



Community Co-Sponsorship Program Manual for Refugee Resettlement

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Welcome to Community Co-Sponsorship!

Thank you for your interest in community co-sponsorship. By opening your hearts to refugees, you are responding to the greatest humanitarian crisis of our time. You are participating in America's most noble tradition, rooted in the ancient ethic of many cultures: welcoming the stranger. And you are letting strangers welcome you as friends and as partners in the work of building stronger communities. We hope that you will discover the rich blessing many other community groups have experienced in the challenging and joyful work of co-sponsoring a refugee family.

This manual will be a reference throughout your co-sponsorship experience. Our aim is to help you prepare for the co-sponsorship experience in partnership with IRIS. In addition to general information about refugee resettlement in Connecticut, we present IRIS' regulations and expectations for partnership. Detailed information on a variety of subjects is available in materials linked to this manual. This will not be a complete guide. In co-sponsorship as in refugee resettlement you must be prepared to deal with the unexpected, but we hope to provide you with enough material for you to determine if co-sponsorship is something you want to pursue.

Co-sponsorship is a wonderful way to welcome a family into a community. Co-sponsors do the hard work of resettlement, ensuring that newcomers access all the help and information they need in accordance with the strict regulations of the federal government. They also provide a social network, friendship and opportunities for personal exchange that go well beyond the requirements. It is a mission that is fraught with challenges but very rewarding!

An Introduction to Refugee Resettlement

Who are refugees?

Refugees are a special type of immigrant. As defined by international treaty, they are people who have fled their home country because they were persecuted or because they had legitimate fears that they would be persecuted. They were singled out within their own country for abuse because of their nationality, religious beliefs, political views, or racial or ethnic background.

Currently there are more than 26 million refugees around the world. Refugees live in a variety of circumstances from refugee camps to urban apartment buildings depending on their resources and the support made available to them in their host country. Refugees generally wish to return home. In some cases, they do. In others they are able to integrate into their host community. A small percentage (less than 1%) is resettled in a third country.

How are refugees selected to come to the United States?

For a long time, the United States prided itself on resettling more refugees than all other countries put together. But since 2017 there was a dramatic shift in policy and in the numbers of people arriving. Each year the president determines a ceiling for refugee admissions. For 2017, President Obama raised the ceiling from 85,000 to 110,000. For 2018, President Trump

set it at 45,000. For 2019, 2020, and 2021, the ceiling was set steadily downward at 30,000, 18,000, and 15,000, respectively. Fortunately, President Joseph Biden has indicated his strong support for increasing the 2021 refugee admissions ceiling up to 62,500 while efforts to redeploy USCIS and other key personnel to refugee processing centers around the world are planned for Spring 2021. The refugee resettlement community in the US is once again working in partnership with our government to rebuild capacity to welcome as many refugees as possible, looking toward a target refugee admission ceiling of 125,000 in FY22.

Traditionally the United States welcomes the most vulnerable people among the entire refugee population, such as those with serious medical conditions. There are also specific programs for people fleeing specific countries.

Refugees approved for resettlement in the United States have undergone a rigorous vetting process overseas. They have been interviewed several times before being granted refugee status by agency personnel of the United Nations High Commissioner for Refugees (UNHCR). After applying for admission to the United States, they are interviewed again by Department of Homeland Security personnel, fingerprinted, and subjected to several background checks regarding former political or criminal activity. The process often takes at least two years to complete. Once a refugee has been approved, a medical exam is conducted both to make sure they carry no communicable diseases, and to determine what level of healthcare needs they will have in the US. Once approved for travel, refugees take out travel loans through the International Organization for Migration (IOM) to cover their airfare to come to the US.

Refugees are assigned to one of nine national resettlement agencies which –in turn – will place them with 200 local affiliated nonprofit organizations spread across the country. The three local affiliates in Connecticut are Catholic Charities in Hartford, the Connecticut Institute for Refugees and Immigrants (CIRI) in Bridgeport, and IRIS in New Haven.

“COVID Caveats”



While pandemic restrictions remain in place, certain procedures and protocols outlined in this manual have been adjusted. By clicking on the above symbol wherever it is placed in this manual or in linked documents, you will be taken to a special document containing guidance on a given policy, procedure or activity as affected by the pandemic.

What is IRIS?

Integrated Refugee & Immigrant Services (IRIS) is a non-profit social services agency whose mission is to help refugees and other displaced people establish new lives, strengthen hope, and contribute to the vitality of Connecticut's communities. IRIS provides case management, employment counseling, education and youth services, healthcare coordination, and cultural orientation to newly arriving refugees. IRIS resettled approximately 240 refugees in 2015. Thanks to community co-sponsors like you, IRIS resettled 75% more refugees in 2016. Of the 530 refugees coming through IRIS in 2016, our staff in New Haven resettled 318 (60%), while

co-sponsors all over the state resettled 212 refugees who would not otherwise be able to come to Connecticut.

IRIS was established in 1982 as a program of Episcopal Social Service of the Diocese of Connecticut. Today it is an independent nonprofit with its own board of directors. IRIS is affiliated with Episcopal Migration Ministries (EMM), a national resettlement agency with whom refugees are placed through a contract with the US Department of State.

How does IRIS work with community co-sponsors?

IRIS is responsible for the resettlement of refugees. IRIS sees community co-sponsorship as a way to enrich the experiences of those refugees and enable more Connecticut residents to participate in and become advocates for refugee resettlement. IRIS works closely with community groups to recruit and prepare co-sponsors for this mission and continues to provide support as well as close supervision throughout the entire resettlement process.

After an initial orientation, you will be asked to complete a community group self-assessment in the form of an application and to begin raising funds. Once your application is approved, your group members will be invited to attend a training program at IRIS. When you feel thoroughly prepared to welcome a refugee family on 2 weeks' notice, you will give IRIS a "[green light](#)". Prior to submitting your green light form, IRIS requires that each co-sponsorship group schedule meetings or identify key connections to secure meetings with local community leaders: at least one elected official, a representative from the police department, and a public school administrator. For more information, please click here for [Local Community Engagement Requirements & Guidelines for Co-Sponsors](#).

IRIS assigns families to co-sponsors based on family needs, co-sponsor resources and availability at the time IRIS receives an arrival notice. Community co-sponsorship groups cannot select families based on nationality or any other criteria.¹

When we receive an arrival notice for a family that seems to be a good fit for your group, we will share the case information that we can (ages, gender, languages, education, nationality, religion, health issues, and employment background) with you and ask that you take just two days to give us a confirmation that you will co-sponsor this family.

Once you've accepted the case and the family arrives, an IRIS case manager will work closely with you throughout the co-sponsorship period. Communication is expected to be at least weekly and the case manager will visit the family at least 4 times during the first 6 months. You will provide IRIS with all the information and documentation needed to ensure compliance with federal requirements.

¹ With respect to Special Immigrant Visa (SIV) families from Afghanistan or Iraq, an offer of placement is determined by the location as well as the consent given by the family's US tie.

About Co-Sponsorship

What are the responsibilities of co-sponsorship?

Becoming a co-sponsor is taking on a great responsibility. IRIS delegates nearly all the tasks of resettling a family to our community co-sponsors. It is hard work and a significant commitment that should not be entered into lightly.

There are requirements that a group must meet in order to become a community co-sponsorship group.

- 1) Conduct a community self-assessment/application and submit it to IRIS for approval
- 2) Attend orientation and training sessions
- 3) Raise \$4,000-\$10,000 (depending on the location of the group and the cost of living in that location)
- 4) Have 501(c)3 status and [liability](#) insurance to cover group members and other volunteers
- 5) Conduct [background checks](#) for all volunteers and submit them to IRIS
- 6) Sign a memorandum of understanding detailing the roles and responsibilities of the group and IRIS in the resettlement of a particular family

Once a family is placed with the co-sponsorship group, there are many tasks the group will be required to perform. These will be described in detail in the materials linked to this manual from the document and resource page on the IRIS website. They include:

- 1) Securing housing, furnishing it and providing rental assistance as needed.
- 2) Welcoming the family upon their arrival and providing for their basic needs (food, clothing, transportation, etc.)
- 3) Assisting the family in applying for social security cards² and all the public benefits they are eligible for (medical insurance, SNAP, cash assistance, etc.)
- 4) Ensuring that the family has access to primary medical care including a required exam as well as any specialized care, as needed
- 5) Ensuring that adults are enrolled in English language classes and children are enrolled in school.
- 6) Assisting in sourcing employment for at least one family member in order to achieve financial self-sufficiency.
- 7) Coaching the family as needed so that they understand their financial needs and obligations.
- 8) Conducting community orientation – show the family where and how to shop, how to pay bills, how to use public transportation, use emergency telephone numbers, understand local laws and customs, etc.
- 9) Providing transportation to IRIS' cultural orientation class.
- 10) Maintaining regular contact with the IRIS case manager, submitting all required paperwork, case notes and financial documentation in a timely manner, and complying with all IRIS policies related to co-sponsorship responsibilities and limits.

² SIV families have the option to apply for Social Security cards either as part of their visa applications or upon arrival at the port of entry. Visiting the SSA office is strongly recommended so that officials can verify that their applications are in process.

Requirements for Veteran Co-Sponsor Groups Resettling Another Family

We welcome the opportunity for veteran co-sponsor groups to resettle another family. For groups who last resettled a family within one year of their last one-year co-sponsorship, the group leader may submit an updated Green Light Form to certify their readiness to co-sponsor another family. For those groups whose last co-sponsorship was two (2) years ago or more, we ask that the group submit and updated application for consideration and strongly encourage its group members to attend co-sponsorship training as a refresher. If unable to attend co-sponsor training in person or virtually, its group members will be required to watch all three recordings of April 2021's virtual training and schedule a live Q&A with the co-sponsorship team afterwards.

Planning and Organizing

At this point we hope we haven't scared you off and that you are excited to learn more about how to become a co-sponsor! In the next section we will outline the next steps and the basic requirements that a co-sponsorship group must meet.

What are the first steps?

It is important to identify a **group leader or co-leaders** who will serve as the principal contact(s) in communication with IRIS and generate a broad base of support within your community. We have found that groups that organize and publicize their efforts well seldom

have difficulty raising the funds necessary for refugee resettlement. We do not recommend drawing from your group's operating budget. Instead, you can hold fundraising events (concerts, movies, dinners, speakers on refugee/international issues, etc.) or solicit one-time contributions from the congregation or community through letters and appeals.

Before IRIS invites your group to training, we must receive an **application**. At minimum, your group's contact person(s) should be selected to represent the group on the application. Upon favorable review of the application, members of your group, including its contact person(s) will be invited to participate in an all-day co-sponsorship training at IRIS. It is required that at least ten (10) members of your core resettlement team do the training program. Trainings are offered monthly, on a Tuesday or Thursday, from 9am-4:30pm at the IRIS office in New Haven. Unfortunately, we cannot offer trainings outside of business hours, because our trainings involve multiple staff members who facilitate sessions on their respective sectors. At the training we will review the contents of this manual and provide more detailed information on what to expect and how to prepare.³

501(c)3: You will need to designate a fiduciary (with 501c3 status) to hold your co-sponsorship funds. Often, a church, synagogue, or mosque will serve as a fiduciary for a co-sponsorship group. Please advise financial contributors to your co-sponsorship not to make checks payable to IRIS, since you will be using these funds directly for the expenses of the refugee family. (e.g., your group will provide rental assistance by making a check out directly to the landlord of the refugee family.)

³ In-person training sessions at IRIS are suspended during the pandemic. Remote programming will be offered by invitation.

What is the job of the contact person(s)?

This person is the primary contact for IRIS and your community group. *All communication between IRIS and your group should go through your **contact person(s)** (i.e. establishment of co-contact persons is highly recommended, especially for larger groups/coalitions).*

S/he will coordinate the overlapping activities of the other Resettlement Team members.

The **contact person** will sign the memorandum of understanding. S/he will check in with the refugee family regularly until the family is securely established in their surroundings. Depending on how your group operates, the contact person might have primary decision-making responsibility. Resettlement Team members will make regular reports to the contact person who will be responsible for maintaining contact with your case manager. We ask that you streamline all communication accordingly.

What is the Core Resettlement Team?

The **Core Resettlement Team** takes on the responsibility for providing the core services of co-sponsorship for a refugee family and maintains communication with its contact person(s). We recommend that the Core Resettlement Team consist of at least 10 members responsible for each of the following areas of focus: finance (including Social Security/DSS), employment, housing, clothing/furnishings, ESOL for adults, children's education, health, acculturation, hospitality, transportation and administration. Please structure your Core Resettlement Team in such a way that it is clear who is responsible for each of the aforementioned core services. To view a sample of group structure, please [click here](#).

Does your group really need a contact person dedicated exclusively for administration?

YES! Refugee resettlement is bureaucratic across the board. As a refugee family's co-sponsor working with IRIS, you are responsible for completing and submitting forms and documentation to your case manager in a timely manner. **Form completion instructions and descriptions of required case file documentation are provided in a resource document linked [here](#).**

Familiarizing yourself with the required forms and case file documentation and the timeline for their submission is an important part of preparing for the co-sponsorship experience. IRIS is subject to federal, state, and resettlement agency monitoring during which these items are reviewed and scrutinized. Given the importance of this aspect of co-sponsorship, one person and an active alternate must be designated to handle all administration in order to effectively manage paperwork and documentation requirements independent of the group's numerous resettlement activities.

Finances of Co-Sponsorship

The finance person is responsible for overseeing the expenditure of the resettlement funds and introducing refugee adults to family budgeting, credit, the banking system and taxes. First this person must ensure that the family gets the financial and other benefits they are eligible for.



Social Security Administration (SSA) and Department of Social Services (DSS)

Refugees must be taken to a Social Security Administration office in the nearest city to apply for their Social Security cards within five (5) business days after their arrival. IRIS will provide you with Social Security card applications for each household member in advance of the family's arrival. You must also bring each person's I-94 (for refugees) or visas (for SIVs). (Refugees' passports, if they have them, should **not** be presented.) Be sure that the application is for an **unrestricted Social Security card**. A refugee's card should *not* contain the notation "Valid for Work Only With DHS Authorization." At the conclusion of your appointment with Social Security, each family member will receive a receipt proving that they have applied for a Social Security card. This receipt will be needed when visiting DSS soon after the Social Security appointment. It is normal for it to take 10 days to three weeks to receive a card.

The I-94 is an official record of entry into the United States. Refugees need them to apply for social security cards. SIVs do not. They used to be physical cards that were stapled into people's passports or admission letters. They are now electronic and can be accessed shortly after entry, usually within 24 hours. If delayed, IRIS will make official inquiries with EMM and the Dept. of State to obtain the I-94(s) ASAP. Delays with the I-94 will unfortunately delay the receipt of a social security card.

The finance person is also responsible for ensuring that the refugee family applies for public assistance through the Department of Social Services (DSS): HUSKY medical insurance, Food Stamps (SNAP), and either Refugee Cash Assistance (RCA) or Temporary Family Assistance (TFA)⁴. The family should be brought to DSS the day after their SSA visit. **If the family's I-94s are not available three (3) days following arrival, you should bring the family to DSS so that their benefits are granted without further delay.**

Our approach to financial assistance

It is generally expected that co-sponsors will follow the same financial policies that IRIS applies to refugees resettled without a co-sponsor. This usually means an expectation of the family's financial self-sufficiency within 6 months. The co-sponsorship group must work with IRIS to establish and manage a budget for the resettlement that takes into account all requirements and all funds.

In addition to the financial assistance you will provide as a cosponsor, the following funds will be available to help pay the refugee family's expenses:

Please note: Financial assistance can become a point of contention between co-sponsors and IRIS. The limits IRIS places on assistance and the expectations for family self-sufficiency may appear harsh to someone of means who is unfamiliar with refugee resettlement and the realities of living on public assistance. We encourage you to discuss reservations you may have with the IRIS case manager but insist on respect for the parameters set by IRIS.

⁴ In Connecticut, Refugee Cash Assistance (RCA) is provided to refugee singles and childless couples and lasts for 8 months. Temporary Family Assistance (TFA) is granted to families and lasts 21 months. When adult children are part of the arriving family, RCA is usually granted while still being included in the family's SNAP benefit. Families receive HUSKY A (for parents and children), while singles and childless couples usually receive HUSKY D or Refugee Medical Assistance (RMA).

- Federal Funds (a **one-time** grant from the US Department of State)
- State Funds (a monthly allowance from the Connecticut Department of Social Services [DSS])
- SNAP, formerly known as Food Stamps (a monthly allowance administered through CT DSS exclusively for food)⁵

In most cases, IRIS expects co-sponsor spending of \$4,000 to \$10,000 per family resettled, though spending can vary widely depending on specific needs and circumstances. It is likely to be significantly more in high rent areas such as lower Fairfield County.

The [IRIS Financial Assistance Policy](#) outlines expectations for the duration of assistance and the rapidly increasing financial responsibility of the refugee family. Rent subsidies are provided for 3-6 months depending on specific criteria. In line with this, the co-sponsor will help the family to develop a budget that factors in decreasing financial assistance from the co-sponsor. Should the family not meet its goal of self-sufficiency within 3-6 months, assistance can be extended in accordance with the policy but their contributions will continue to increase. The IRIS case manager will provide guidance on rental assistance each month.

Co-sponsorship groups must submit reimbursement requests and all required documentation in a timely manner. If requirements have not been met, reimbursements can be placed on administrative hold, meaning that the co-sponsor will not receive payment until the requirements are met.

Federal Funds Explained

For each refugee who arrives in the US, the US State Department provides the sponsoring resettlement agency (i.e., IRIS) a **Reception & Placement (R&P) Grant** of **\$2,275**. The components of this per capita grant break down as follows:

- **\$1,025**. This part of the R&P grant covers direct expenses of each refugee (e.g., a family of four would receive \$4,100 or 4[\$1,025]). The grant deposited into an IRIS account is specifically earmarked for the refugee. In a co-sponsorship arrangement, IRIS usually uses these funds to reimburse the co-sponsorship group for eligible expenses.

Typical expenses eligible for reimbursement include rent, groceries, a cell phone, bus passes, utilities, mattresses, furniture and other household items, car seats and baby items, and clothing. A complete listing of eligible expense and maximum reimbursement amounts is included in [What Does Federal R&P Money Cover?](#).

- **\$200 in Flex Funds**. While also deposited into an IRIS account, these **flex funds** may be used at the discretion of IRIS to help *the neediest refugees*. They are generally reserved for families who do not have co-sponsors.

⁵ At the pre-arrival meeting, your case manager will tell you what maximum benefit amount your family may receive for TFA and SNAP. Normally, maximum TFA is granted unless the family brings assets with them that were declared at their point of entry. The maximum SNAP amount, however, may be reduced by the DSS worker when they see the family is receiving rental assistance. Once the family is paying their rent either in full or up to the New Haven Standard, DSS will usually adjust the SNAP amount upward once they have proof.

- **\$1,050 in Admin Funds.** These funds are for IRIS' services and operating costs.

State Funds Explained

Temporary Family Assistance (TFA) is administered by the Connecticut Department of Social Services (DSS) and is funded by the US Department of Health and Human Services. Each refugee family will apply for RCA or TFA through DSS as soon as possible after applying for Social Security Cards, and will usually have access to their RCA/TFA accounts within 2 to 3 weeks from arrival. The amount the family will receive is calculated based on several factors (e.g., family size) and will vary by DSS geographical region. **Beginning in the second month after arrival, the families will be expected to contribute at least half of the cash assistance they receive towards rent.**⁶

Family Budgeting

American money and finance are often very intimidating for refugees, who often come from cash economies with little understanding of credit, electronic banking, and payment of utilities. To help co-sponsors and their refugee families with tracking and organizing budgets and financial information, a [budget estimator tool](#) (*must be opened in Microsoft® Excel 2007 or later*) was created by a team from the Social Impact Club at Yale School of Management that can be customized by date of arrival and contains built-in formulas for calculating benefits under various circumstances. The [Budget Estimator Tool User Manual](#) provides directions on how best to use it.

Housing

The housing person is responsible for finding appropriate housing (i.e., at least a 6-month lease). Since it is impossible to predict the arrival date of a refugee family, **do not take** on financial responsibility for housing until we have received an official Arrival Notice, typically two weeks before they arrive.

While many community members may wish to offer to house the family in their homes, federal policy requires that refugees have their own living accommodations. This respects their privacy, helps to prevent over-dependency on hosts, and communicates *your confidence in their ability to function independently*.

It is important that you locate housing that is safe, sanitary, **accessible**, and **affordable** to a family whose income may be limited during the first few years in this country.

IRIS provides two documents for you to present to prospective landlords. One document explains the [IRIS financial assistance policy](#). The other document is a [letter from IRIS Executive Director Chris George](#) explaining the refugee resettlement program and vetting process.

⁶ SIV families are entitled to the same benefits as refugee families and are also subject to the provisions of the IRIS Financial Assistance Policy.

Apartment Selection, Rental Assistance, and The “New Haven Standard”

IRIS strongly prefers that co-sponsors find apartments that refugees will have a good chance of being able to afford on their own at the end of their rental assistance period. If you live in an expensive and/or rural area with inadequate public transportation and/or affordable housing, we strongly recommend you search for housing options in nearby larger towns or cities to maximize affordability and self-sufficiency. Typically, areas that are more affordable are also more likely to have other useful resources such as ESOL, food pantries and public transportation. We have found that the cities and towns listed in the box at right offer the best mix of these resources with rents that fall below, at, or slightly above rates we call “The New Haven Standard”.

Family Size

In most cases, IRIS will be offering co-sponsors refugee families ranging in size from 3 to 8 members. Thus we ask you to price apartments that range in size from 1 to 4 bedrooms.

The “New Haven Standard”

When settling refugee families outside the co-sponsorship framework, IRIS endeavors to pay no more than the following for monthly rents:

Apartment Size	New Haven Max
1BR	\$950
2BR	\$1,100
3BR	\$1,300
4BR	\$1,500

These are the maximum amounts that we feel are realistic to expect the family to be able to pay within a few months of their arrival. We realize, however, that such rental rates may not be available in some communities. **For co-sponsors who cannot find housing at the rental rates we recommend, the co-sponsor must subsidize rent in excess of the New Haven Standard for the duration of the lease up to one year.**

Recommended locations:

Fairfield County

Bridgeport, Danbury, Norwalk*, Stamford*

New Haven County

East Haven, Hamden, Meriden, Waterbury, West Haven

Middlesex County

Clinton, Middletown

New London County

New London, Norwich

Windham County

Willimantic

Tolland County

Vernon

Hartford County

Bloomfield, East Hartford, Hartford, New Britain, West Hartford, Windsor Locks

Litchfield County

Torrington

** While rents in Stamford and Norwalk are generally lower than in other towns in Lower Fairfield County, they are comparatively much higher than those in Danbury and Bridgeport and are often difficult for families to assume independently at the end of their leases.*

The New Haven Standard was put in place mainly to allow for co-sponsorship in lower Fairfield County due to high community interest in that area.

Community groups in lower Fairfield County and any equally expensive areas will likely have to raise more than \$10,000 in order to subsidize rent in excess of the New Haven Standard for a year.

Co-Signing Leases

Families should be listed as tenants on their lease agreements, and they will be expected to sign the lease shortly after arrival. Most landlords will require a guarantor or co-signer since the family will have no credit history. In such cases, IRIS asks that the co-sponsorship group co-sign the lease. We can provide best practices and information to ease any concerns about this.

Security Deposits

Landlords will generally require a deposit equal to 1-2 months' rent. IRIS recommends that you try to negotiate to avoid payment for more than 1 ½ months. While the security deposit is an eligible expense for reimbursement, IRIS prefers that co-sponsorship groups use the funds they have raised to provide security deposits. At the end of the lease the deposit will be returned to the group. If the family needs to move at the end of the lease, then the co-sponsorship group will be able to provide a deposit for the new housing.

Lead Inspections

IRIS requires that prospective housing built before 1978 is inspected for lead by a licensed professional before any pregnant woman and/or child under 6 years old can be resettled there.

Please review IRIS's policy related to lead inspections for additional details [here](#).

Clothing/Household Furnishings

The clothing/household furnishings person is responsible for procuring the material goods that will be provided to the family in their new home: clothing, donated furniture, *new* mattresses and box springs, and household items. IRIS will provide a [list of required items](#). The expectation is that these will be basic items in good condition. It is not expected that the co-sponsorship group will provide items in excess of this basic list.

Donations of furniture and household goods can be pledged in advance of the refugee(s)' arrival. Unless you are personally able to repair them, it is a good idea to only accept items in good condition! You should hold off on clothing donations until after you can determine the needs and sizes of your family. Some clothing you will need to purchase new (socks and underwear), but providing too much new clothing or other goods may establish an expectation that your group cannot and should not continue to fulfill. Most groups find that they are deluged with donated items and that their expenditures on clothing, household goods and furnishings are negligible.

Employment

The employment person is responsible for locating appropriate jobs for all refugees in the family who are able to work. Since early self-sufficiency is the goal of the U.S. refugee resettlement program, early employment should be a top priority. *The search for employment opportunities should begin even before the refugee arrives.* Before your family arrives, you are encouraged to conduct an inventory of job possibilities from among your group's and wider communities. The skills of refugees vary widely from farming to electrical engineering, and they are confirmed

during the course of employment assessments, which are discussed below. Beforehand, however, we encourage you to survey the employment landscape in your communities for entry-level, and reasonably accessible jobs that can accommodate English-language learners.

By about the 10th day, your case manager will come to visit the refugee family's home to conduct the beginning of the family's **service plan**. The first component assesses strengths and needs of the family as a whole.

- Each able-bodied adult in the household will then be assessed for employability by answering questions about skills, education, and work, language and literacy skills, health status, professional goals/job availability, and personal needs/goals. This will be followed by an **employment assessment** to obtain details about employment history and timelines to facilitate resume creation. IRIS can provide a [template for the resume](#). The employment person(s) should meet with the job seekers very regularly to discuss progress, leads and search strategies.
- Those family members who are non-employable will undergo assessments that concentrate on education, language, and literacy skills, health status, additional strengths/barriers, personal needs/goals, and reasons for lack of employability as appropriate (i.e., under 18, over 65, late-stage pregnancy, caregiver for a child under 18 or a fully dependent person, physical/mental health reasons).

Refugees arrive fully authorized to work and demonstrate this upon being hired by completing an [I-9](#) (i.e., legal proof of work eligibility). Many employers will initially say they cannot hire a refugee unless she or he has a Social Security card or an Employment Authorization Document (EAD), but this is illegal. If a job is offered before the Social Security card is received, IRIS will advise on best steps to [take](#).

Please click here on [More About Employment](#) for additional information.

Giving the Green Light

Once you have been through training and made all of your preparations, you will let IRIS know you are ready to welcome a family by submitting a [Green Light Form](#). This will mean that you are capable of resettling a family on two weeks' notice. Depending on the frequency and nature of refugee arrivals, you may unfortunately have to wait much longer for a family to be placed with your group.

Placement and Arrival

Waiting for a Family, Taking the Case

Once you have given IRIS your **green light**, IRIS will try to place a family with your group as soon as is possible.

IRIS generally receives notification of an arrival two to three weeks in advance. When IRIS thinks a case is appropriate for your group, the IRIS Co-Sponsorship Program Manager will promptly forward the information to your group's Contact Person(s). We ask that you take no more than 48 hours to decide if you can take the case.

Once you have agreed to take the case, you will respond to the offer of co-sponsorship via email and sign a [Memorandum of Understanding](#). This is not a legally binding contract but it aims to clarify the roles and responsibilities of both IRIS and the community co-sponsorship group during the resettlement period. Upon its receipt, a case manager will be assigned to your group and will schedule a pre-arrival meeting with your group's Contact Person(s) and welcoming committee to go over last minute details and expectations for the first few weeks.

No shows: *On rare occasions, a refugee scheduled for arrival will not show up. These "No-Shows" can be a stressful experience for co-sponsors. Sometimes the family is rescheduled for travel within a few days. Sometimes they are removed from travel without any explanation. In such cases, IRIS would aim to place another family with your group as soon as possible.*



Key Action Items Pre-Arrival

The time between when you accept the co-sponsorship and the first few weeks after will be a flurry of activity. Detailed guidance and checklists of tasks to be completed during this time are provided in the materials linked to this manual and the [resource page](#) online..

During this time you will:

Secure Interpreter(s)

- You will need regular, reliable access to an interpreter to help you facilitate important meetings and appointments with the refugee family. Once you know the language of your family (most likely Arabic, Farsi/Dari, French, Kinyarwanda, or Kiswahili), you will quickly need to source interpreters for the arrival and all official meetings with IRIS.⁷

- **Formalize Housing Arrangements**

When looking for housing you will use a [safety checklist](#) provided by IRIS. You will send copies of this checklist as well as the signed lease.

- **Establishment of Utilities Accounts**

You must establish utility accounts prior to the family's arrival. Responsibility for the utility accounts will be transferred to the family once they have Social Security numbers, usually within 30 days of arrival. In the meantime, the accounts must be established by the group using its Tax ID Number or an individual in the group (e.g., Contact Person, Housing Person) using her/his Social Security number.

- **Designation of Arrival Contact at Point of Arrival**



You can choose to meet the family at the airport (JFK or Newark) or meet them at the IRIS office in New Haven. If you want to go to the airport, you will need to send IRIS a copy of the driver's licenses and cell phone numbers of those driving vehicles.



The Day of Arrival

A *small* reception group, including an interpreter, must meet the family at their designated arrival and bring them to their new or temporary home. Remember that the refugees will be both tired and apprehensive; this is not the time for a gala welcoming party. Instead, offer the family a culturally appropriate hot meal and a chance to bathe and rest.

Interpretation: Potential sources of low-cost or free interpreters are colleges/universities (e.g., Muslim student groups, Arab student groups, mosques, churches, and cultural groups).

SSA and DSS can provide interpreters via telephone on site, so you will not need an interpreter for those appointments unless that is your preference.

IRIS may be able to refer you to low-cost interpreters who might be able to travel to your area. IRIS volunteer interpreters are generally not available to co-sponsors. **Remember: Each interpreter you source must undergo a [background check](#), sign and submit a confidentiality agreement, and undergo IRIS interpreter training prior to the family's arrival.**

⁷ All interpreters will be required to undergo IRIS Interpreter Training prior to the family's arrival. This can be done virtually or by attending a training session in New Haven once we are able to resume in-person training.

We offer these practical tips for meeting refugees:

- 1) Track the family's flight online or call the airline to confirm the arrival time.
- 2) Plan to wait. Entry procedures can take 1-3 hours
- 3) If going to the airport, come equipped with a sign bearing the refugee's name in large letters.
- 4) Bring weather/season appropriate clothing (in one-size-fits-all styles) and bottled water.

The Resettlement Team should also provide the family with an arrival packet containing the following:

- Names and telephone numbers of an interpreter, the Core Resettlement Team and IRIS;
- The Welcome Letter from the IRIS Executive Director in both English and the family's native language. This letter will provide a simple explanation of the co-sponsorship program for which they have been selected. They will not have been made aware of the arrangement beforehand.
- Pocket money and food allocation (amounts are specified in [What Does Federal R&P Cover?](#))
- A map of the town, highlighting the home, safe routes for walking, and any nearby destinations (e.g. laundromat, library, supermarket). Keep in mind, however, that it will likely be necessary to show the family how to get to these places. Many can come from cultures where reading maps is not emphasized, and many have not yet learned to read or write in their native language.
- A poster with your core team members' photos, names, and roles.

POST-ARRIVAL

The First Week



The day after the arrival you must conduct a home visit and complete a [Next Calendar Day Home Visit Form](#). **Within 5 days of arrival, the co-sponsor must take the family to SSA and DSS, provide basic community orientation including an introduction to public transportation and conduct a ["case management intake"](#) to provide an overview orientation of policies, American culture and laws, and referrals.** (Click [here](#) for form explanation).

Within 2 weeks of arrival, the IRIS case manager will organize a visit with the group members, the family and an interpreter. During this meeting more information about the IRIS Co-Sponsor

relationship and self-sufficiency policies will be provided by your case manager and s/he will also have the opportunity to discover what expectations the refugees may have for their new life in the United States. It is important for both refugees and co-sponsors to confront and clarify any misconceptions or miscommunication early in the resettlement process.

Also during this visit, your case manager will conduct **service plan and supplemental employment assessments** for all employable and non-employable adults in the household. The Employment Person needs to participate in this meeting and an interpreter must be present. Each service plan and employment assessment will cover questions about language proficiency, health, education, work history, availability, and any other information concerning and/or affecting employability. Once these assessments are complete, your case manager will send the assessment(s) to the Contact Person(s) in a PDF document plus a PDF-fillable template for the family and individual action plan components of the service plan to be completed, signed by all relevant parties, and submitted to the case manager by the 30th day. The Employment Person will use the information in the supplemental employment assessments to create a resume for each assessed employable adult before formally beginning job searches. During the 45-day visit, the case manager will review the complete service plan with the co-sponsors and the family with interpretation.

[A baseline trajectory for the first year](#)

Most of the tasks required from the co-sponsor are completed within 30 days and the reception and placement period officially ends at 90 days. These 90 days will be a very busy time and they will pass very quickly. The community co-sponsorship group and the IRIS case manager will be in frequent contact to ensure that everything goes as smoothly as possible. The IRIS case manager will visit the group and the family again about 45 days and about 90 days after arrival.

At 90 days the role of the co-sponsor will already begin to shift. The family should be able to do the majority of their life tasks without your assistance. The co-sponsor group needs to be proactive in encouraging such independence by taking them to the resources they can use on their own (e.g., DSS/local social services office, schools, transportation to shopping and medical appointments). Occasionally the co-sponsor may need to provide a refugee family member with transportation to an appointment that is essential but not easily reachable by public transportation. In such situations, it is important to not tack on several other errands at once lest the family think you will do this after every appointment. At this juncture, the family needs to realize that you, as the co-sponsor, are not available 24/7 and that you are available to help them via mutual agreement, not necessity. What may seem like putting off the family is often the most respectful way to approach it, as it levels the playing fields and reinforces the partnership nature of their relationship.

By 6 months post-arrival there should be a significant shift as the family will have made significant progress towards self-sufficiency. Careful budgeting at the outset, using the parameters provided by DSS and eventually income, will prepare the family for the end of assistance. Regular conversations about budgeting and finance, no matter how unpleasant or annoying, are needed in order to underscore the importance of managing finances and resources toward self-sufficiency. The IRIS case manager will visit again at the 6 month mark to help encourage this shift and help revise the resettlement plans if needed for any reason.

In most cases co-sponsors stay very involved with the family throughout their first year even when they are no longer providing any financial assistance. Usually as the 1 year mark approaches the group will be involved in helping the family determine if they will stay in their current housing or move to another location.

Changes to plan for and issues to anticipate

Even after the initial resettlement period, it is normal for the family to need some assistance navigating their new lives, especially when it comes to maintaining their public benefits. It is important for community co-sponsors to keep the following in mind.

Income Reporting



Once a refugee family member starts working, s/he must report her/his income to DSS. Only in instances where a refugee or SIV may earn in excess of allowable income limits set by DSS would s/he lose her/his TFA cash assistance. When a refugee receiving RCA reports income, s/he loses RCA assistance entirely.

Recently employed refugees must report their income after they have been paid at least twice either weekly or biweekly. DSS will enter the wage information and recalculate benefits to determine eligibility. Refugees receiving both RCA and TFA will experience a slight decrease in their SNAP benefits and this will be confirmed in a determination letter mailed to the refugee's home. For RCA recipients, HUSKY will remain unchanged until the end of their 8th month in the US.

End of Rental Assistance

Once the family begins paying rent in full or at The New Haven Standard (NHS), it is important that proof of this be shown to DSS as their SNAP will stand to increase.

Periodic Report Form: SNAP



After at least three months, DSS may send a Periodic Report Form to verify the refugee family's continuing eligibility for SNAP. It is important to act upon this form as soon as possible and to document when the requested information was supplied to DSS. Families may receive SNAP as long as they remain below its income limits, although the monthly benefit amount may go down when their income increases from employment.

Jobs First Employment Services (JFES)



Adherence to JFES policies is generally required for anyone receiving cash assistance through the State of Connecticut. JFES, a unit of the CT Department of Labor, interfaces with DSS to make sure those who are receiving cash assistance are either providing job search activity logs or pay stubs to maintain their cash assistance. Failure to comply can result in a reduction or

suspension of benefits. Thus it is important to read through every DSS letter related to TFA for information on JFES enrollment, which can be required as soon as the family starts receiving cash assistance. JFES compliance is not required for recipients of RCA.

Most families will get TFA for up to 21 months as long as they stay under its income limits, fulfill periodic documentation requests on TFA and/or SNAP as asked by DSS, and comply with the JFES program's requirements to provide ongoing verification of benefit-eligible activities (e.g. ESOL up to 15 hours per week, employment-focused English tutoring, and/or job search). Usually the family is contacted by JFES to make an appointment to meet with all working-age adults in the household..

Pregnant women are exempt from JFES requirements until two (2) months after the baby is born. At that time, she must provide ongoing verification of benefit-eligible activities as described above. She will automatically become eligible for **Care4Kids**, a statewide subsidized childcare program that provides discounted childcare to JFES clients.

Over-assisting and Over-giving

These are among the most formidable and consequential ongoing challenges co-sponsor groups will face. Indeed, we encourage groups during the initial resettlement period to ensure they are not assisting and/or giving the family too much. Why is this so important?

In partnering with your community co-sponsorship group, our overarching goal is to make sure the family is as independent and as self-sufficient as soon as possible. IRIS recognizes that every family and each person within it is unique and that circumstances can inform how well the family gains a foothold toward independence. Assisting family members through tutoring, transportation, and tasks is often necessary at the beginning. Approaching the end of R&P and onward, the family is generally expected to undertake the majority of their shopping, transportation, and rent/bill payments. IRIS expects that issues surrounding mobility, employment, and transportation be worked out in anticipation of the 6-Month Meeting, when the family should be generally independent while the group takes less active roles in routine activities. The more empowerment is employed in encouraging self-sufficiency, the less likely the group should find itself over-assisting the family.

Similarly, over-giving can be either overt or inadvertent. Procuring provisions far beyond what are basic necessities may be what your group thinks the family needs, but they could create both unrealistic expectations and wants by the family and enmity and jealousy among co-sponsored and non co-sponsored families. IRIS urges groups to follow our guidelines and to refrain from purchasing expensive furniture or other household items. In addition, it is expected that groups be mindful of the privilege gap between group members and the family when planning activities. Special occasions should be special, of course, but it is good to strive for balanced and practical approaches. For example, taking the entire family to an expensive outing (e.g., Lake Compounce, MLB/NFL/NBA games, a day in Manhattan) can be fun but also could embarrass the parents, who could never afford to do so. Similarly, donating a car unconditionally to the father before he has his driver's license and/or a job takes away from the very real experience most Americans must have before getting a car: getting a job and affording insurance. Essentially, over-giving can and often does create complacency and unrealistic expectations. When coupled with over-assistance, over-giving will make the end of eventual assistance that much harder.

Additionally, assisting the family in excess of the IRIS Financial Assistance Policy will undermine the trust placed in your group by IRIS, creating difficulties in continued cooperation. It would certainly be taken into account before considering the placement of a second family with the same group.

Friendship or “Friendship”

In our experience, community co-sponsorship nearly always cultivates long-lasting friendships and relationships. While we would certainly agree that it is important to approach the family with a friendly disposition in your meetings and interactions, we would nonetheless recommend that you manage the friendships you are building with care. Some of our clients come from cultures that may find outgoing, enthusiastic, and friendly dispositions common in American culture off-putting and/or strange. If your family is reacting this way, it is not necessarily a sign of hostility. Rather, it is likely a sign of being somewhat guarded given all the changes they are experiencing.

It is important to note that the first several weeks are very important for how your group and your family will form a relationship. Indeed, the relationship will be somewhat lopsided in your direction given the many tasks that will require your guidance and expertise. Eventually, when the dust settles, the dynamics of your relationship will become more even-handed. As time goes on and the family’s self-sufficiency steadily increases, the family will still need your help from time to time but not like when they arrived.

Thus your friendship will carry with it the need to understand the meaning of the word “friend” in this context. In building a relationship based on partnership, don’t be overbearing or assume that you are or even will be friends. By respecting each other’s privacy, being straightforward in your advice and remembering not to over-promise, your partnership with the family is more likely to develop with mutual understanding and respect that will endure.

General Advice for Co-sponsors

Respect is essential

Refugees have been through a lot. They have fled countries where there was little respect for their human rights. On the move and living in refugee camps for years, many experienced insults, humiliation, and a sense of helplessness. Arriving in the US, not speaking English, they are dependent on our services and assistance. But they are not to be pitied. They must be treated with the utmost respect for their journey, their culture and their individuality.

As co-sponsors, remember that one of your most important jobs in refugee resettlement is to help refugees regain a sense of control over their lives. Part of this is helping them become self-sufficient as soon as possible. While it might be counter intuitive, confidence in their ability to handle difficulty and struggle well and insistence that they be as independent as they are capable of being, are signs of respect while giving them things that they don’t really need are signs of condescension.

Sometimes co-sponsors liken their relationship to the family they are helping to a parental one. IRIS strongly discourages this. The refugees you will help are not your children. You will not be

adopting them and it is disrespectful to envision your role in this way. We encourage you to approach your co-sponsorship as a *partnership* with a refugee family.

Exercise Religious Tolerance and Sensitivity

IRIS has a strict policy against proselytizing. It is important to realize that religion is a fundamental part of one's identity, and anything that could make refugees feel obligated to participate in the religious life of their co-sponsors can be disastrous both psychologically and emotionally for refugees. Instead, put them in touch with others of their nationality and faith and assure them that your friendship and support are not dependent on their involvement in your congregation. Please make every effort to avoid making any gesture that could be construed as proselytizing; it is strictly prohibited. Also, please note that some refugees will not adhere to or practice any religion. Do not assume that they will or suggest to them that they should adhere to any religion.

Privacy, Please

In the midst of all the activity your group will experience in welcoming and resettling a refugee family, it is important to remember that the family, while likely hospitable, needs and deserves privacy. Your group may be the guarantor/co-signer of the lease, but it does not mean that multiple group members should have keys or that you should not ring the doorbell before entering. The family's privacy in their new home is more important than the convenience keys among group members would provide. ***The co-signer of the lease, the landlord, and the family are the only people who should have keys to the apartment once the family has arrived.***

By the same token, some families come from cultures with open doors and may find it strange or be insulted if you feel you come over only if invited or an appointment is involved. Nonetheless, such hospitality should not be taken to mean that group members can show up unannounced at will. Indeed, the family needs down time without visitors to help mitigate the stress of the myriad resettlement activities and functions they are dealing with. Early on, it should be established in friendly conversation that you will either text or call before coming over. It establishes an even playing field and mutual respect for each other's time and space.

Be "Trauma-Informed"

Many communities who welcome refugees want them to tell their stories publically. Unless they actively express interest in doing so, refugees should not be asked to speak about their refugee experience. Be aware that telling a persecution story can re-traumatize refugees. They have had to tell their stories multiple times to UNHCR and US State Department officials, in order to get refugee status and approval to resettle to the US. Once they are here, they can *choose* whether or not and under what circumstances to talk about the persecution they have experienced. Please respect this choice. By the same token, persecution experiences are by no means taboo. If refugees want to speak with you about what they have fled in their home countries, you will have a tremendous opportunity to be compassionate listeners.

We at IRIS do not ask our clients why they are refugees, and we require that our volunteers and co-sponsorship partners follow this policy as well. This is part of being *trauma-informed*, whereby it is assumed that refugees have experienced trauma to some degree, regardless of

how they may appear to us. In addition to applying great sensitivity by not asking for tales of their experiences, it is helpful to adopt a trauma-informed orientation with your family, as the effects of trauma can be deceiving (e.g., being late for or missing appointments, forgetfulness, inconsistent behavior or moods).

If you notice any behavioral symptoms that are worrisome or problematic and are unsure of how to proceed, please reach out to your case manager or a mental health professional in your community who can help you find appropriate resources.

Mandatory Reporting

As a matter of federal and state law, any individual entrusted with caring for or working with children is required to report suspected or actual child abuse and/or neglect to the Connecticut Department of Children and Families (DCF). While all IRIS clients receive information on stringent US laws covering domestic violence and child abuse/neglect during CORE, occasionally parents may still revert to disciplinary practices that are not acceptable in this country. If you witness or learn of child abuse or neglect endured by the children in your refugee family, it must be reported to DCF.

Certain professionals, such as teachers, doctors, nurses, social workers, case workers (including those at IRIS), guidance counselors, lawyers, and emergency medical technicians (EMTs) are **required** to report child abuse and neglect, whether it is suspected or confirmed. If anyone in your group is one of these professionals and is told about abuse or neglect, s/he is also **required** to report it to DCF. The mandatory reporter has the right to report to DCF anonymously so that the investigation into abuse or neglect can proceed without her/his direct involvement or the knowledge of the offending family member.

You should contact your family's case manager if you are unsure about whether there is a need to report to DCF. If your case manager deems that the incident must be reported, s/he will suggest that you contact DCF accordingly, since you are closest to the incident and can provide authentic, critical details. If you are uncomfortable doing so, your case manager will be obligated to report based on the information you shared.

While the need to engage in mandatory reporting is decidedly rare, it is important for your group to know who among you are mandatory reporters and to discuss how such incidents would be handled. Failure to report suspected or actual child abuse/neglect that is allowed to escalate without intervention can result in a fine. A summary of legal requirements concerning child abuse/neglect in the State of Connecticut can be found [here](#).

Addressing Social and Cultural Differences

For many refugees, they are arriving in a land replete with a colorful diversity of races, gender roles, faiths/religions, nationalities, and orientations that they may never have seen before. We have found that most refugees are warm, hospitable, and kind and interact well with our staff and volunteers in an atmosphere of mutual respect. Nonetheless, it is important to discuss key social and cultural factors that your family and your group may encounter while you build your relationships.

Racism

In the wake of the murder of George Floyd in May 2020, meaningful acknowledgment of racism in the United States came to the surface in stark relief after decades of being sidelined. In turn, demonstrations and calls for activism across Black, Indigenous, People of Color (BIPOC) and White communities alike have given rise to the study and practice of anti-racism all over the country. In recognizing how racism informs and affects our clients, especially those in BIPOC communities, IRIS has committed itself to doing anti-racism work with professional consultants and to incorporating anti-racism into its policies, practices, and relationships with community groups, as well as national and international organizations. As we prepare to welcome refugees from all over the world in earnest, it is incumbent upon IRIS and its partners to have educational, honest, and respectful conversations with our refugee families about racism and its pervasiveness in American life and history.

We plan to formally introduce elements of anti-racism into co-sponsor training once IRIS has progressed in its own organizational anti-racism training. Until then, we would invite all of your group members to review an [anti-racism blog series](#) developed by our colleagues at the Ethiopian Community Development Council (ECDC), one of the nine national refugee resettlement agencies contracted with the US State Department. While the intended audience is that of refugee resettlement service providers (e.g., IRIS), the comprehensive information the blog posts provide is very useful for community groups to review.

Sexism

In many cultures represented among our refugees, the family structure is very traditional, wherein the father is the head of the household and the mother is expected to stay home to tend to the home and care for the children. In some cases, young girls are not permitted to engage in the same kinds of activities that are common among young boys and girls in American culture. For example, sometimes a young girl is expected to come home right after school while her brother is allowed to play soccer with his friends. Similarly, a mother may wish to work and establish her own sense of identity, only to be told not to by her husband. Sometimes this simply reflects adherence to their own cultures without incident, and sometimes cultural adjustment pressures can escalate into situations involving domestic violence.

IRIS addresses domestic violence specifically as part of our federally required Cultural Orientation and Resettlement Education (CORE) program, which all adult refugees are required to attend within roughly one month of their arrival. With respect to less overtly violent sexism, it is important to be aware while allowing the family to proceed with cultural adjustment at their own pace. By simply being yourselves, you can help this process along, for example, by showing how men and women in your group work together without regard to gender and/or “expected” gender roles (e.g., women in positions of leadership, men not afraid to look after children or cook dinner). Of course, this is a delicate balancing act depending on where your family is from. Women from Syria, Iraq, or Afghanistan may be averse to being alone in a room with a non-related man. And likewise, some men may be hostile toward women whom they perceive to encroach on their authority. In any case, it would be wise for your group to do some additional research, especially once you know who your family is and where they are from.

In general, do not try to impose your views on the family but encourage discussion and exchange among the family and members of your group.

Homophobia

In the countries our refugees are from, LGBTQ rights and freedoms are nonexistent. Indeed, LGBTQ people who suffer persecution are eligible for refugee status. It is not as common, however, as very few refugee-eligible LGBT people are willing to describe their persecution in the kind of detail required for the rigorous vetting process by the US government. Hence, some may simply apply for refugee status based on other legitimate incidents of persecution (e.g., religion, political affiliation) rather than reveal their sexual orientation as the reason for requesting protection. Those who do come to the US due to persecution based on sexual orientation tend to travel alone and would thus be resettled by IRIS in New Haven.

Homophobia could be a concern for cosponsoring groups is if you have openly LGBTQ committee members, fellow congregants or friends. This is not to suggest that openly LGBTQ individuals should not be part of the core resettlement team that will be interacting frequently with refugees. Quite the contrary. As in the example above with respect to sexism, being yourselves is the best way to help acculturate and educate a refugee family with respect to homophobia. It is unlikely, in our experience, that a refugee would ask, “Are you gay?” or express disdain about an LGBTQ person in front of us. Nonetheless, as the refugee family gets to know people in your group better, and as they start to meet more Americans, you may see signs of inquiry start to emerge when certain cultural biases kick in. For example, a middle-aged gentleman may never bring up whether he is married or not, but that is often one of the first questions an Iraqi man or woman might ask when getting to know him. How he, or any LGBTQ person, answers is ultimately up to her/him, and of course, it depends on the refugee. It all comes back to being your authentic selves while respectfully allowing your refugee family the space to be more culturally sensitive and aware.

The Refugees Might Decide to Leave

Occasionally, refugees choose to move away from their initial resettlement community. This may happen within the first few months, or after a year or more. They may move to join relatives or friends, to pursue an avenue of economic support, or to live in a particular kind of climate. Our role is to provide objective information about the pros and cons of moving. In the end, however, refugees are free to make this choice. While it may disrupt our plans (and your plans) or even appear to be a bad choice for the family, we try to view it as a sign of their own independence and, of course, they are allowed to leave. It should not be viewed as a failure. One of the best antidotes to our feelings of disappointment is to cosponsor another family soon!

Working Toward Independence

Do not encourage refugees to depend on you because it makes you feel good to help them. From the day they arrive, make sure the refugees and the community co-sponsorship group member to focus on independence.

You can help by:

- 1) Discussing the importance of economic self-sufficiency as early and as much as possible..
- 2) Working to develop **healthy two-way friendships** rather than dependent ones. Take the time to **listen and learn** from them. Their culture, food, language and experiences are fascinating. You will benefit and show them respect while they will gain a sense of dignity and pride in talking about what has been important to them.

A Final Word: Refugee Resettlement is Rewarding ... and Messy!

We are all human beings, and anything could happen to one of us, or one of the refugees, at any time. Your refugee family – like any family - is dealing with life's unpredictable twists and turns.

Keep calm. Co-sponsoring refugees is a big responsibility. IRIS is here to support you, provide advice, answer questions, and work with you through difficult situations you may encounter. The IRIS Co-Sponsorship Manager has access to the wealth of experience and expertise represented among IRIS staff and long-time volunteers. **You are never alone!**

Many community groups in Connecticut have participated in this wonderful program. If you would like to speak with a group that has had experience resettling refugees, please contact IRIS for their contact information.

Glossary of Acronyms

CORE	Cultural Orientation and Resettlement Education
DSS	Department of Social Services
ELL	English Language Learner
ESOL	English Speakers of Other Languages
IOM	International Organization for Migration
PA	Principal Applicant
RA	Resettlement Agency
RCA	Refugee Cash Assistance
RHA	Refugee Health Assessment
R&P	Reception and Placement
SIV	Special Immigrant Visa
SNAP	Supplemental Nutrition Assistance Program
SSA	Social Security Administration
TFA	Temporary Family Assistance
UNHCR	United Nations High Commissioner for Refugees

R&P FORM LIST

[Co-Sponsorship Memorandum of Understanding](#)

[R&P Form Completion Instructions and Case File Documentation Timeline](#)

[R&P Core Services Checklist](#)

[R&P Home Evaluation and Safety Checklist](#)

[R&P Home Supply List](#)

[Statement of Mutual Rights and Responsibilities](#)

[Sanctions and Termination of Services Policy](#)

[Authorization to Release Information](#)

[Co-Sponsor Photo Interview Release Form](#)

[R&P Cosponsor Case Management Intake](#)

[Next Calendar Day Visit Form](#)

[30th Day Home Visit Form](#)

[Reimbursement Cover Sheet](#)

ADDITIONAL INFORMATION

[Acculturation and Hospitality](#)

[Co-Sponsor Screening and Background Checks Procedure](#)

[Employment](#)

[English for Speakers of Other Languages \(ESOL\)](#)

[Healthcare – Medical and Dental](#)

[Lead Inspection Policy](#)

[Liability and Group Organization](#)

[Local Community Engagement Requirements & Guidelines for Co-Sponsors](#)