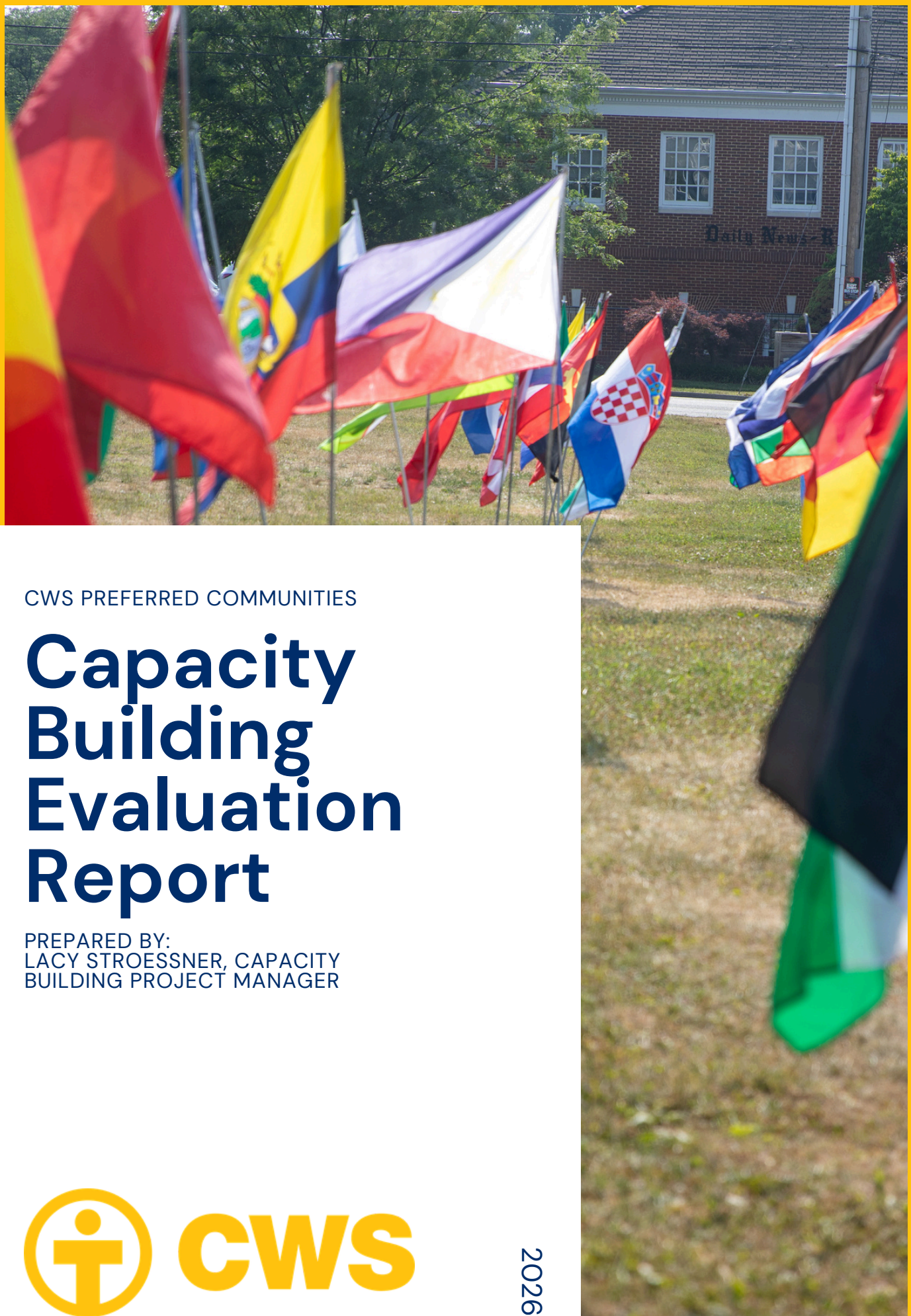

CWS PREFERRED COMMUNITIES

Capacity Building Evaluation Report

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CWS

2026

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Introduction

The Preferred Communities (PC) Capacity Building Program was designed to strengthen the organizational capacity of local sites to serve vulnerable Office of Refugee Resettlement (ORR)-eligible newcomers through targeted investments in staffing, systems, partnerships, volunteer engagement, professional development, and sustainable program infrastructure. While direct services remain at the center of the Preferred Communities model, the capacity building initiative recognized that strong client outcomes depend on more than case management alone. Effective service delivery requires adequate staffing, consistent operating procedures, responsive community partnerships, engaged volunteers, skilled staff, and resources that can be sustained and adapted over time.

This evaluation was undertaken to assess the extent to which the program achieved those goals and to identify lessons that can inform future capacity building efforts across the Church World Service (CWS) network. The evaluation serves both accountability and learning purposes: documenting progress toward program objectives while generating practical insights about which approaches most effectively strengthen organizational capacity and improve support for vulnerable newcomers.

The PC Capacity Building Program was guided by a Monitoring, Evaluation, and Learning (MEL) framework organized around six core objectives:

1. **Expand the program's capacity to effectively serve vulnerable ORR-eligible clients by managing staffing to facilitate the best client outcomes.**
2. **Strengthen local PC program effectiveness by developing robust systems and implementing standardized processes.**
3. **Strengthen and expand collaborative relationships with key community stakeholders to increase partner engagement and build a coordinated ecosystem of support for newcomers.**
4. **Develop and expand structured programs that engage community members through volunteerism and community sponsorship, providing meaningful support and connection to newcomers.**
5. **Enhance staff skills through ongoing training and professional development so they can deliver targeted, high-quality support that effectively addresses the complex needs of clients.**
6. **Develop and maintain sustainable, evergreen resources and tools that can be regularly updated and easily adapted to ensure consistent, accessible information and long-term program sustainability.**

Taken together, these objectives reflect a holistic approach to capacity building. Rather than focusing solely on service volume, the program sought to strengthen the organizational conditions, systems, skills, and community relationships that enable sites to provide high-quality, consistent, and sustainable support to newcomers over the long term.

Evaluation Questions

The evaluation was designed to answer two primary questions:

Primary Evaluation Questions

1. **To what extent has the PC Capacity Building Program strengthened site capacity to serve vulnerable ORR-eligible clients across the six program objectives?**
2. **Which capacity building approaches, systems, and resources have been most effective in producing improved staff engagement, service consistency, partner collaboration, community engagement, and program sustainability? How does effectiveness vary across client groups?**

To explore these questions in greater depth, the evaluation also examined a series of secondary questions focused on staffing capacity, systems development, partnerships, volunteer engagement, professional development, sustainability, implementation differences, and lessons learned.

Secondary Evaluation Questions

1. How have changes in PC staff-to-client ratios, caseload size, and program completion rates affected staff capacity to engage meaningfully with clients?
2. To what extent have sites developed, updated, and adopted Standard Operating Procedures (SOPs), standardized processes, and PC program trainings? How has this influenced service consistency and case file quality?
3. How have sites strengthened relationships with community partners, Ethnic Community Based Organizations (ECBOs) and institutions? What referral pathways have been established or expanded as a result?
4. How have sites grown structured volunteer and community sponsorship programs? What services or supports are volunteers and sponsors providing to newcomers?
5. What professional development opportunities have sites implemented? How have these influenced staff ability to support clients with complex needs?
6. What evergreen resources, tools, and translated client-facing materials have sites developed? How is their ongoing review and update being sustained?
7. How do implementation experiences, outcomes, and lessons learned vary across sites with pre-March 1, 2026 versus post-March 1, 2026 PC start dates?
8. What barriers and facilitators have sites encountered in implementing capacity-building activities, and what adaptations proved most useful?



Evaluation Design & Data Collection

Evaluation Design

The evaluation employed a mixed-methods, before-and-after design that integrated quantitative performance monitoring data with qualitative feedback from staff, volunteers, community sponsors, and partner organizations. The design was intended to support both summative reporting to ORR and formative learning for future program improvement across the CWS network.

Because organizational capacity is multifaceted and cannot be fully captured through a single data source, the evaluation relied on triangulation across multiple forms of evidence. Quantitative indicators were used to assess implementation outputs and outcomes, while qualitative data provided deeper insight into how changes occurred, which strategies proved most valuable, and what contextual factors influenced implementation.

The evaluation framework recognized that capacity building is not a single intervention but rather a set of interconnected investments that collectively strengthen an organization's ability to support clients. Accordingly, findings were examined through the lens of all six program objectives and synthesized across multiple stakeholder perspectives.

Data Collection

Data collection occurred throughout the program period, with routine monitoring data collected continuously and primary data collection concentrated during the June-August 2026 endline evaluation period.

The evaluation drew upon five primary sources of evidence:

ExtendedReach and PC Program Assessment Data

Routine performance data were extracted from CWS' client information system (ExtendedReach) and PC program assessment records. These data included measures such as staff-to-client ratios, caseload size, case file quality, referrals, case closure rates, and fulfillment of PC program requirements. Where historical data were available, retrospective baseline comparisons were constructed to assess change over time.

Performance Progress Reports (PPRs)

Sites submitted Performance Progress Reports covering two reporting periods:

- October 1, 2025-March 31, 2026
- April 1, 2026-September 30, 2026 *(To be collected after the date of this report)*

PPRs provided both quantitative measures of implementation activities and narrative reflections on progress, challenges, lessons learned, and adaptations.

Endline Staff Evaluation Survey

A network-wide evaluation survey was administered to PC staff at participating sites during July and August 2026. Thirty-two responses were received. The survey included both close-ended and open-ended questions covering all six program objectives, including staffing capacity, systems development, service consistency, partnerships, volunteer engagement, professional development, resource sustainability, implementation challenges, and promising practices.

Data Collection & Analysis

Volunteer and Community Sponsor Feedback Survey

A volunteer and community sponsor survey was distributed between June and August 2026 to individuals actively engaged with PC programming. A total of 250 responses representing 25 sites were collected. The survey assessed volunteer experiences, perceptions of support and preparedness, engagement activities, and perceived impacts on newcomers.

Partner Organization Feedback Survey

A partner organization survey was distributed to community organizations collaborating with participating sites. 87 partner organizations provided feedback on communication, referral pathways, collaboration quality, and the effectiveness of partnerships in supporting newcomer communities.

Data Analysis

Quantitative Analysis

Quantitative data from ExtendedReach, PC program assessments, PPRs, and survey responses were cleaned, validated, and analyzed using descriptive statistics. Analysis focused on indicator achievement, implementation outputs, frequencies, percentages, and network-level trends. Where appropriate, subgroup analyses were conducted to explore variation by PC program start date and implementation context. Findings were compared against program targets and synthesized at the network level to identify common patterns and outcomes.

Qualitative Analysis

Qualitative data from open-ended survey responses and PPR narratives were analyzed using a structured thematic synthesis approach. Responses were reviewed and organized according to the six program objectives and evaluation questions while also allowing for the identification of emergent themes.

Analysis focused on recurring successes, challenges, lessons learned, promising practices, and adaptive strategies. Particular attention was paid to identifying patterns across sites as well as examples that illustrated how capacity building investments translated into organizational and client-level outcomes.

Data Triangulation

Quantitative and qualitative findings were integrated through a synthesis matrix organized around the program objectives and evaluation questions. Findings from staff surveys, volunteer feedback, partner feedback, PPRs, and routine monitoring systems were compared to identify areas of convergence, divergence, and complementarity.

This triangulation approach strengthened confidence in findings and ensured that conclusions reflected multiple stakeholder perspectives rather than a single source of information.

Data Ethics, Interpretation, & Limitations

Data Ethics, Confidentiality, and Safety

This activity was conducted as a program evaluation intended to support learning, accountability, and reporting to ORR. Participation in feedback surveys was voluntary. Staff, volunteers, community sponsors, and partner organizations were informed of the purpose of the evaluation and advised that participation would not affect employment, volunteer roles, partnerships, or access to services.

To protect confidentiality, no direct identifiers were linked to qualitative responses in analytic outputs. Findings are presented in aggregate at the network level, and where examples are included, they are reported in a manner that minimizes the risk of identifying individual respondents.

All electronic data were stored on secure, password-protected CWS systems with access limited to authorized members of the PC HQ team. Data management practices complied with CWS policies and applicable ORR requirements.



Interpretation and Limitations

Several factors should be considered when interpreting the findings presented in this report.

First, baseline data were unavailable for many capacity building indicators at the start of the program period. As a result, the evaluation relies heavily on retrospective assessments of change and endline perceptions of improvement. While triangulation across multiple data sources strengthens confidence in findings, the evaluation cannot definitively attribute all observed changes to capacity building activities alone.

Second, sites varied substantially in their implementation timelines. Sites whose PC capacity building activities began after March 1, 2026, had less time to demonstrate measurable change than sites that began earlier. Consequently, findings should be interpreted within the context of differing implementation periods.

Third, many implementation indicators relied on site-level reporting and self-assessment. Although these data provide valuable insight into implementation processes and outcomes, self-reported information may be subject to reporting bias. To mitigate this limitation, findings were triangulated with partner feedback, volunteer survey results, and multiple qualitative data sources wherever possible.

Interpretations & Limitations

Finally, significant staffing reductions, layoffs, organizational restructuring, and funding instability affected implementation across portions of the CWS network during the evaluation period. In some cases, planned capacity building activities were delayed, scaled back, or discontinued as sites prioritized maintaining essential client services amid reduced staffing levels and uncertainty about future funding. These constraints also affected evaluation activities. While the MEL plan envisioned a more comprehensive and robust analysis drawing extensively on multiple quantitative and qualitative data sources, available staff time and analytical capacity were ultimately reduced by changing organizational circumstances. As a result, some planned analyses could not be completed at the depth originally intended. The findings presented here should therefore be interpreted as a strong and evidence-based assessment of program implementation and outcomes, but not as an exhaustive analysis of all available program data. Future evaluations conducted under more stable staffing conditions may be able to undertake deeper longitudinal, comparative, and site-level analyses.

Despite these limitations, the mixed-methods design, broad participation from sites, volunteers, community sponsors, and partner organizations, and the use of multiple complementary data sources provide a strong evidence base for assessing implementation and outcomes. The findings that follow offer a comprehensive picture of how the PC Capacity Building Program contributed to strengthening organizational capacity, community engagement, and support for vulnerable newcomers across the CWS network.

Findings

Overall Program Impact

Findings from the endline evaluation survey indicate that the PC Capacity Building Program substantially strengthened participating sites' capacity to serve vulnerable ORR-eligible newcomers. Across the network, respondents reported improvements in organizational infrastructure, staff effectiveness, service consistency, community partnerships, volunteer engagement, professional development, and resource sustainability. Overall, 91% of participating sites agreed or strongly agreed that the program strengthened their site's capacity to serve vulnerable ORR-eligible clients, while over three-quarters agreed that their organizations are stronger and more sustainable as a result of the program. Staff support was another notable achievement, with the majority of respondents reporting that staff feel well supported in their work and better equipped to meet increasingly complex client needs.

Rather than describing capacity building as a single intervention, sites consistently characterized it as a comprehensive strengthening of organizational systems. Investments in staffing, community partnerships, volunteer engagement, staff training, standardized procedures, and shared resources worked together to increase sites' ability to provide responsive, client-centered services. As one respondent explained, "The support, technical assistance, and resources provided have been invaluable in strengthening our programs, building staff capacity, and improving the quality and consistency of services we provide."

91%
report that capacity building efforts strengthened their ability to serve clients

74%
identified staffing/client engagement as the most effective program area

65%
work with more partner organizations

91%
offered professional developlment beyond SOP training to staff

88%
translated resources into client languages

53%
report improved caseloads

Findings: Staffing Capacity & Client Engagement

Across the survey, the most frequently identified areas of success aligned closely with the program's six objectives. Community partnerships and referral pathways, staffing capacity and client engagement, professional development, volunteer engagement, and systems development emerged as the strongest contributors to improved organizational capacity and service delivery.

Staffing Capacity and Client Engagement

Strengthening staff capacity emerged as one of the most influential outcomes of the program. 65% of responding sites reported improvements in client-to-staff ratios through reduced caseloads, staffing increases, caseload redistribution, or enhanced supervision and support structures. Three-quarters of sites agreed or strongly agreed that case managers have sufficient time for meaningful client follow-up, and more than four-fifths agreed that client appointments are appropriately scheduled and not rushed.

Sites consistently linked these improvements to stronger client engagement and more individualized services. Reduced caseloads enabled staff to conduct more frequent check-ins, provide more personalized support, identify needs earlier, and dedicate more time to Self-Sufficiency Plan (SSP) goal planning and follow-through. Several respondents described a shift away from crisis-oriented case management toward more intentional relationship building and long-term self-sufficiency planning.

At New American Pathways in Atlanta, reduced caseloads allowed staff to spend more time helping clients understand pathways toward self-sufficiency and engage more deeply in their own service plans. IRIS in New Haven reported that smaller caseloads enabled case managers to spend more time on each case, resulting in faster achievement of client goals and earlier program completion. Similarly, Opening Doors in Sacramento reported that improved staffing levels and better workload distribution led to more frequent follow-up, stronger client trust, and more client-centered support.

> "The investment into staff capacity has led to a more manageable client ratio with increased client engagement... investments into SOPs and training have increased efficiency and consistency."

At the same time, challenges related to staffing remained one of the most commonly reported barriers. Multiple sites cited funding uncertainty, staff turnover, hiring freezes, and leadership transitions as factors affecting implementation. Sites that experienced staffing reductions reported difficulties balancing direct service delivery, partnership development, volunteer engagement, and ongoing capacity building activities. The CWS affiliate in Anchorage, New Chance, described serving more than 80 active clients with a single dedicated case manager and noted that limited staffing capacity reduced opportunities for proactive outreach and recurring client check-ins.

Findings: Systems, SOPs, & Service Consistency; Community Partners & Volunteer Engagement

Despite these challenges, sites frequently described successful adaptations, including cross-training staff, redistributing caseloads, strengthening supervision structures, and leveraging community partners and volunteers to maintain service quality. These findings suggest that staffing investments were among the most effective capacity building interventions and directly contributed to improved client engagement and service outcomes.

Systems, SOPs, and Service Consistency

The development and adoption of standardized systems was another major area of program success. More than four out of five sites reported creating or updating SOPs, standardized processes, or program trainings during the reporting period. Nearly 80% of sites trained most of their staff on these procedures, while over half reported training all staff.

These investments resulted in substantial improvements in service consistency. More than 80% of respondents agreed that documentation and case file processes are consistent across staff, while over 90% agreed that clients receive consistent services regardless of which staff member provides support. Most sites also reported that standardized procedures reduced errors, improved documentation quality, and increased staff confidence in navigating program requirements.

Respondents repeatedly highlighted the value of combining SOPs with ongoing coaching, quality assurance processes, and peer learning. CWS Miami credited weekly team meetings, regional learning opportunities, case reviews, and file audits with improving compliance and strengthening service quality. CWS Tampa reported that standardized systems improved staff onboarding, consistency, and supervisory capacity. The Anchorage site's use of recurring client check-in checklists and collaborative documentation reviews strengthened quality control and reduced case file errors.

Several sites noted that SOPs were most effective when paired with opportunities for consultation and problem solving. While written procedures provided consistency, staff emphasized the need for flexibility and peer support when addressing the complex and often unpredictable needs of vulnerable newcomer populations.

Community Partners and Volunteer Engagement

One of the strongest and most consistent findings across the evaluation was the extent to which the PC Capacity Building Program strengthened the broader network of support surrounding newcomer families. Capacity building investments not only improved organizational capacity within participating agencies but also strengthened the relationships, referral systems, and community networks that support newcomer integration. Across sites, respondents consistently identified community partnerships, volunteer engagement, and referral pathway development as among the most effective and sustainable outcomes of the program.

Findings: Community Partners & Volunteer Engagement

Nearly three-quarters of participating sites reported working with more community partners than when their PC programs began. Most sites established or expanded referral pathways with healthcare providers, schools, workforce agencies, legal service organizations, faith communities, housing providers, mental health providers, and public agencies. Respondents consistently reported that these relationships improved access to critical resources while enabling sites to address needs beyond the scope of direct case management services.

Partner survey findings strongly reinforce the site survey results. Among 87 partner organizations surveyed, 97.3% reported clear communication with sites, 94.9% reported clear understanding of roles and expectations, and 97.4% agreed that partnerships effectively support newcomers. Most notably, 97.5% reported that they would continue partnering with local sites in the future. Nearly two-thirds of respondents indicated that their partnership had grown stronger over the reporting period.

Partners with clear referral pathways were twice as likely to report stronger collaboration

98%
of partners want to continue working with CWS

Referral systems emerged as a particularly important driver of partnership success. More than 70% of partners reported having a clear referral pathway, and partners with formalized referral systems were substantially more likely to report stronger organizational relationships and fewer collaboration challenges. These findings suggest that capacity building investments in referral infrastructure produced benefits that extended beyond service coordination to strengthen the partnerships themselves.

Across sites, strengthened partnerships translated into tangible outcomes for newcomers. Anchorage expanded partnerships from 28 organizations to 40 organizations while developing new healthcare referral pathways to support clients facing Medicaid eligibility changes. CWS Lancaster established new pathways through PA Navigate and strengthened coordination with child welfare and mental health systems. CWS Harrisburg expanded relationships across healthcare, housing, workforce development, education, and legal service sectors, resulting in more coordinated support for families facing multiple barriers.

Findings: Community Partners & Volunteer Engagement

Partner organizations provided additional examples of these impacts. A collaborative community event held by the CWS affiliate in Provo, Utah resulted in 36 comprehensive eye examinations and 20 additional healthcare appointments for newcomer clients. A partner organization working with IRIS in New Haven reported hiring ten refugee youth through a workforce partnership. In Atlanta, a faith-based partner described coordinated efforts supporting 25 refugee families through volunteer engagement, employment assistance, and legal support during a period of widespread community need.

Volunteer engagement emerged as another major source of organizational capacity. Many sites reported creating or expanding structured volunteer programs and training substantial numbers of volunteers. Several affiliates reported training dozens or hundreds of volunteers during the reporting period, including Columbus, Logan, Covington, New Haven, Oklahoma City, Louisville, and Harrisburg. Volunteers supported transportation, English language learning, housing assistance, mentoring, citizenship preparation, employment support, and social integration activities.

98%
of volunteers felt their time and contributions were valued

The Volunteer and Community Sponsor Feedback Survey, which collected 250 responses representing 25 sites, provides strong evidence of the quality and sustainability of these efforts. Volunteer experiences were overwhelmingly positive. Nearly all respondents reported feeling valued (98.4%), supported by staff (95.6%), and willing to recommend volunteering with CWS to others (96.8%). Most volunteers also reported feeling adequately prepared for their role (87.6%).

Volunteer service was both practical and relational. The most frequently reported activities included social connection and mentoring (48%), housing setup and household goods support (45.6%), transportation assistance (45.6%), English language tutoring (40%), and cultural orientation and navigation (33.2%). These findings align closely with site reports and highlight the critical role volunteers play in supporting newcomer integration.

Qualitative responses revealed the deep relational impact of volunteer engagement. One volunteer described their experience "like gaining new family members." Another reflected on helping a newcomer build English language skills and confidence communicating independently. These experiences mirror site reports that volunteers help reduce social isolation, strengthen community belonging, and increase newcomer confidence and self-sufficiency.

Findings: Community Partners & Volunteer Engagement; Professional Development

> Over the years, our own lives have been transformed by the friendships that we've made. We have been welcomed into homes, shared countless meals, celebrated new jobs, drivers' licenses, weddings, and the birth of new babies. These friendships have given us much joy and reshaped our understanding of what it is to be a volunteer.

Site examples further illustrate these outcomes. Louisville's Skilled Neighbor initiative connected vulnerable families with volunteer teams that provided transportation, emotional support, and financial assistance during times of crisis. The affiliate Covington, KY described volunteer support that improved one client's workplace communication and confidence. New Haven reported that volunteers assisted with school enrollment, transportation, citizenship preparation, and benefits navigation, with one respondent emphasizing, *"We couldn't do the work we do without the help of volunteers."*

Together, site, volunteer, and partner findings provide compelling evidence that the PC Capacity Building Program strengthened local support ecosystems in meaningful and sustainable ways. By investing in referral systems, community engagement infrastructure, volunteer programming, and partnership development, sites expanded their reach and created broader networks of support that will continue benefiting newcomer families beyond the life of the grant.

Professional Development

Professional development was among the most consistently praised elements of the Capacity Building Program. 91% of sites reported providing professional development opportunities during the reporting period, covering topics such as trauma-informed care, mental health, cultural humility, immigration law, leadership development, case management, and support for survivors of violence and exploitation.

Respondents overwhelmingly reported that training improved their ability to respond to complex client situations and increased confidence in providing services. Staff described becoming better equipped to navigate mental health concerns, trauma, housing instability, public benefit changes, immigration policy shifts, and other challenges commonly experienced by newcomer populations.

CWS Houston highlighted training in trauma-informed care, suicide prevention, youth mental health, and grief and loss. CWS Miami reported that mental health and trauma-focused training strengthened staff's ability to assess needs and connect clients to appropriate resources. CWS Fort Collins described intensive strengths-based case management and housing expertise training as particularly transformative for staff working with high-need clients.

Beyond building technical knowledge, professional development contributed to broader organizational learning and collaboration. Several sites described communities of practice, peer-learning opportunities, and cross-team trainings as essential mechanisms for strengthening service quality and consistency across programs.

Findings: Evergreen Resources & Sustainability; Barriers & Lessons Learned

Evergreen Resources and Sustainability

The development of evergreen resources and tools emerged as another important capacity-building outcome. Three-quarters of participating sites reported creating new resources during the program period, including referral guides, resource maps, digital filing systems, volunteer manuals, training curricula, client-facing materials, and multilingual resources. Most sites also reported reviewing and updating these resources within the previous year.

Several organizations demonstrated innovative approaches to resource development. New Chance in Anchorage created multiple immigration and community resource guides; CWS Tampa developed an interactive resource-navigation platform, and ODI in Sacramento digitized the majority of its files to improve accessibility and long-term sustainability. Many sites integrated these resources into SharePoint systems, cloud-based platforms, and internal knowledge repositories, helping preserve institutional knowledge and improve staff access to information.

Although respondents expressed confidence that many of these resources would continue beyond the grant period, they also identified ongoing challenges related to policy changes, translation needs, staff turnover, and funding uncertainty. Nevertheless, the overwhelming majority viewed these investments as sustainable improvements that would continue benefiting both staff and clients after the program period concludes.

> "The most valuable resource has been the updated tools and ready-to-use materials. They save us time, reduce duplication, and allow us to focus more directly on supporting clients."

Barriers and Lessons Learned

Several common challenges emerged across sites. Funding uncertainty was the most frequently cited barrier and was often linked to staffing transitions, difficulties with long-term planning, and disruptions to volunteer or community engagement activities. Respondents also reported challenges associated with changing immigration policies, increasing client needs, leadership transitions, and competing demands on staff time.

Despite these barriers, respondents identified several factors that consistently facilitated successful implementation. Strong leadership, staff flexibility, cross-team collaboration, responsive community partnerships, engaged volunteers, peer learning opportunities, and technical assistance from CWS HQ were repeatedly cited as critical contributors to success. Sites frequently described their ability to adapt to changing conditions through collaboration, innovation, and relationship building rather than through additional resources alone.

Findings: Barriers & Lessons Learned; Conclusion

The evaluation also identified opportunities for further strengthening the program. Sites recommended continued investment in staffing, volunteer infrastructure, professional development, and cross-site learning opportunities. Volunteers expressed interest in clearer guidance and stronger communication with staff, while partners identified opportunities to strengthen referral feedback loops and follow-up processes. Collectively, these recommendations reflect a desire to build upon existing successes rather than address fundamental shortcomings.

Conclusion

Overall, findings from sites, volunteers, and partner organizations indicate that the PC Capacity Building Program successfully strengthened organizational capacity across all six program objectives. Investments in staffing, partnerships, volunteer engagement, professional development, standardized systems, and resource development contributed to more consistent services, stronger community support networks, improved staff confidence, and enhanced newcomer outcomes. While sites faced ongoing challenges related to funding uncertainty, staffing transitions, and a rapidly changing policy environment, respondents overwhelmingly reported that the program left their organizations better equipped to meet the needs of vulnerable ORR-eligible newcomers. Notably, 76% of sites reported that the changes implemented through the program are likely to continue beyond the project period. The consistency of positive findings across all three stakeholder groups suggests that the systems, partnerships, and resources developed through the program represent durable organizational improvements likely to benefit newcomers well beyond the grant period.

76%

of sites expect changes to last

> "Having the capacity to be available when clients need us has allowed us to respond quickly... This consistent engagement has strengthened trust and improved overall client outcomes."

Together in Service to Newcomer Communities

Acknowledgements

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CWS