizing themselves into mutual aid networks; think thousands of people showing up in the streets to block ICE deportation vehicles at a moment's notice.

While ICE and CBP were raiding homes, snatching people in parking lots, and turning workplaces and schools into danger zones, we experienced a record number of requests for personal

accompaniment and interpretation - more than double - by immigrant and refugee residents, particularly those who've been in the US for 2 years or less.

This year, the refugee support sector evaporated nearly overnight - the US Refugee Resettlement Program was disbanded, forcing agencies to suspend critical services. Families that were resettled here only weeks prior and needing housing, food, and medical care were dropped mid process.

Our Hive network was alive with critical safety alerts and Know Your Rights information going straight to **1,600+ users in 7 languages** - across North Carolina - in real time. We used it to connect thousands of residents to emergency response initiatives and immediate aid.



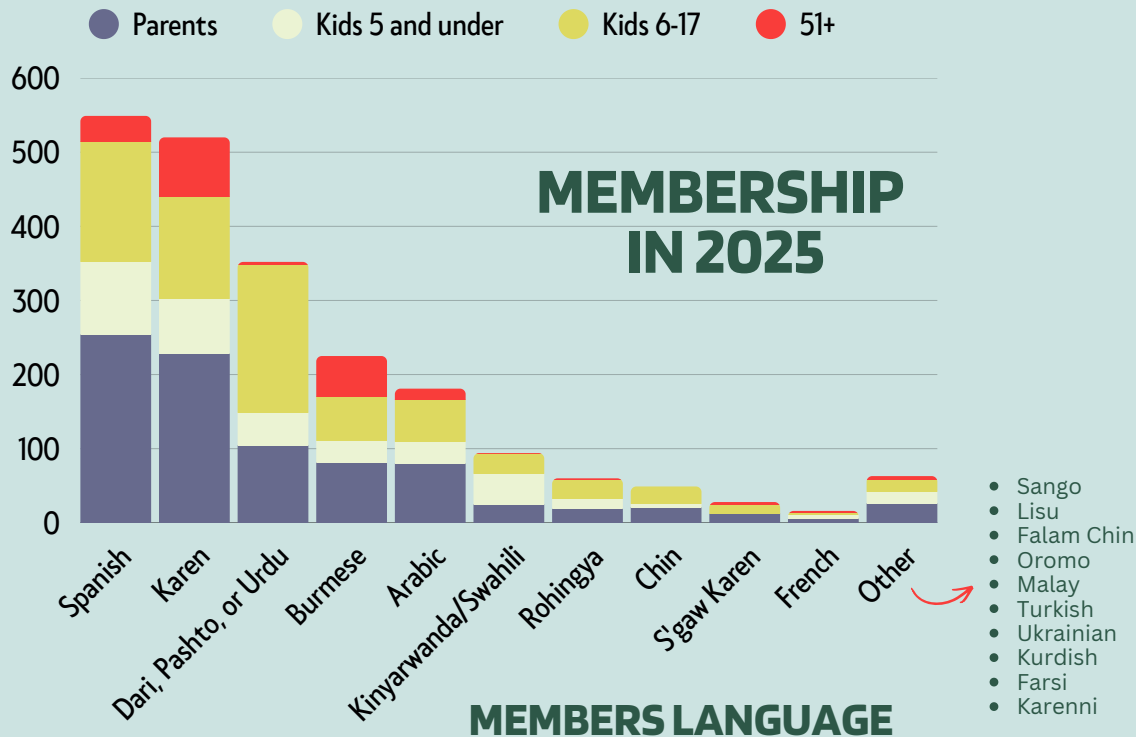
We created a timeline of political attacks and our community's responses to protect each other in real time. We created an internal committee to monitor policy changes coming out of the White House, established an Action Hub for our staff to stay informed about what's coming down the pike and how we're preparing for it. Our Board of Directors did scenario planning. We created an Organizational Crisis Plan that covers everything from our financial systems to programmatic data security to budget scenario planning.

There aren't enough exclamation marks to emphasize how inspiring our staff team was this year. Staff and volunteers mobilized into a emergency aid network like we've never seen before, quietly and covertly getting food, diapers, infant care to households immediately, adapting methods to protect residents' identities. The majority of our team are refugee and immigrants ourselves, making the emotional experience of emergency response in this context particularly intense.

This national scale of movement to protect each other was possible only because of the preexisting relationship-building that happened in the years before it. Relationships of care and mutual aid, where the action to show up for each other is well practiced, in all its messiness and beauty, **will always be the thing that protects and preserves us.**

**Daniella, Katy
and Maddie**
Co-Executive Directors





TAKE A SEAT



BUILDING SAFETY IN DAILY LIFE

In North Carolina, and across the American South, **anti-refugee and immigrant policies work to exclude our communities from public life.** Entire industries - like meat processing and agriculture - trap immigrant workers in low-wage work and dangerous work place conditions.

This year, a mass terror campaign was waged on immigrants. Threats to our safety were heightened by widespread kidnappings by ICE, and cuts to SNAP and Medicaid. We saw employers reluctant to hire immigrant workers and landlords unwilling to rent to immigrant tenants, creating even more income and housing insecurity. Families make the heartbreaking decision to leave jobs and schools to protect their loved ones.

In 2025, we drew on a decade of experience building community-led solutions and created safety in everyday life for 2,000+ Members in North Carolina.



Democratizing information

Through the Hive, **1,700 users received weekly messages** with critical information on everything from public benefits cuts to Know Your Rights guidance - all in audio messages in 7 different languages, translated and recorded by our multilingual team of Community Coordinators.

In 2025, a new dimension of our role emerged— **we functioned as a trusted fact checker**, combatting the flood of political misinformation and scams targeting immigrant and refugee families. Internally, we created a Slack channel repository of incoming news and resources and assigned a staff member to verify and fact-check them.

Accessing and navigating critical services

1,309 Members received personal interpretation and accompaniment to safely navigate public environments and achieve personal goals, ranging from career development to securing stable housing to increasing social connection.

In 2025, **53 Language Navigators** accompanied Members to **780 medical appointments**, providing support every step of the way, from scheduling to interpreting to prescription pick-up. These multilingual language justice advocates are trained and hired by RCP to ensure immigrant and refugee patients safely access the care they need.



“

**I DON'T SAY
THIS
LIGHTLY:**

**I CAN'T DO
MY JOB
WITHOUT
RCP.**



It is critically important to be able to communicate with my patients during the appointment and to be able to understand what they are trying to communicate to me. ”

Dr. Rana Alkhaldi

Assistant Professor of
Family Medicine at
University of North
Carolina Chapel Hill



Economic Security

RCP staff provided **2,882 hours** of native language support to help families increase income and decrease expenses.

- ❖ **156 families** collectively **saved \$144,153** and increased **income by \$234,411**
- ❖ **7 Members** became **first time homeowners** through our partnership with Habitat for Humanity.
- ❖ **80 families** received free diapers and infant care products every month
- ❖ **68 families** received food assistance through our partnerships with local food pantries and aid organizations
- ❖ **5 members** obtained a learners permit or drivers license **for the first time**



Belonging and social healing

45 families and **70 volunteers** worked together each week to address immediate needs and work toward long term goals, acting as each others social safety nets. **72 Members gathered** for Women's Groups in Karen, Burmese, Arabic, and Spanish, focused on building skills ranging from financial literacy to parenting children with autism. Women's Groups gathered 15 times throughout 2025. We held **6 Community Conversations**, where **51 Members met** with local government officials and service providers to discuss issues like public housing support, community aging, and understanding public benefits eligibility.



THANDAR WIN



Thandar Win, **one of 7 RCP Members who became first time homeowners in 2025**, is celebrating a new home after three years of working towards her dream with RCP. Her story highlights how RCP's sustained accompaniment model is **critical for residents' path to economic mobility**.

Thandar became an RCP Member in 2022. She had spent the last several years in a refugee camp in Thailand, having fled violent persecution in Myanmar. Since being resettled in North Carolina, she and her children were living with a friend. She worked at Hardee's, earning \$15/hour with a cap of 32 hours per week, and did her best to supplement the income with night-time delivery shifts at Wings. While she was eligible for SNAP and Medicaid, she had been unable to enroll because information was available only in English. She was also seeking social connection because the resettlement experience left her feeling isolated and alone, making it difficult to imagine a better future.

Thandar was introduced to RCP by another Burmese-speaking member who saw she needed support and brought her to the office to make an introduction.

Thandar worked with RCP's Burmese Community Coordinator to establish her goals: learn English, advance her career, and secure a stable home for her and her children.

In that first year, RCP supported Thandar through enrolling in Medicaid and getting medical care, securing food assistance, and finding social connection through our Bridge Builders program and Women's Groups. With this baseline stability in place, she started focusing on her professional advancement.

Thandar wanted to find a full-time position with benefits. In order to get an interview, however, she needed to improve her English skills, so RCP supported her through an **ESL class** at Orange Literacy. Through RCP's **free summer camp**, she had summer care covered for her kids, freeing up a little time to work on her **career goals**. She soon secured stable employment, and then with the help of RCP's Employment Specialist, she opened **her own business** – a sushi counter in Roxboro, North Carolina!

Finally, Thandar reapplied for a Habitat For Humanity home, and her application was approved! In 2025, Thandar closed on **her new home**. From her arrival in 2022 to mid-2025, she completed a journey from instability and social isolation to social connection, homeownership, full-time employment, and the bright future she dreamed of for her kids. **Check out her sushi spot inside the Food Lion** at 1005 N Madison Boulevard in Roxboro!

“ In addition to the help and the resources, **RCP is a community place where I feel safe, it feels like part of my family.** ”

- Thandar Win



Collective care is the foundation for power building



Taking care of each other is the soil in which a community's sense of its ability to affect change germinates.

It happens in the in ordinary moments - around the kitchen table, sitting on the porch, while cooking dinner together. The small interactions that, over time, disarm fear stories, plant little grains of confidence, expand the imagination.





SYSTEMS CHANGE



Huda, Hsae, Melissa, and Daniella were interviewed by Health Affairs Journal on how to conduct community-based research within refugee communities, each of which contain their own distinct cultural norms, social dynamics, tribal histories, and refugee-camp specific language structures.

In 2025, we collaborated with Habitat for Humanity to **reduce barriers to their Homebuyers Program** for immigrant and refugee residents, who otherwise have exceedingly few pathways to homeownership. We provided accompaniment and interpretation to non-English primary applicants, cultural awareness trainings for staff, and implementation coaching on methods for more robust language access within their programs.

“

It's been a humbling experience to **have my eyes opened** to the challenges that some of our homebuyer's face when adjusting to a new place. **Language barriers have proven to be** at the forefront of those challenges when trying to navigate [our] Homebuyer program.

”

-Derek Clark,
Orange County Habitat for
Humanity

Including immigrant communities in municipal planning

The Town of Carrboro won the All-American City Award, a national competition that recognizes 10 municipalities across the country for their inclusive civic infrastructure.

We presented in Denver, CO about helping the Town build language access into their systems, to make a safer civic environment for immigrant and refugee residents, positioning language access as a key municipal consideration in the national conversation about inclusive urban planning.

From extreme heat to flooding, emergency weather events are becoming more common in North Carolina—and they pose a disproportionate threat to the safety of immigrant and refugee communities. RCP members are more likely to live in housing impacted by flooding, more likely to hold jobs that put them at a high-risk for heat related illness, and more likely to be denied support from employers and landlords when their safety is at risk. All these dangers are multiplied when disaster preparedness alerts are not available in their languages.

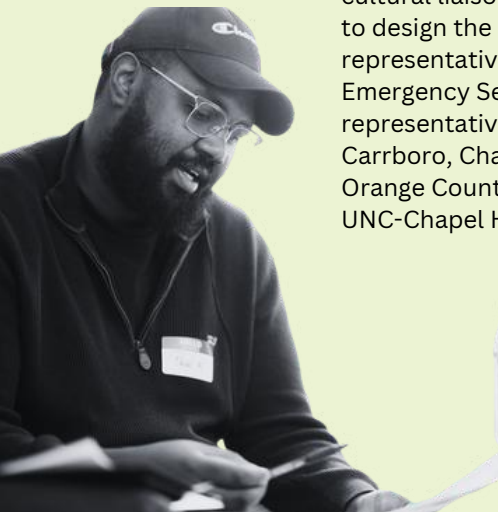


In 2025, after years of advocating for more formal support from local government, **RCP helped design a county-wide language access plan for emergencies and disasters.**

RCP staff brought their expertise as interpreters, social connectors, and cultural liaisons to quarterly meetings to design the plan alongside representatives from Orange County Emergency Services and representatives from the Towns of Carrboro, Chapel Hill, Hillsborough, Orange County government, OWASA, UNC-Chapel Hill, and UNC Health.

outcomes as a result:

- In an emergency situation, Orange County Community Relations will take the lead on identifying translation and interpretation needs for emergency communications to the public, and support the local jurisdictions by generating emergency alerts in voice, email, and/or text messages through OC Alerts
- Pre-scripted and translated emergency messages are now available for use by partners on the Orange County website for timely dissemination
- The Orange County Government website will host a multilingual chatbot capable of answering questions in over 75 languages



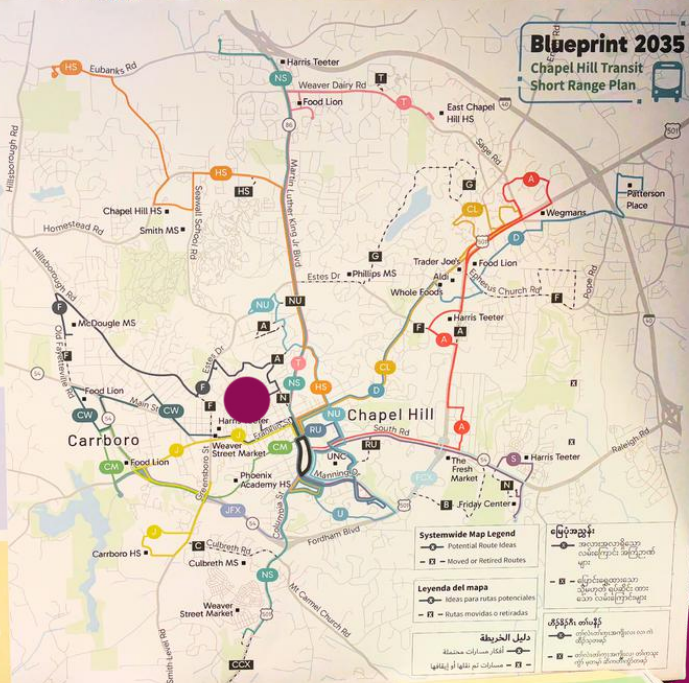
Blueprint 2035 is Chapel Hill Transit's roadmap for improving service over the next decade. We have ideas for how to improve your routes, based on what you told us about your priorities in Phase 1 of the study.

Blueprint 2035 es la guía de Chapel Hill Transit para mejorar el servicio durante la próxima década.
Tenemos ideas sobre como mejorar sus rutas, en base a lo que nos dijo sobre sus prioridades en la Fase 1 del estudio.

Blueprint 2035
هي خطة مواصفات تشايل هيل لتحسين الخدمة على مدى العقد القادم
لدينا أفكار لتحسين مساراتك بناءً على الأولويات التي حددها المجتمع

Blueprint 2035 သည် ချာပါဟုလည်း သယ်ယူပို့ဆောင်ရေး၏ လာမည့်ဆယ်စုနှစ်အတွင်း ဝန်ဆောင်မှုတိုးတက်စေရန်အတွက် အစီအစဉ်မရှိသေး။ အသင်းအဖွဲ့မှ သတ်မှတ်ထားသည့် ရထားပေးမှုများ အပေါ်အခြေခံသည့်လမ်းကဏ္ဍများအပေါ် မှည့်သို့တိုးတက်ရန်လုပ်ရမည်ကို အကြံပြုထား။ ကျွန်ုပ်တို့၏ မူဝါဒ။

တည်ဆောက်ရေးအစီအစဉ် (Blueprint) 2035 နှင့် မိုင်
Chapel Hill ဝန်းကျင် အတိတ်ကျ လူတိုက်များထံ တည်ဆောက်
မရောက်ဘဲ လူ ဆိုဒိုနိုလ် နှင့် နှစ်လျှောက် အကျိုးအမြတ် ပေးအပ်
မိသည့် အစီအစဉ် တစ်ခုလုံးကို နှစ်လျှောက် အကျိုးအမြတ် ပေးအပ်
အစီအစဉ်အား ပေးအပ် အစီအစဉ်အား ပေးအပ်



making the **Town of Chapel Hill's transit planning map** in English, Spanish, Arabic, Karen, and Burmese



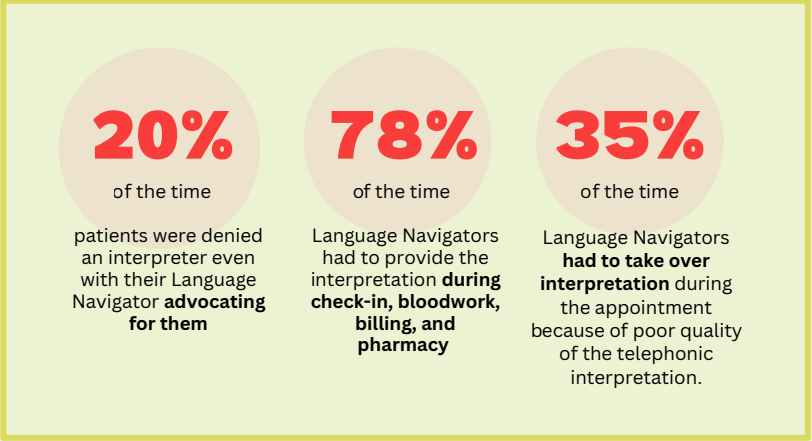
COMMUNITY-LED DATA & RESEARCH

In 2020, RCP's Language Navigators identified a pattern in our advocacy for immigrant and refugee healthcare. Again and again, health system decision makers told us there wasn't data substantiating patients' claims that poor language services were endangering their lives. With support from the Robert Wood Johnson Foundation, we embarked on a project to collect that data ourselves.

We spent the last five years collecting systematic data on RCP Members' experiences attempting to access healthcare in North Carolina. In 2025, **our research team completed our first comprehensive report** illuminating the dangers of language-based exclusion from health services, conducting 1,800+ post-appointment surveys, 15 semi-structured interviews and 4 community health forums conducted in Spanish, Karen, Burmese, and Arabic. **Here's what we found:**



In 2022, across 476 appointments, patients were denied language services more than **33% of the time** by healthcare systems that are federally mandated to provide them. We saw a 10% improvement over the subsequent 2 years, which is attributed to Language Navigator advocacy and our work with those clinics to improve their practices. However in 2025, we found that **even with a Language Navigator present**, language-based discrimination still occurred.



20%

of the time

patients were denied an interpreter even with their Language Navigator **advocating for them**

78%

of the time

Language Navigators had to provide the interpretation **during check-in, bloodwork, billing, and pharmacy**

35%

of the time

Language Navigators **had to take over interpretation** during the appointment because of poor quality of the telephonic interpretation.

In cases where interpretation was provided, time to receive interpretation can be delayed so much that patients wind up having to go through an appointment without interpretation and “make do”.

We found that language services were almost never provided for dental appointments, a significant reason why immigrant patients who need dental care disproportionately cannot get it.

Our data also revealed a hopeful pattern: in the clinics where our Language Navigators regularly accompany patients, **we saw a significant increase in interpretation** provided over time.

Language Navigation survey results demonstrate a 25% increase in interpretation services provided between 2021 and 2024 across UNC Health - the largest healthcare provider in the state - where RCP Language Navigators have built longstanding relationships with clinic providers and staff. This indicates the potential for transformative, long term impact on access-to-care generated through community-designed accompaniment, solidarity-building between patients and clinic staff, and system buy-in.

2021 → 2024

23% of the time,
interpretation was
not provided

17% of the time,
interpretation was
not provided

25% improvement





One of the most meaningful lessons I have learned from working with RCP is the importance of putting values into practice. It is one thing to believe in ideals like equity and inclusion—but it is through action that those ideals become real. When RCP actively implements language justice

they open doors for growth, participation, and leadership for individuals who might otherwise be excluded.



These are no longer abstract concepts—they become lived experiences that transform both individuals and communities.



Angie Schiavone

Owner*

Full Circle Interpreting

**and one of the most amazing interpreters we know!*



ACCESSING ORAL HEALTHCARE

Over and over again, RCP Members report being excluded from safe dental care. We see patients end up in the emergency room with life-threatening infections that could have been prevented with a tooth extraction, and others unable to communicate with their dentists and, as a result, receiving treatment for the wrong condition.



We partnered with the UNC Adams School of dentistry to **provide 199 free oral health procedures** with quality interpretation for immigrant and refugee patients. These specialized clinics offered free interpretation in 10+ languages, not just during the appointment but also throughout scheduling and follow up, to ensure safe, quality care.

We launched the first systematic effort in North Carolina to collect data on refugee patients' experiences accessing oral health in ten different languages. Language exclusion in oral healthcare remains largely invisible because there is so little oral health research including speakers of languages other than English. RCP's research team is changing that. Through surveys and interviews, documented patient experiences accessing oral health in Spanish, Karen, Burmese, Kinyarwanda, Dari, French, Pashto, Rohingya, Turkish, and Arabic.

“

My experience is this: I speak three Ethiopian languages, and securing people who speak my language is extremely hard. **I've requested interpretation in these languages** many, many times, and none of these languages were offered to me even once.

So, I just gave up.

”

—RCP Member

*who had stopped seeking dental care
because interpretation was never provided.
Language inaccessibility isn't a technological
hiccup - it's a driver of health disparities*

- Language Navigators filled out 119 post-appointment surveys after dental appointments, reporting that when Members requested interpretation from their dentist, **it was provided only 16% of the time**
- We worked with the Carequest Institute for Oral Health to design a patient experience survey in ten different languages
- We conducted 22 surveys and **15 semi-structured interviews** with immigrant and refugee patients
- We **interviewed 19 stakeholders** including oral health practitioners, clinic staff, and local government officials to identify barriers to progress on this issue

We're harnessing this new data to make the case for policies that improve oral healthcare access. We've shared our results with advocates to drive policy change at the local, state and national level. Our receiving partners include:

- Blue Cross Blue Shield Community Oral Health Priorities Cohort
- The Oral Health Progress & Equity Network
- Kate B. Reynolds Medicaid Transformation Feedback Loop
- UNC Adams School of Dentistry
- The National Interdisciplinary Association for Population Health Science
- Healthy Carolinians of Orange County Steering Committee
- A Partnership for a Healthy Durham
- The Society of Refugee Health Practitioners Research, Evaluation, and Ethics Committee
- The Duke Health Initiative
- The UNC Medicine Community Advisory Committee

“ I think what needs to happen is more people are talking about oral health and raising the awareness that we're not talking about small cavities, right?
We're talking about infections that kill people. ”

—Dr. Bryon Adam
 UNC School of Dentistry

COMMUNITY LEADERSHIP DEVELOPMENT



We worked closely with the Town of Chapel Hill's Summer Youth Employment Program to increase access to meaningful employment for refugee and immigrant youth. At RCP's recommendation, the Town made application materials available in more languages, including Arabic. The impact was significant. RCP provided direct support to 6 RCP youth and their parents through the application process, **3 of whom were accepted!**

In the case of Eman, she attempted to apply in 2024 but wasn't able to make it through the process. In 2025, she was not only accepted, but used her position as a platform to become a leader advocating for the Arabic-speaking community's needs within the Chapel Hill Public Housing office in the wake of Tropical Storm Chantal.

At the Chapel Hill Public Housing office, Eman found herself coordinating meetings, answering the office phones, and doing outreach to Arabic speakers within the community.

All of this accelerated in July 2025 when Tropical Storm Chantal struck Orange County, causing disastrous flooding in neighborhoods and displacing residents. Eman was able to assist with post-disaster relief programs run by Public Housing and was **a vital lifeline in Public Housing's outreach to Arabic-speaking residents affected by the disaster.**

Her mother shared that she is immensely proud of her daughter and that the experience has helped her to become more empowered to make positive change in her community.



The Karen people, we are an ethnic group from Burma known as Myanmar today. The majority of us have fled after being targeted by the military. There are more than 3,000 Karen speaking refugees in North Carolina. As RCP's Karen Community Coordinator, I connect around 300 Karen Members each year to RCP's programs and to community resources like public housing, ESL, food banks, healthcare and more.

I spent the first years of my life in Mae La refugee camp in Thailand, and then came to the U.S. with my family when I was 12 years old. I saw first hand the struggles my parents faced, arriving here not speaking English. As a child, I had to act as an interpreter for my parents with my limited English, even at sensitive medical appointments. Sometimes I had to miss school to accompany them.

I first interacted with RCP when I received tutoring from some of RCP's very first volunteers. During Covid, I was so lost. The Karen community needed a lot of support during that time and I wanted to be able to help, but didn't know how to do that on my own. So, I became a volunteer at RCP, and then an interpreter. Then, I became the full-time Karen Community Coordinator. RCP has always seen my potential even when I couldn't. As a shy student, RCP is like that favorite subject where I sit right in the front row and have the confidence to speak up. Here, I can ask questions and advocate for myself and the needs of others.

“

RCP is like that favorite subject where I sit right in the front row and have the confidence to speak up. Here, I can ask questions and advocate for myself and the needs of others.

”

Hsae Eh Paw,
Karen Community Coordinator



THREAT MAPPING & RESPONSE



In 2025, the ferocity of our government's hostile takeover hit with full force. Our Co-ED Maddie created an [*Organizational Disaster Response Protocol*](#) immediately to support RCP's emergency security response and circulated to other grassroots orgs who were upended by the barrage of Executive Orders, stripped funding, and gutted sectors. She wrote [*The Refugee Support Sector in the South Is Evaporating*](#), how RCP was responding, and forecasting the impacts on the landscape. We launched an internal emergency briefing channel where teammates identified new threats each day. New initiatives were popping up all over the state to help protect and defend immigrant residents - our team reviewed announcements of new resources - from food banks to ICE watch patrols - vetting them, and

communicating them out to RCP Members, in 7 languages, in real time.

We ran emergency grocery deliveries to RCP Members who sheltered at home during ICE's raids, coordinating across other organizations in the area, mutual aid groups, and neighborhood watch patrols. Being one of the few organizations that refugee communities trust, our role in community crisis response is big.

Our team of full-time Community Coordinators became an emergency hotline for RCP Members, and were on the phone nonstop checking on households every day.

**We keep each other safe
and joyful during times
of crisis, holding on to our
humanity when the
threats to it loom large**



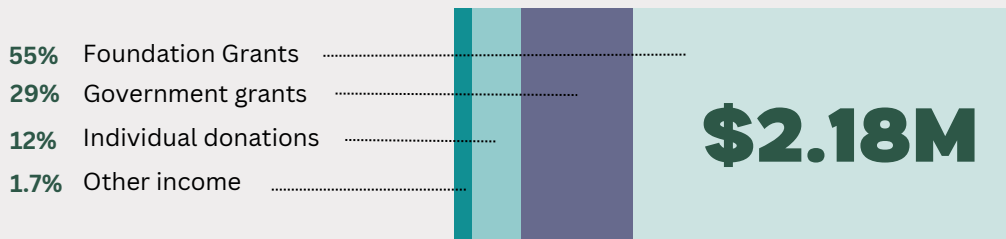
IN THE MEDIA



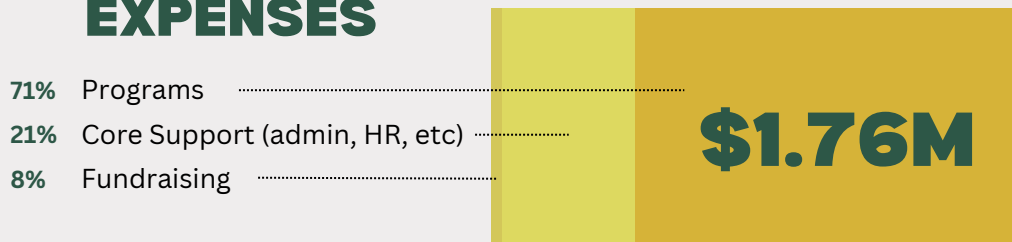
In 2025, Academy Health published *Empowering Voices: The role of community-led research in refugee healthcare access* about RCP's community-led research to transform healthcare systems in the South for immigrant and refugee patient safety

The the NC Local News Lab covered our work in *Making a new home more accessible through language access*

INCOME



EXPENSES



We receive commitments of multi year funding from foundations, which as required by GAAP, we reflect as income in the year they are promised, while the expenses for those projects play out across multiple years. As a result, we often have rather large swings between surpluses and deficits due to multi-year gifts since some expenses are funded by income released from restriction from multi-year commitments received in prior years. We reflected a surplus in 2025, and were able to make a contribution to our Operating Reserves in a time of philanthropic volatility.

A THOUSAND THANK YOUS

to the many volunteers, Board members, and community comrades who were part of RCP this year. Your time, your passion, and your allyship makes this work possible. We see you. We love you. We are grateful for you.





REP

refugee community
partnership

www.refugeecommunitypartnership.org
info@rcpteam.org