



## How Head Start Can Support the Refugee Community



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## About the National Head Start Association and Fors Marsh partnership

The [National Head Start Association](#) (NHSA) and communications and research firm [Fors Marsh](#), a certified [B corporation](#), have teamed up to help local Head Start programs like yours to establish meaningful connections with refugee communities.

### The goals are simple:

1. **Enroll more children from families with refugee status in Head Start**
2. **Employ more people with refugee status in Head Start programs**

The United States welcomes thousands of children and families with refugee status each year.<sup>1</sup>

Even though federal, state, and local governments, as well as nongovernmental and community-based organizations, provide a variety of assistance and services to help people with refugee status resettle, starting over in a new country has its challenges. Many people with refugee status struggle with the interrelated challenges of finding jobs and getting child care for their youngest children.

Head Start is an ideal partner to support families with refugee status as they integrate in their new communities. Head Start's mission is to help children get ready to succeed in school and in life, epitomizing the hope and promise of a better life in America for which people who are refugees risk their lives.<sup>2</sup> The program's strengths-based approach—focusing on one's abilities rather than shortcomings—resonates with the refugee community, which is continually working to shed its “traumatized” label.<sup>3,4</sup> And Head Start has long recognized that equity and inclusion are critical to effective community engagement.<sup>5</sup>

## About the Toolkit

With input from several Head Start programs and refugee resettlement agencies, NHSA and Fors Marsh created a toolkit of communications materials to help local Head Start programs achieve the two goals above.

### The toolkit includes:

- A [guide](#) on how to engage your local refugee community for enrollment and employment opportunities
- A [presentation](#) and an [email introduction](#) to facilitate conversations with refugee resettlement agencies about how Head Start can support the refugee community
- Fact sheets on how to [employ people with refugee status](#) and [enroll children with refugee status](#)
- [Posters](#), [flyers](#), and [social media ads](#) to encourage people with refugee status to apply for jobs and enroll their children

<sup>1</sup> <https://www.wrapsnet.org/admissions-and-arrivals>

<sup>2</sup> <https://www.acf.hhs.gov/ohs/comms-fact-sheet/office-head-start>

<sup>3</sup> <https://eclkc.ohs.acf.hhs.gov/family-engagement/building-partnerships-guide-developing-relationships-families/strength-based-attitudes>

<sup>4</sup> <https://www.unhcr.org/us/news/stories/q-far-being-traumatized-most-refugees-are-surprisingly-resilient>

<sup>5</sup> <https://eclkc.ohs.acf.hhs.gov/video/culture-diversity-inclusion-equity-cdie-spotlight-human-resource-systems>



## Acknowledgements

The toolkit builds upon other efforts to foster collaborations between Head Start programs and refugee resettlement agencies, including the Bridging Refugee Youth and Children's Services' "[Refugee Resettlement-Head Start Collaboration Toolkit](#)" and "[Enhancing Childcare for Refugee Self-Sufficiency: A Training Resource and Toolkit](#)."

The toolkit also incorporates recommendations from multiple sources, including the Migration Policy Institute's "[Challenges in Accessing Early Childhood Education and Care for Children in Refugee Families in Massachusetts](#)" and "[Providing a Head Start: Improving Access to Early Childhood Education for Refugees](#)"; and the Tent Foundation's "[U.S. Employers' Guide to Hiring Refugees](#)."

## 10 Notable Americans Who Had Refugee Status

- ★ **Albert Einstein**, *physicist*
- ★ **Madeleine Albright**, *former U.S. Secretary of State*
- ★ **Gloria Estefan**, *musician*
- ★ **Henry Kissinger**, *former U.S. Secretary of State*
- ★ **Sergey Brin**, *cofounder of Google*
- ★ **Mila Kunis**, *actor*
- ★ **John Shalikashvili**, *former Chairman of the Joint Chiefs of Staff*
- ★ **Regina Spektor**, *musician*
- ★ **Viet Thanh Nguyen**, *writer*
- ★ **Iman Mohamed Abdulmajid**, *fashion model*

# Overview of people with refugee status and the role of refugee resettlement agencies

Since 1975 [the United States has welcomed more than 3.5 million people with refugee status](#) from around the world.

## Who people with refugee status are

People granted refugee status [meet the legal definition](#) of someone outside the United States who must flee their country of origin or last residence out of fear for their safety because of their:

- Race
- Religion
- Nationality
- Membership in a particular social group
- Political opinion

People with refugee status can [apply for lawful permanent resident](#) status in the United States 1 year after being admitted as a refugee or being granted asylum status.<sup>6</sup>

People with refugee status are different from asylum seekers and immigrants:

- **Asylum seekers** have fled their country of origin or last residence to the United States but have not yet been granted lawful permanent resident status. They must apply for work authorization, and that authorization is temporary until they are granted asylum/lawful permanent resident status.<sup>7</sup>
- **Immigrants** choose to resettle in the United States, typically for work or to live with their spouse or other immediate family.<sup>8</sup>

## Where people with refugee status come from

Refugee admissions change year to year, depending on global events and U.S. policy. Since 1980, 55% of people with refugee status have come from Asia, 28% from Europe, 13% from Africa, and 4% from Latin America and the Caribbean.<sup>9</sup> In 2023, the majority came from the following 10 countries:<sup>10</sup>

- Democratic Republic of Congo
- Syria
- Afghanistan
- Myanmar
- Guatemala
- Sudan
- Venezuela
- Somalia
- Ukraine
- Iraq

Most people with refugee status come to the United States for resettlement by way of the [United Nations High Commissioner for Refugees](#), which has its own vetting process.<sup>11</sup> The [U.S. Refugee Admissions Program](#) also subjects people with refugee status, including those referred by the United Nations and those referred by other sources, to a thorough vetting process that involves security screenings, interviews, and medical exams.<sup>12</sup> It can take up to 2 years from the time a person applies to when they are granted refugee status and arrive in the United States for resettlement.<sup>13</sup>

<sup>6</sup> <https://www.uscis.gov/sites/default/files/document/guides/D3en.pdf>

<sup>7</sup> <https://immresearch.org/publications/let-us-work-the-wage-gain-when-asylum-seekers-gain-work-authorization>

<sup>8</sup> <https://uscode.house.gov/view.xhtml?req=granuleid:USC-prelim-title8-section1153&num=0&edition=prelim>

<sup>9</sup> <https://www.pewresearch.org/short-reads/2019/10/07/key-facts-about-refugees-to-the-u-s>

<sup>10</sup> <https://disasterphilanthropy.org/disasters/refugees-asylum-seekers-and-the-us>

<sup>11</sup> <https://www.state.gov/refugee-admissions/about/>

<sup>12</sup> <https://www.uscis.gov/humanitarian/refugees-and-asylum/refugees/refugee-processing-and-security-screening>

<sup>13</sup> <https://www.unrefugees.org/news/the-us-refugee-resettlement-program-explained>

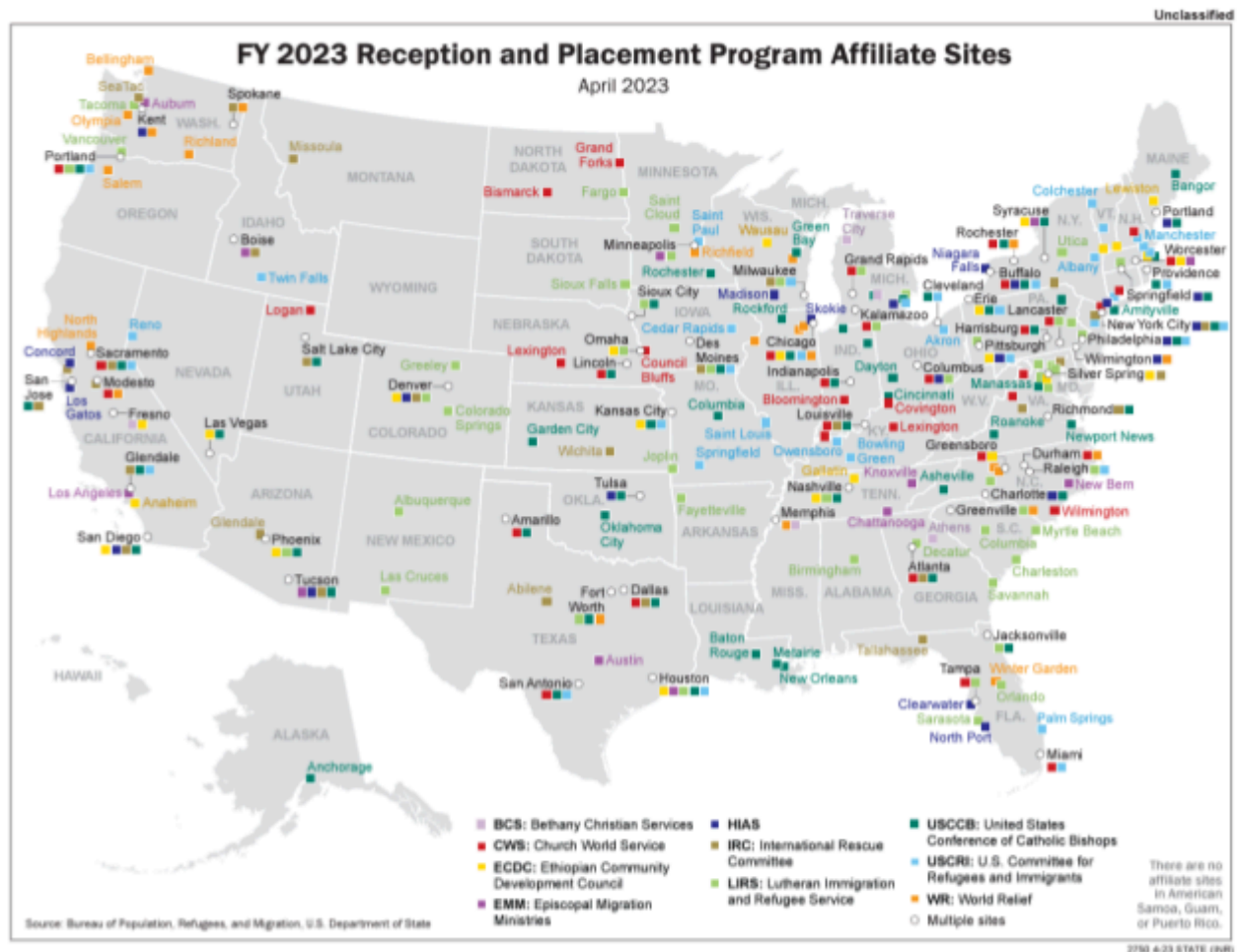
## Where people with refugee status settle

People with refugee status resettle in practically every state. Texas, California, New York, Michigan, Ohio, and Washington have settled the most people who are refugees in the last 10 years. However, Nebraska, North Dakota, Idaho, Kentucky, South Dakota, Vermont, and Arizona have the highest share of people with refugee status based on their populations.<sup>14</sup>

## Role of refugee resettlement agencies

The U.S. Department of State works with 10 refugee resettlement agencies that, in turn, work with a network of about 350 [local affiliates](#) (see Figure 1 for affiliate locations) to resettle people who are refugees.<sup>15,16</sup>

- [Bethany Christian Services](#)
- [Church World Service](#)
- [Domestic & Foreign Missionary Society](#)
- [Ethiopian Community Development Council, Inc.](#)
- [HIAS](#)
- [International Rescue Committee](#)
- [Global Refuge<sup>17</sup>](#)
- [U.S. Committee for Refugees and Immigrants](#)
- [United States Conference of Catholic Bishops](#)
- [World Relief](#)



**Figure 1. Refugee resettlement agency affiliate locations**

<sup>14</sup> <https://immresearch.org/publications/refugee-resettlement-per-capita-which-states-do-the-most>

<sup>15</sup> <https://www.wrapsnet.org/documents/FY%202023%20Resettlement%20&%20Placement%20Agency%20Contact%20List.pdf>

<sup>16</sup> <https://www.wrapsnet.org/documents/PRM-FY23-Affiliate-Sites.pdf>

<sup>17</sup> Lutheran Immigration and Refugee Services rebranded to Global Refuge in 2024.

These agencies and their affiliates provide case management during people who are refugees' first 3 months in their new communities, assisting with meeting their basic and material needs and with community integration. This includes helping them enroll their children in school and helping them find employment. Note that the services these agencies provide are limited to the first few months that people with refugee status are in the United States. By the end of that time, people with refugee status are expected to be self-sufficient. (In some cases, resettlement agencies offer long-term case management and employment services that support people with refugee status beyond the first 90 days.)

## Benefits of enrolling children with refugee status in Head Start

- **Children benefit from diversity.**<sup>18</sup> Studies show that babies as young as 3 months can detect differences in people based on characteristics related to race (like skin color or hair texture).<sup>19</sup> Exposure to a range of different languages and cultures increases children's empathy, helps prevent prejudice later in life, and increases feelings of safety and comfort in the classroom.<sup>20</sup>
- **Help meet the increasing demand for school programs that support students who are learning English as a second language (ESL).**<sup>21</sup> ESL learners are the fastest growing student population in the United States,<sup>22</sup> and that population includes children with refugee status who are learning English in addition to their native language. The demand for school programs with comprehensive support for ESL students is high. Head Start programs can help meet that demand by enrolling children who are refugees.
- **Gain experience working with diverse populations.** Head Start program staff who work with children with refugee status can gain experience working with diverse groups who have unique needs. Such experience helps people who work with children, like educators and child caregivers, succeed in working with the increasing population of ESL learners in the United States.

### Pro tip

A Head Start program administrator with experience working with people with refugee status says: "Having staff that reflects the population your program serves creates a more inclusive environment and leads to better outcomes for students, parents, and teachers."

- **Keep up the Head Start tradition of caring for the country's most vulnerable populations.** Head Start is a unique program with a history of supporting people in need. Often, families with refugee status who are arriving in the United States had no choice but to flee their homes with only the clothes on their backs. Many are escaping from traumatic circumstances like war and natural disaster. When they arrive in the United States, they must find work, transportation, housing, and child care within a very short timeframe. Enrolling children with refugee status in Head Start programs means you are helping to secure a brighter future for people who most need the support.
- **Contribute to strengthening your local communities.** People succeed at meeting their goals when they have the support of others in their community. Head Start can help facilitate connections among community members by providing a space for families with refugee status to meet and engage.

<sup>18</sup> <https://drexel.edu/soe/resources/student-teaching/advice/importance-of-cultural-diversity-in-classroom/>

<sup>19</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2566511/>

<sup>20</sup> <https://drexel.edu/soe/resources/student-teaching/advice/importance-of-cultural-diversity-in-classroom/>

<sup>21</sup> <https://www.colorincolorado.org/article/ells-early-childhood-education-recruiting-immigrant-families>

<sup>22</sup> <https://www.colorincolorado.org/article/what-you-need-know-about-ells-faqs>

## Benefits of employing parents with refugee status at Head Start

- **People with refugee status are ready to work.** They are immediately and permanently authorized to work in the United States. They do not require visa sponsorship.
- **People who are refugees and also of working age are plentiful.** Over three-quarters of people with refugee status are of working age (ages 25–64); not even half of the U.S.-born population is of working age.<sup>23</sup>
- **People with refugee status are diverse.** They bring a range of perspectives, worldviews, and diversity. Hiring staff members with refugee status can lead to increased enrollment of children who are refugees.<sup>27</sup>
- **Hiring people with refugee status can come with tax benefits.** Your program may qualify for federal tax credits through the [Work Opportunity Tax Credit](#) if you hire a refugee who receives Temporary Assistance for Needy Families (TANF) or Supplemental Nutrition Assistance Program (SNAP)

### Pro tip

A Head Start program administrator with experience working with people with refugee status says it is important to meet families with refugee status where they are: “Family advocates, navigators, and outreach staff from Head Start need to visit refugee communities and establish a presence at community events.”

- **People with refugee status undergo more intense background checks than typical employees.** They have been thoroughly vetted by the U.S. Department of State and the Department of Homeland Security.
- **People with refugee status tend to be highly motivated, flexible, and committed employees.** They possess a range of skills and backgrounds, are willing to work different shifts, and often stay with their employers for longer than other employees.<sup>24,25</sup> Head Start programs with staff who are refugees report their appreciation for their staff’s willingness to work hard.<sup>26</sup>

### Pro tip

Two Head Start program administrators underscore the value of liaisons with personal connections to refugee communities:

“Our policy council president is an Afghani refugee and our vice president is an immigrant from Ghana. We have made good inroads with immigrant families from Africa by the experience and trust we have built.”

—Administrator 1

“It’s important for Head Start programs to partner with trusted messengers—community-based organizations that families will listen to and will follow the advice of.”

—Administrator 2

<sup>23</sup> [https://www.newamericaneconomy.org/wp-content/uploads/2017/06/NAE\\_Refugees\\_V5.pdf](https://www.newamericaneconomy.org/wp-content/uploads/2017/06/NAE_Refugees_V5.pdf)

<sup>24</sup> [https://www.lirs.org/wp-content/uploads/2023/09/Tent\\_Guidebook\\_FINAL.pdf](https://www.lirs.org/wp-content/uploads/2023/09/Tent_Guidebook_FINAL.pdf)

<sup>25</sup> [https://www.tent.org/wp-content/uploads/2021/09/TENT\\_FPI-Refugees-as-Employees-Report.pdf](https://www.tent.org/wp-content/uploads/2021/09/TENT_FPI-Refugees-as-Employees-Report.pdf)

<sup>26</sup> Listening session notes.

<sup>27</sup> <https://www.migrationpolicy.org/sites/default/files/publications/FCD-Morland-FINAL.pdf>

## What you need to know before engaging, enrolling, and employing people with refugee status



### Engaging people with refugee status

Establishing trust is a common concern in making connections with refugee communities. Head Start programs that effectively engage with refugee communities rely on liaisons with personal connections to those communities.

#### Pro tip

Head Start programs that offer English language classes, job training, career programs, and tuition assistance are more successful with recruiting people who are refugees to their staff.

People with refugee status endure considerable hardships in their displacement-to-resettlement journey. Many have braved war, violence, persecution, and profound loss. While traumatizing, most children and adults with refugee status cope well and are resilient.<sup>28</sup> Their traumatic pasts do not define them; neither are they looking for pity or to be seen as charity cases. People who are refugees may not self-identify as refugees for fear of stigma. That said, working with the refugee population requires a [trauma-informed approach](#).

<sup>28</sup> [https://research-repository.griffith.edu.au/bitstream/handle/10072/51564/84247\\_1.pdf?sequence=1](https://research-repository.griffith.edu.au/bitstream/handle/10072/51564/84247_1.pdf?sequence=1)

<sup>29</sup> <https://journals.sagepub.com/doi/full/10.1177/1524839919884912#bibr17-1524839919884912>

<sup>30</sup> <https://www.tent.org/wp-content/uploads/2021/09/Deloitte-Tent-A-new-home-at-work.pdf>

People with refugee status tend to come from places with different social and cultural norms and expectations in comparison with the United States. Although their resettlement process includes [learning about American culture](#), the expectation is of integration, not assimilation or complete abandonment of their cultures and traditions.

Effective integration with the refugee community involves [practicing cultural humility, awareness, and competency](#). That requires going beyond a mere appreciation and respect of other cultures to reflecting on and addressing the historic power imbalances between one's own culture and the cultures of others.<sup>29</sup>

Successfully employing people with refugee status also requires fostering a workplace culture of inclusion.<sup>30</sup>

The good news is, [diversity, equity, inclusion, and multiculturalism](#) are already at the core of Head Start services.



## Enrolling children with refugee status in Head Start

The new [Head Start Program Performance Standards](#) released in November 2016 include a provision [§1302.15 (c)] allowing Head Start and Early Head Start programs to reserve one or more enrollment slots (up to 3% of the funded enrollment) for pregnant women and children experiencing homelessness in their service areas for a period of 30 days when a vacancy occurs.

Children with refugee status may be classified as experiencing homelessness if they meet the requirements of a federal law called the McKinney-Vento Homelessness Act. Staff at your Head Start center may wish to consider reserving enrollment slots for children experiencing homelessness under provision [§1302.15 (c)] so that they can be placed in those slots for immediate enrollment.

### Pro tip

A Head Start program administrator with experience working with people with refugee status says, “If a refugee family is here living or staying in someone else’s home because they can’t afford to be on their own, that by definition means they are homeless” for purposes of the McKinney-Vento Homelessness Act.

## Barriers to enrollment

Children who are refugees face certain barriers to enrolling in Head Start.<sup>31,32,33</sup>



**Awareness.** Parents with refugee status who have a limited education and English skills are often not aware of comprehensive service programs like Head Start. Head Start programs should collaborate with refugee resettlement agencies to ensure that case workers are informing families about Head Start and the many opportunities it offers. An effective way to raise awareness is to contact resettlement agencies about sending program staff to agency meetings so they can promote Head Start programs.



**Trust.** Starting life in a new country comes with many challenges, especially for families with children. Parents may have concerns about leaving their children in someone else’s care while they go to work.

Your program can help build trust with refugee communities by making use of liaisons with personal connections to those communities. For example, it is helpful to employ staff who are fluent in both English and the dominant language of the community your program is engaging.



**English ability.** Some families know and have studied English before they arrive in the United States, while many others must work hard to learn a new language. This means families may need help understanding what Head Start is, why they should enroll their children, and how to complete the enrollment process.

Head start program staff can engage refugee resettlement agencies for assistance with translation, interpretation, and completing paperwork. [Free translation and interpreting services](#) are also available for people with refugee status.



**Transportation.** Many families who are low-income face challenges related to purchasing and owning a vehicle, including the cost and the need to acquire a driver’s license. Families without a personal form of transportation may find it difficult to get children to and from Head Start programs.

<sup>31</sup> <https://www.migrationpolicy.org/sites/default/files/publications/FCD-Gross-FINAL.pdf>

<sup>32</sup> <https://www.migrationpolicy.org/sites/default/files/publications/FCD-Morland-FINAL.pdf>

<sup>33</sup> <https://academiccommons.columbia.edu/doi/10.7916/D8HT2Z26/download>

Some Head Start programs help enrolled children overcome this barrier by providing free transportation. You can read more about [building a transportation program here](#).



**Cultural differences.** Families' cultural beliefs about raising and educating children may be different from mainstream U.S. ideas. For example, parents may prefer to rely on family and community members who they already know and trust for child care. Also, parents with refugee status may be unfamiliar with standardized U.S. education requirements.

Head Start staff should work with refugee case workers to ensure that families know Head Start can prepare children for success in the U.S. school system. If your Head Start program employs a liaison for the local refugee community, involving the liaison will help build trust with the community. Families may also benefit from being told if there are children from their community enrolled in the program, which strengthens the idea that other families like theirs trust Head Start.

## Employing people with refugee status at Head Start

**Where to find job candidates with refugee status.** Start with local affiliates of refugee resettlement agencies in your service area; finding work for people with refugee status is a core service. They can help identify qualified candidates, assist people with refugee status with the application process, and provide ongoing support once a person with refugee status begins working. For more information, check out "[How to Engage Your Local Refugee Community for Enrollment and Employment Opportunities](#)."

You can also conduct outreach to local immigrant-focused nonprofits, community colleges, adult education centers, and [Refugee Careers Pathways grant recipients](#) to find job candidates who are refugees.

Consider becoming a [preferred employer of people with refugee status](#). Preferred Refugee Employers (PRE) offer support and services that are of particular help to the refugee community. PRE status is bestowed by Global Refuge, a nonprofit that assists people new to the United States, including people with refugee status.

At the **institutional level**, highly skilled people with refugee status—such as engineers, doctors, nurses, teachers, and lawyers—may nevertheless lack the licenses states require for them to work in their profession.<sup>35</sup> Also, academic accreditation bodies may not recognize credentials if they were obtained in other countries. In fact, people with refugee status often experience downward career mobility when they resettle, unable to get jobs at the same level they previously occupied. Despite potentially being overqualified, they are often willing to accept lower-level positions because they urgently need work.<sup>2</sup>

To become a PRE, a company must fulfill at least five of Global Refuge's designated refugee employment best practices, including but not limited to:

- Free transportation or assistance purchasing a vehicle
- Cohort model of hiring and placement
- Refugee-specific new hire orientation sessions
- Delineated pathway for promotion and record of advancing refugee employees
- Established annual goal for refugee hires
- Housing assistance
- Child care subsidies
- ESOL/adult education classes
- Vocational mentorship

**Barriers to employment.** People with refugee status face institutional, organizational, and individual barriers to employment, which experts have dubbed the "canvas ceiling"—a reference to the canvas shelters that displaced people who are refugees tend to live in while they await resettlement.<sup>34</sup>

<sup>34</sup>[https://www.researchgate.net/profile/Betina-Szkudlarek/publication/340257562\\_Unveiling\\_the\\_Canvas\\_Ceiling\\_A\\_Multidisciplinary\\_Literature\\_Review\\_of\\_Refugee\\_Employment\\_and\\_Workforce\\_Integration/links/5f7fc2e292851c14bcb8ea16/Unveiling-the-Canvas-Ceiling-A-Multidisciplinary-Literature-Review-of-Refugee-Employment-and-Workforce-Integration.pdf](https://www.researchgate.net/profile/Betina-Szkudlarek/publication/340257562_Unveiling_the_Canvas_Ceiling_A_Multidisciplinary_Literature_Review_of_Refugee_Employment_and_Workforce_Integration/links/5f7fc2e292851c14bcb8ea16/Unveiling-the-Canvas-Ceiling-A-Multidisciplinary-Literature-Review-of-Refugee-Employment-and-Workforce-Integration.pdf)

<sup>35</sup> <https://static1.squarespace.com/static/5dc0262432cd095744bf1bf2/t/6191fba28b67577d20bd4af3/1636957090936/TBB+Reviewing+CVs.pdf>

People with refugee status may only receive case management from a resettlement agency for up to 3 months. This means they have little time to secure employment and become self-sufficient.

At the **organizational level**, people with refugee status may not be accustomed to the job application and interview process. You may need to more thoroughly explain your program’s hiring process and what to expect in an interview.<sup>36</sup> You may need to reassure job applicants who are refugees that you will not keep or misplace any of their documents; they can be hesitant to share documents if they do not have multiple copies.<sup>37</sup>

Employers also may not be fully informed of the employment rights of people who are refugees. For example, employers may be unaware that people with refugee status—unlike other newly arrived immigrants—are immediately and permanently authorized to work in the United States, and that they don’t need a Social Security number to start a job.<sup>38</sup>

Background checks on those with refugee status typically do not come back with much information. People with refugee status are thoroughly vetted by the U.S. Department of Homeland Security as a condition of entry into the United States.<sup>39</sup>

At the **individual level**, people with refugee status may have gaps in education or employment. Because they had to flee their home countries, they may have had to abandon their studies or careers, which they were likely unable to resume while displaced in refugee camps.<sup>1</sup> To help applicants overcome these barriers, consider providing job shadowing before and during employment or providing on-the-job training. Also consider using skills-based interviews so these applicants can demonstrate their knowledge, skills, and abilities.<sup>40</sup>

People with refugee status may lack proof of their educational attainment or previous employment. People with refugee status often arrive in the United States with little more than the clothes on their backs; they likely had to leave behind their diplomas, certificates of study, and letters of reference when they fled their home country.<sup>1</sup> Again, for applicants who lack credentials, consider using skills-based interviews so applicants with refugee status can demonstrate their knowledge, skills, and abilities. Also consider paying the fees for those who are refugees to have their credentials evaluated by an independent agency to determine whether the education they received overseas is equivalent to the same level of education in the United States—if their refugee resettlement agency does not cover the fee.<sup>2</sup>

Credentialing evaluators include:

- [World Education Services](#)
- [Educational Credential Evaluators](#)
- [International Education Evaluations](#)

People with refugee status may have limited English proficiency. But a majority come to the United States speaking some English, and their English skills quickly improve.<sup>41,42</sup> Other languages spoken by people with refugee status who have recently arrived in the United States include Arabic, Burmese, Dari, Farsi, Kinyarwanda, Pashto, Russian, Somali, Spanish, Swahili, and Ukrainian.<sup>43</sup> Refugee resettlement agencies can assist with translation, interpretation, and completing paperwork. [Free translation and interpreting services](#) are also available for people with refugee status.

People with refugee status may lack reliable transportation to get to and from work.

Refugees who are women may not be accustomed to working outside the home.

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<sup>36</sup> [https://www.lirs.org/wp-content/uploads/2023/09/Tent\\_Guidebook\\_FINAL.pdf](https://www.lirs.org/wp-content/uploads/2023/09/Tent_Guidebook_FINAL.pdf)

<sup>37</sup> Listening session notes.

<sup>38</sup> <https://www.justice.gov/crt/page/file/1132626/download>

<sup>39</sup> <https://www.tent.org/wp-content/uploads/2021/09/Deloitte-Tent-A-new-home-at-work.pdf>

<sup>40</sup> [https://www.lirs.org/wp-content/uploads/2023/09/Tent\\_Guidebook\\_FINAL.pdf](https://www.lirs.org/wp-content/uploads/2023/09/Tent_Guidebook_FINAL.pdf)

<sup>41</sup> <https://nfap.com/wp-content/uploads/2023/10/REFUGEE-INTEGRATION-IN-AMERICA.NFAP-Policy-Brief.October-2023.pdf>

<sup>42</sup> <https://www.americanprogress.org/article/refugees-thrive-america>

<sup>43</sup> <https://settlein.us/about-settle-in>