

# County of San Diego



Health and Human Services Agency

## **REFUGEE EMPLOYMENT SERVICES PLAN**

**July 2013 - June 2016**

---

### BOARD OF SUPERVISORS

Greg Cox, First District  
Dianne Jacob, Second District  
Dave Roberts, Third District  
Ron Roberts, Fourth District  
Bill Horn, Fifth District

Submitted to Refugee Programs Bureau on March 3, 2013, revised January 10, 2014

## TABLE OF CONTENTS

	<b>EXECUTIVE SUMMARY</b>	<b>i</b>
<b>I.</b>	<b>COUNTY REFUGEE PROGRAM ADMINISTRATION</b>	<b>1</b>
<b>II.</b>	<b>DESCRIPTION OF COUNTY’S REFUGEE PROGRAMS</b>	<b>1</b>
	A. Funding Source	
	B. General Program Description	
	C. CalWORKs and RCA Compliance	
	D. County Planning Process	
<b>III.</b>	<b>DESCRIPTION OF SERVICE COMPONENTS</b>	<b>7</b>
	A. Employment	
	B. English Language Training	
	C. On-the-Job Training/Skills Training	
	D. Case Management	
	E. Other Employability Services – Translation and Interpretation Services, Childcare, Transportation, Conflict Management Training and Skill Recertification	
	F. Non-Employment Services – Translation and Interpretation Services, Information and Referral Services, Outreach Services, Social Adjustment services, Case Management Services, Citizenship and Naturalization Preparation Services and Older Refugee Services	
<b>IV.</b>	<b>BUDGETS</b>	<b>11</b>
<b>V.</b>	<b>ANNUAL SERVICE PLAN</b>	<b>19</b>
<b>VI.</b>	<b>ANNUAL GOAL PLAN</b>	<b>20</b>
<b>VII.</b>	<b>APPENDICES</b>	<b>22</b>
	A. County Procurement Process	
	B. County Monitoring Process	
<b>VIII.</b>	<b>REQUIRED ASSURANCES</b>	<b>24</b>
<b>IX.</b>	<b>COUNTY BOARD OF SUPERVISORS RESOLUTION</b>	<b>27</b>

## EXECUTIVE SUMMARY

The *2013-2016 REFUGEE EMPLOYMENT SERVICES (RES) PLAN* provides the framework for the provision of employment services to refugees in San Diego County for the next three years. The County of San Diego Health and Human Services Agency (HHS) has administrative responsibility for the RES program and manages the services through contracted service providers. Within HHS, the section that manages refugee functions and houses the County's Refugee Coordinator is the Office of Strategy and Innovation (OSI) division. OSI developed the RES plan with input collected throughout the year. Information was gathered at public hearings, focus groups and refugee and collaborative meetings. Although employment services are the primary focus of the RES Plan, extensive data gathered in the process, and over the years, indicated the need to consider other related services such as housing and transportation.

The California State Refugee Programs Bureau (RPB) Arrivals Information report indicates that over the last five Federal Fiscal Years (FFY) (October 1, 2007 through September 30, 2012) the County has resettled 15,158 newly arriving refugees. This makes San Diego the largest recipient of new arrivals in California during this period. During FFY 12 (ending September 30, 2012), San Diego County received fifty percent of the new refugees resettled in California. These statistics do not include secondary migration, where refugees who initially arrive in another county or state, move to San Diego for any reason.

The majority of these families reside in HHS's geographical services areas of Central and East regions. Seventy-six percent of the refugee arrivals during the last five FFYs are from Iraq and the majority of Iraqi refugees are settling in the city of El Cajon located in San Diego's East County where there is an established Iraqi community.

San Diego has a strong, vibrant refugee community. The rich cultural heritages of our newcomers contribute to the county's existing cultural diversity. The region also has a multitude of service agencies which individually and jointly, through strong collaboration, can and do provide services to the refugees. HHS is an active partner in these endeavors and the collaborative efforts result in many successes for our refugees. However, language and cultural barriers continue to impede refugees obtaining employment and achieving self-sufficiency.

Over the next three years, RES will offer the following standard service components: Employment, English Language Training, Translation and Interpretation Services, Information and Referral Services, Outreach Services, Social Adjustment services, Case Management Services, Citizenship and Naturalization Preparation Services, On the Job Training, Conflict Management Training, and Older Refugee Services.

Should the need arise and if funding is available, RES will offer the following additional service components over the next three years: Skills Training, Childcare, Transportation, Skills Recertification, and Microenterprise.

## **I. COUNTY REFUGEE PROGRAM ADMINISTRATION**

The Refugee Employment Services (RES) program is administered by the Office of Strategy and Innovation (OSI) of the County's Health and Human Services Agency (HHSA). The County Refugee Coordinator reports to OSI executive management. OSI works closely with Eligibility Operations (EO). EO is the section within HHSA that has administrative responsibility for the CalWORKs program and administers the Welfare to Work (WTW) contracts.

The County provides other services to refugees which include public health services. Communication and coordination with other HHSA sections will continue to promote service integration and avoid duplication.

## **II. DESCRIPTION OF COUNTY'S REFUGEE PROGRAMS**

### **A. Funding Sources**

The County receives Refugee Social Service (RSS), Targeted Assistance (TA) formula, Targeted Assistance Discretionary Grant (TADG) and Older Refugee Discretionary Grant (ORDG) funding. Services included in the RES Plan incorporate all of these funding sources.

### **B. General Program Description**

The primary intent of the program, in accordance with the Refugee Act, is to assist newly arrived refugees in obtaining employment and facilitating their transition to self-sufficiency within 12-months, however refugees can receive services up to 60-months. To achieve this goal, the County of San Diego's RES Plan for Fiscal Years 2013-2014 through 2015-2016 incorporates a comprehensive approach to address the employment needs of newly arrived refugees. The County will continue to provide RES in a culturally and linguistically appropriate manner and in accordance with all applicable federal, state, and county laws, amendments, regulations, and guidelines for the next three fiscal years (2013 -2016).

The RES Plan's services are delivered through contracts with private providers. Refugee services are part of the array of services that comprise WTW. This inclusion facilitates close communication with planners and project managers of WTW resulting in more cohesive and effective services for refugee customers.

The description that follows addresses both RSS and TA allocations since the components are funded by both funding streams. These services will be contingent on the availability of funding.

1. At the family service level, The RES program consists of Program Administration and the following service components:

- Employment is fully integrated with the CalWORKs WTW program and offers employment case management which includes assistance with applications, job search, interview coaching and acculturation
  - English Language Training to eliminate barriers to employment and/or provide job readiness training
  - On-the-Job Training/Skills Training programs will give refugees work experience in the United States and help them get the skills they need to find employment
  - Translation and Interpretation Services provides interpretation and translation to refugees to enable them to access employment and obtain other services to eliminate barriers and obtain self sufficiency
  - Childcare for children, when necessary for participation in employability services or for the acceptance or retention of employment
  - Transportation when necessary for participation in employability services or for the acceptance or retention of employment
  - Microenterprise implements a development project to assist eligible refugee individuals to develop small businesses and achieve self-sufficiency
  - Skills recertification will help refugees transfer their knowledge and experience from their country of origin to help them gain employment in the U.S. in their field
  - Information and Referral Services will provide refugees information and referral for existing service available to them
  - Outreach Services will be designed to familiarize refugees with available services, to explain the purpose of these services, and facilitate access to these services
  - Social Adjustment services will include assessment and short-term counseling, health-related services, and home management services to help refugees address these barriers to self sufficiency
  - Case Management services for a purpose other than in connection with employment or participation in employability services
  - Citizenship and Naturalization Preparation services to prepare refugees for citizenship
  - Older Refugee Services serves refugees 60 years or older by augmenting existing services to elderly refugees that reduce isolation/increase socialization and increase and maintain individual self-sufficiency
2. The Refugee Employment Services system provides employment related services for refugees who are receiving cash public assistance (e.g. CalWORKs) and those who are unemployed and employed refugees in need of services to retain employment or to attain economic independence

Participants eligible for program services possess the following required characteristics:

- In the United States for 60 months or less;
- Age 16 years or older;
- Individuals who have been granted special immigration status ("refugee status") by the U.S. Department of Homeland Security (DHS) while outside the U.S. These refugees are unable to return to their country of origin because of persecution or

a well-founded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion;

- Asylees are individuals who are in the U.S., either legally or without documents, and fear that they will be persecuted if they return to their home country. To become an asylee, the person must go through an immigration hearing or court process and be granted asylum either by a DHS/U.S. Citizenship and Immigration Services Asylum Office, or by the Immigration Court of the Executive Office of Immigration Review (EOIR) of the U.S. Department of Justice;
- Cuban and Haitian Entrants are nationals of Cuba and Haiti who are in the U.S. and are granted a special status by DHS;
- Certain Amerasians from Vietnam who are admitted to the U.S. as immigrants pursuant to Section 584 of the Foreign Operations, Export Financing, and Related Programs Appropriations Act, 1988;
- Human Trafficking Victims are victims of modern-day slavery, which include young children, teenagers, men, and women. Victims of human trafficking are subjected to force, fraud, or coercion, for the purpose of sexual exploitation or forced labor. The Trafficking Victims Protection Act of 2000 made adult victims of severe forms of trafficking who have been certified by the U.S. Department of Health and Human Services eligible for benefits and services to the same extent as refugees. The Trafficking Victims Protection Reauthorization Act of 2003 made certain family members of trafficking victims also eligible for benefits and services to the same extent as refugees. Victims of severe forms of trafficking who are under 18 years of age are also eligible for benefits to the same extent as refugees but do not need to be certified; or
- Be a U.S. born minor whose parent(s) are refugees.

3. The eligibility criteria for Refugee Elderly Services are:

- Individuals who are 60 years or older; and
- Meet the criteria described above for Refugees, Asylees, Cuban and Haitian entrants, Human Certain Amerasians from Vietnam and Trafficking Victims.

### **C. CalWORKs and RCA Compliance**

San Diego County assures that the provision of activities and services to mandatory and voluntary CalWORKs WTW participants and Refugee Cash Assistance (RCA) recipients, funded by the Office of Refugee Resettlement (ORR) monies and allocated by California Department of Social Services (CDSS), will be expended in accordance with CalWORKs WTW and RCA requirements (including those regarding program participation flow, good cause determination, sanctioning, and supportive services) specified in the Manual of Policy and Procedures Sections 42-700 and 69-200, respectively, and other applicable CalWORKs and RCA policy guidance issued by CDSS.

Newly arrived RCA single refugees and couples who do not qualify for CalWORKs participate in the Wilson Fish Comprehensive Resettlement Collaborative for eight months and receive employment services for up to five years. Refugee families with

children who are CalWORKs eligible enter the county's assistance program without first receiving cash or employment services from Wilson Fish.

#### **D. County Planning Process**

The 2013-2016 RES Plan was developed according to the County Guidelines published on RPB's website with respect to RES Plan requirements.

1. Participants involved in planning and providing input included Resettlement Agencies (RAs), Ethnic Community Based Organizations (ECBOs), community college district staff, school district staff, San Diego Workforce Partnership, East County Career Center, HHS management, members of the faith community and members from the refugee community.
2. The refugee arrivals have changed over the years. In the 1970s the majority of the refugees were from Southeast Asia. In the 1980s, refugees from Eastern Europe and East Africa began arriving here. In the early 1990s, following the breakup of Yugoslavia, refugees from its successor states, primarily Bosnia, arrived in the County. In the late 1990s, civil unrest in Africa created new waves of displaced persons and refugees from Somalia and Sudan.

The California State Refugee Programs Bureau Arrivals Information report indicates that over the last three Federal Fiscal Years (October 2009 through September 2012) the County has resettled 8,395 newly arriving refugees. Over the past three years, the largest arrival group's countries of origin are Iraq, Burma and Iran with the largest numbers of arrivals from Iraq (6,392 or 76% of the total arrivals).

Refugees from Iraq are comprised of three main sub-groups: Kurds, Shiites, and Chaldeans. The majority of the refugees in San Diego County are Chaldeans.

Burma is one of the most ethnically diverse countries in the world including eight main ethnic groups and more than 130 distinctive subgroups. Refugees from Burma include the Karen, Chin and Karenni. Many of them fled through the hills and jungles of northeast Burma and across the border into Thailand where they were settled in refugee camps. The Chin population is a smaller one that originally entered Burma from China. Their mission of acquiring an independent cultural and political status within Burma has led to repression from military forces.

There are two main clusters of refugee populations in San Diego County. They are City Heights, located within the City of San Diego, and the City of El Cajon in East County.

3. In a normal, growing economy, there are difficulties with helping refugees achieve acculturation and obtain employment. When the economic downturn is factored in with some of the special characteristics of the newcomers, the challenges of placement are intensified.



Key findings of the Needs Assessment Process were the following barriers and activities to mitigate these barriers:

- Language Barriers
  - More Vocational English as a Second Language (VESL) classes and VESL classes with training that covers job-specific training, skills and certifications
  - More ESL with instructor who speaks native language
  - Consistent use of language line or face-to-face interpreters at Family Resource Centers
- Lack of Employment History in the U.S.
  - Create opportunities to gain some type of work experience in the U.S. such as On-the-Job Training (OJT), Volunteer, CalWORKs Work Experience (WEX)
  - Skill development trainings
- Lack of Professional Certification
  - Increase recertification programs and provide assistance to refugees through this process
- Lack of available jobs
  - Educate employers on the benefits of hiring refugees
  - Work with small businesses to find jobs
  - Attract businesses to the region
  - Conduct Refugee career fairs to attract companies and business that would be likely to hire refugees
- Microenterprise
  - Train member of their culture to provide childcare
- Transportation
  - Increase bus routes/Reduced rate bus passes
  - Identify/provide vans or shuttles that take refugees to their most common destinations
- Lack of Social Support
  - Engage mentors or sponsors to help them through the job search experience – resumes, online job search, interviewing. These persons can help to motivate and give hope by sharing their own successes. Can also help others navigate unfamiliar and complex systems
  - Provide ongoing acculturation training
  - Train refugees on U.S. systems and how to navigate these complex systems
  - Publicize available resources
  - Increase time of Refugee Cash Assistance (RCA)
- Cultural Barriers

- Increase the amount of culturally and linguistically competent service providers
  - Provide cultural competency training
  - Affordable Housing
  - Mental Health Services
4. Statistics from the Labor Market Information Division of the State of California Employment Development Department (EDD) show that the unemployment rate in San Diego County in December was 8.1 percent, unemployment for the City of El Cajon is 11.1 percent. El Cajon has the largest number of refugees in the County.

The job market in San Diego County is growing slowly. Between December 2011 and December 2012, total nonfarm employment gained 20,300 jobs, or 1.6 percent. Agricultural employment remained unchanged over the year.

Professional and business services posted the greatest year-over gain, adding 7,000 jobs. Administrative and support and waste services increased by 5,100 jobs, followed by an additional 1,700 jobs in professional, scientific, and technical services. Management of companies and enterprises added 200 jobs. Seven other industries also added jobs over the year. The most significant came from trade, transportation, and utilities (up 4,300); educational and health services (up 3,500); and leisure and hospitality (up 2,800).

Manufacturing (down 2,000) was the only sector to post year-over job losses. Durable goods (down 1,400) accounted for most of the decline, followed by non-durable goods (down 600). (EDD Release, January 18, 2013)

Several sectors and subsectors had significant job growth over the past year:

Specialty trade contractors	+4.9%
Building foundation and exterior contractors	+6.2%
Ship and boat building	+6.5%
Building material and garden equipment	+6.0%
Clothing and clothing accessories	+4.8%
Administrative, support, and waste services	+6.6%
Amusement, gambling, and recreation	+7.5%

(EDD Release, January 18, 2013)

5. The description of the local labor market demonstrates that there is no single strategy that can meet the needs of the diverse refugee population. Leisure and hospitality showed a slight improvement December 2011 and December 2012. This industry seems to continue to improve with the greatest month-over job gain, adding 3,300 jobs between January 2013 and February 2013. This is an industry

which will be explored for placement of refugee customers. (EDD Release, March 29, 2013)

### **III. DESCRIPTION OF SERVICE COMPONENTS**

The RES Plan includes the following specific service components:

#### **A. Employment - Funded by RSS and TA**

This component provides employment case management and is designed for public cash assistance clients and newly arrived refugees who are unemployed or under-employed. It focuses on all employable family members achieving early employment, including children age 16 and above, finding jobs. The aim is to use whatever approach is most likely to achieve family self-sufficiency. The Employment component prepares participants to obtain, retain and upgrade jobs.

For refugee participants who are also enrolled in the County's CalWORKs Welfare to Work program, supportive services such as child care and transportation are funded by CalWORKs.

Case management in the RES program will include, at minimum, a comprehensive assessment, an individually tailored plan, and elimination of employment barriers along with the provision of supportive services.

#### **B. English Language Training - Funded by RSS and TA**

The needs assessments consistently indicate that for most new refugees their foremost needs are English language training and acculturation. Therefore, the primary focus of the initial engagement with participants is to help them acquire these skills. Participants will be referred to the appropriate level of English language training based on their individual needs as indicated by the assessment. This may include Vocational English as a Second Language (VSEL) or other English as Second Language (ESL) trainings to eliminate barriers to employment and/or provide job readiness training. Participants may be paired with guides or role models from the same cultural background who share similar experiences to facilitate a quicker and more effective assimilation. These guides will assist participants in activities such as job search, resume creation, interviewing, job coaching, navigating the transportation system, navigating the healthcare system to overcome barriers to employment, etc. The job readiness trainings are all developed around the idea of employment. Job readiness topics may include financial literacy, computer literacy, career development, transportation and health on the job. This training will be funded by RSS and TA funds.

**C. On-the-Job Training/Skills Training - Funded by RSS and TA**

OJT will be used to help refugees gain work experience in the U.S. OJT provides an opportunity for employers to receive financial assistance for training refugees in the skills needed to find employment. Refugees will experience working at a job site and have the opportunity to learn new skills. The program's goal will be to find refugees unsubsidized employment.

**D. Other Employability Services**

**a. Translation and Interpretation Services - Funded by RSS and TA**

Limited English speaking refugees receive assistance accessing WTW services and other essential services to help overcome employment barriers and employment retention challenges by accessing needed mainstream services.

**b. Childcare - Funded by TA**

Childcare would be provided when necessary for participation in employability services or for the acceptance or retention of employment. Childcare would be provided for families who were had exceeded their 48 months of CalWORKs but were still eligible for RES and ineligible for any alternative childcare.

**c. Transportation - Funded by TA**

Transportation would be provided when necessary for participation in employability services or for the acceptance or retention of employment. Transportation would be provided for families who had exceeded their 48 months of CalWORKs but were still eligible for RES.

**d. Conflict Management Training - Funded by TADG**

Services under this component are subject to availability of funding. The County will implement a social adjustment services which will focus on conflict management training designed to impart a multitude of life skills that support job readiness, retention, and advancement.

The goal is to facilitate self-sufficiency for participants by empowering refugee clients by increasing their communication and problem-solving skills needed for employment.

**e. Skill Recertification - Funded by RSS and TA**

Help professional refugees in need of professional refresher training and other recertification services in order to qualify to practice his or her profession in the U.S. This program is specifically intended to assist the professional in becoming relicensed in his or her profession; and, if completed, can realistically be expected to

result in such relicensing. This training may only be made available to individuals who are employed.

**E. Non-Employment Services**

**a. Translation and Interpretation Services - Funded by RSS and TA**

Provide translation and interpreter services, when necessary for a purpose other than in connection with employment or participation in employability service including assistance accessing public services including CalWORKs.

**b. Information and referral services - Funded by RSS and TA**

Provide refugees information and referral for existing service available to them.

**c. Outreach services - Funded by RSS and TA**

Refugees and services providers have identified the difficulty of accessing and navigating complex systems as a barrier to employment. Outreach activities will be designed to familiarize refugees with available services, to explain the purpose of these services, and facilitate access to these services.

**d. Social adjustment services - Funded by RSS and TA**

**1. Assessment and short-term counseling**

Assessments and short-term counseling to persons or families in a perceived crisis and counseling to individuals or families to help them understand and identify their physical and mental health needs and maintain or improve their physical and mental health in order to gain self sufficiency.

**2. Health-related services**

Provide information; referral to appropriate resources; assistance in scheduling appointments and obtaining services; and counseling to individuals or families to help them understand and identify their physical and mental health needs and maintain or improve their physical and mental health

**3. Home management services**

Formal or informal instruction to individuals or families in management of household budgets, home maintenance, nutrition, housing standards, tenants' rights, and other consumer education services

**e. Case management services - Funded by RSS and TA**

Case Management services for a purpose other than in connection with employment or participation in employability services.

**f. Citizenship and naturalization preparation services - Funded by RSS and TA**

Civics instruction to prepare refugees for citizenship, application assistance for adjustment to legal permanent resident status and citizenship status, assistance to disabled refugees in obtaining disability waivers from English and civics requirements for naturalization, and the provision of interpreter services for the citizenship interview.

**g. Elderly Refugee Services - Funded by ORDG**

Services under this component are subject to availability of funding. The County's HHS OSI division, Behavior Health Services (BHS) and AIS, partner to provide elderly refugees with culturally and linguistically competent behavioral health care outreach and engagement opportunities through peer-based services conducted in the community where seniors typically congregate.

This program provides multicultural outreach, education, advocacy, peer mentoring support and transportation services to seniors to enable timely identification of mental health issues and prevention of mental health issues, reduce inappropriate utilization of services such as hospital emergency rooms (ER) and inpatient hospital admissions, enhance timely access and engagement, enhance service utilization capacity and improve quality of care by providing culturally and linguistically effective services at senior housing, senior centers, faith-based organizations, and/or natural gathering places.

This program identifies clients that are in need of a range of services and supports and provides the following services:

- Provides seniors and their families with appropriate referral information such as community mental health, social services, self-help, housing and employment services, healthcare and referrals to mental health and other county operated contracted or private services.
- Screens seniors for benefits eligibility and assist them with enrollment and securing federal, state and private benefits programs such as healthcare, prescription medication, affordable housing, education and energy assistance.
- Provides counseling, support, and education on how to navigate the health care system.
- Offers on site and in community structured and semi-structured weekly site-based social and recreational activities to encourage the development of interpersonal relationships, community connections and other system supports.
- Provides integrated, door-to-door transportation services to improve access to care, reduce isolation and maintain self-sufficiency.

- Provides services in a culturally and linguistically appropriate way, including outreach, education and peer support.





COUNTY OF SAN DIEGO  
HEALTH & HUMAN SERVICES AGENCY  
OFFICE OF STRATEGY AND INNOVATION  
REFUGEE PROGRAMS

FFY 2012-13 RSS BUDGET

FFY 2011-12 RSS CARRYOVER (RESS 1105)

<u>ITEM</u>		<u>AMOUNT</u>
1.	EMPLOYMENT SERVICES	\$2,660,082
2.	OTHER EMPLOYABILITY SERVICES	
	Translation	\$
	Subtotal	\$2,660,082
3.	COUNTY ADMINISTRATION	\$
	TOTAL FFY 2010-11 RSS CARRYOVER	\$2,660,082

COUNTY OF SAN DIEGO  
HEALTH & HUMAN SERVICES AGENCY  
OFFICE OF STRATEGY AND INNOVATION  
REFUGEE PROGRAMS

FFY 2012-13 TA BUDGET

FFY 2012-2013 TA ALLOCATION (TAFO 1205)

<u>ITEM</u>	<u>AMOUNT</u>
8. EMPLOYMENT SERVICES	\$ 433,462
9. ENGLISH LANGUAGE TRAINING	\$ 129,364
10. ON-THE-JOB TRAINING	\$ 10,000
11. SKILLS TRAINING	\$ 10,000
12. OTHER EMPLOYABILITY SERVICES	\$ 292,576
a. Translation and Interpretation Services	
b. Skills Recertification	
13. NON-EMPLOYMENT SERVICES	\$ 15,000
a. Translation and Interpretation Services	
b. Information and Referral Services	
c. Outreach Services	
d. Social Adjustment Services	
e. Case Management Services	
f. Citizenship and Naturalization Preparation Services	
Subtotal	\$ 889,402
14. County Administration	\$ 101,229
TOTAL ALLOCATION	\$ 990,631

COUNTY OF SAN DIEGO  
HEALTH & HUMAN SERVICES AGENCY  
OFFICE OF STRATEGY AND INNOVATION  
REFUGEE PROGRAMS

FFY 2012-13 TA BUDGET

FFY 2011-12 TA CARRYOVER (TAFO 1105)

<u>ITEM</u>		<u>AMOUNT</u>
1.	EMPLOYMENT SERVICES	\$918,027
2.	OTHER EMPLOYABILITY SERVICES	
	Subtotal	\$918,027
3.	COUNTY ADMINISTRATION	\$
TOTAL FFY 2010-11 TA CARRYOVER		\$918,027

COUNTY OF SAN DIEGO  
HEALTH & HUMAN SERVICES AGENCY  
OFFICE OF STRATEGY AND INNOVATION  
REFUGEE PROGRAMS

FFY 2012-13 TARL BUDGET

FFY 2012-2013 TARL ALLOCATION (TARL 1205)

<u>ITEM</u>	<u>AMOUNT</u>
1. EMPLOYMENT SERVICES	\$
2. NON-EMPLOYMENT SERVICES	\$19,400
Subtotal	\$19,400
3. COUNTY ADMINISTRATION	\$
TOTAL FFY 2011-12 TARL	\$19,400

COUNTY OF SAN DIEGO  
HEALTH & HUMAN SERVICES AGENCY  
OFFICE OF STRATEGY AND INNOVATION  
REFUGEE PROGRAMS

FFY 2012-13 TARL BUDGET

FFY 2011-2012 TARL CARRYOVER (TARL 1107)

<u>ITEM</u>		<u>AMOUNT</u>
1.	EMPLOYMENT SERVICES	\$
2.	NON-EMPLOYMENT SERVICES	\$119
	Subtotal	\$119
3.	COUNTY ADMINISTRATION	\$
TOTAL FFY 2010-11 TARL		\$119





V. ANNUAL SERVICE PLAN

Date: <u>December 10, 2012</u>		<b>Annual Service Plan</b>			Original ( <input checked="" type="checkbox"/> )	Revision ( <input type="checkbox"/> )
Time Period Covered by Plan		From: 10/01/12	To: 09/30/13			
County: <u>San Diego</u>						
Description of Contracted or State-provided Services		Contracted Amount by Funding Source	Total Number	Program Participants		Type of Agency* and Percent of Funds
				0 - 12 Months	13 - 60 Months	
Employment	SS	\$ 3,865,596				G 100%
	TAP	\$ 1,515,853				
	TADGA	\$ 252,637				
ELT	SS	\$ 316,720				G 80% D 20%
	TAP	\$ 129,364				
	Other					
OJT	SS					
	TAP					
	Other					
Skills Training	SS					
	TAP					
	Other					
Case Management	SS					
	TAP					
	Other					
Other (Employment)	SS	\$ 397,138				G 100%
	TAP	\$ 162,212				
	Other					
<b>Subtotal</b>		\$ 6,639,520				<b>*(Example)</b>
Non-Employment	SS					F 100%
	TAP	\$ 23,308				
	Other	\$ 19,519				
County Admin (15% Admin Max)	SS	\$ 247,838				*Type of Agency: A. State/ County B. Mutual Assistance Association C. Voluntary Agency D. Community College E. Adult Basic Education F. Other Non-Profit Organization G. County Service Provider
	TAP	\$ 101,229				
	Other	\$				
<b>Grand Total</b>	SS	\$ 4,827,292				(The total percentage for each individual service (i.e., Employment, ELT, etc.) under Type of Agency and Percent of Funds must equal 100% – see example.)
	TAP	\$ 1,931,966				
	TADGA	\$ 252,637				
	Other	\$ 19,519				



**VI. ANNUAL GOAL PLAN**

ANNUAL OUTCOME GOAL PLAN FY 2013 PERFORMANCE GOALS AND ACTUALS						
State or County:	CALIFORNIA - San Diego County					
	FY 2012 GOAL		FY 2012 ACTUAL		FY 2013 GOAL	
<b>1. Caseload</b>						
TANF Recipients	2,950		2,682		2,762	
RCA Recipients			4		4	
No Federal Cash Assistance	50		0		0	
<b>Total</b>	<b>3,000</b>		<b>2,686</b>		<b>2,766</b>	
<b>2. Entered Employment</b>						
Full Time	105	34%	33	12%	50	12%
Part Time	205	66%	242	88%	375	88%
<b>Total</b>	<b>310</b>	<b>10%</b>	<b>275</b>	<b>10%</b>	<b>425</b>	<b>15%</b>
<b>2a. TANF Recipients Entered Employment</b>						
Full Time	100	33%	33	12%	50	12%
Part Time	200	67%	242	88%	375	88%
<b>Total</b>	<b>300</b>	<b>97%</b>	<b>275</b>	<b>100%</b>	<b>425</b>	<b>100%</b>
<b>2b. RCA Recipients Entered Employment</b>						
Full Time	0		0		0	
Part Time	0		0		0	
<b>Total</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>2c. No Federal Cash Assistance Entered Employment</b>						
Full Time	5	50%	0		0	
Part Time	5	50%	0		0	
<b>Total</b>	<b>10</b>	<b>3%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Cash Assistance Recipients Placed In Employment</b>						
	<b>300</b>		<b>275</b>		<b>425</b>	
<b>3. Federal Cash Assistance Terminations</b>						
TANF Recipients	15	100%	7	100%	15	100%
RCA Recipients	0	0%	0	0%	0	0%
<b>Total</b>	<b>15</b>	<b>5%</b>	<b>7</b>	<b>3%</b>	<b>15</b>	<b>4%</b>
<b>4. Federal Cash Assistance Reductions</b>						
TANF Recipients	180	100%	135	100%	212	100%
RCA Recipients	0	0%	0	0%	0	0%
<b>Total</b>	<b>180</b>	<b>60%</b>	<b>135</b>	<b>49%</b>	<b>212</b>	<b>50%</b>
<b>5. Entered Full Time Employment Offering Health Benefits</b>						
TANF Recipients	20	91%	8	100%	35	100%
RCA Recipients	0	0%	0	0%	0	0%
No Federal Cash Assistance	2	9%	0	0%	0	0%
<b>Total</b>	<b>22</b>	<b>21%</b>	<b>8</b>	<b>24%</b>	<b>35</b>	<b>70%</b>

**ANNUAL OUTCOME GOAL PLAN  
FY 2013  
PERFORMANCE GOALS AND ACTUALS**

**State or County:** CALIFORNIA - San Diego County

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal
--------------	----------------	--------------

**6. Average Hourly Wage of Refugees Entering Full Time Employment**

\$ 9.10	\$ 9.33	\$ 9.61
---------	---------	---------

**7. 90-Day Retention Rate**

Percentage	60%	79%	81%
------------	-----	-----	-----

**7a. 90-Day Retention Rate Calculator**

Unduplicated # of Retentions	Unduplicated # of Entered Employments
Total	
241	305

The previous actual Retention Rate is calculated by dividing the total unduplicated number of retentions by the total unduplicated number of entered employments from July of the previous CY through June of the current CY.

**8. Office of Refugee Resettlement Funding**

	FY 2012 Actual	FY 2013 Proposed
Social Services Formula Funding	\$ 953,162	\$ 3,865,596
Targeted Assistance Formula Funding	\$ 2,297,538	\$ 1,515,853
Discretionary Grant Funding	\$ -	\$ -
<b>Total Liquidated Funding</b>	\$ 3,250,700	\$ 5,381,449
<b>Cost per Entered Employment</b>	\$ 11,820.73	\$ 12,662.23

**Agency Point of Contact**

Please provide the name, title and contact information for the agency staff person best equipped to respond to questions regarding your Annual Outcome Goal Plan submission.

First and Last Name	Title
Richele Swagler	County Refugee Coordinator
Telephone Number	Email
619-338-2781	richele.swagler2@sdcounty.ca.gov

**Deadline for submission**

The completed FY 2013 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to [GPRA@ACF.hhs.gov](mailto:GPRA@ACF.hhs.gov) by November 15, 2012.

**For Office of Refugee Resettlement use only:**

Submission type:  Initial  Revision

Date submitted: \_\_\_\_\_

Status:  Approved  In process - clarification needed

## **VII. APPENDICES**

### **A. County Procurement Process**

The County of San Diego provides RES through competitively procured contracts. Purchase of services is conducted in accordance with policies established by the County Board of Supervisors and conforms to federal regulations. The County's Purchasing and Contracting Department manages the solicitation process which includes issuing a Request for Proposals, review of proposals by an independent Source Selection Committee, and negotiation with selected offerors to ensure best value for the County and quality services for refugee customers. The procurement policy includes a provision for determining that the services can be provided more economically and efficiently by an independent contractor than by County staff prior to contracting for services.

The RES program is fully integrated with CalWORKs and services are included with the WTW contracts. The Statements of Work for the contracts list all applicable service requirements to ensure compliance with State and federal regulations pertaining to refugee services. The CalWORKs WTW contracts are cost reimbursement and county staffs ensure that contractors have systems in place to track and segregate costs to validate that payments to contractors are for allowable and allocable costs and conform to the approved line item budget.

### **B. County Monitoring Process**

1. The RES Plan for Fiscal Years 2013 - 2016 will be operationalized in County contracts with the service providers who were selected through a competitive procurement process. Program services are fully integrated with CalWORKs and are included as part of an array of services that cover the WTW plan. Primary responsibility for monitoring the contracts resides with the HHSA's EO Division. Some monitoring responsibilities, specifically administrative and fiscal reviews, have been centralized with HHSA's Agency Contract Support (ACS).

In accordance with the HHSA External Contracting policy, EO has established a contract administration plan that governs the monitoring of all contracts including those for RES. The monitoring process described in this section ensures that contractors are in compliance with the terms and conditions of their contracts and that the program is being operated in accordance with the RES Plan and the County Guidelines. Program evaluation is based on achievement of the performance objectives included in the RES Plan and in County contracts.

2. The County contract administrator responsible for each contract develops a specific monitoring plan. The monitoring plan uses a set of core evaluation factors and includes prioritized contract performance outcomes and activities requiring monitoring and identifies appropriate monitoring activities to ensure that these outcomes and activities remain on track.

The monitoring plan forms the basis for monitoring performance, establishes the frequency of site visits, and serves as a roadmap for the contract administrator to ensure contractor performance. A critical aspect of the monitoring plan involves the development of monitoring tools for site visits. Monitoring tools mirror the Statement of Work and aid staff in ascertaining contractor compliance with the contract. The monitoring tools also validate whether contractor systems produce reliable and accurate information.

- a. Extent to which program goals are being met.

The contract administrator will compare the monthly service provider report against the contracted goals for the project. Goals include:

- Percentage of referred served;
- Percentage of referred involved in welfare to work activities including training;
- Percentage placed in jobs;
- Percentage who retained jobs for 90 days; and
- Percentage who terminated cash assistance.

- b. Appropriateness of fiscal expenditures and accuracy of reported fiscal data.

Contracts are cost reimbursement for contractor compensation. Contractor invoices are compared to approved payment schedules prior to approval of claims. Additionally, the annual in-depth review of contractor systems includes a review of contractors' fiscal systems to determine whether they adequately substantiate the expenditures claimed.

- c. Accuracy of reported statistical data.

EO monitoring staff conduct in-depth reviews of the contractor's service delivery system and methods for aggregating data for program reports (RS 50 and progress reports). As a part of this review, monitors determine whether contractor's statistics can be tracked back to original documents and that the numbers tracked during a test period equal the numbers reported. Records supporting reported data are verified. If a variance is found, corrective action will be required.

- d. Accuracy of determination of refugee/entrant status.

Staff examine contractor's case records to evaluate documentation of refugee status.

- e. Extent to which priority groups are served.

Monitoring staff verify that contractors are serving the priority groups identified in the RES Plan. Staffs review the client tracking and referral data for appropriateness and to ensure that priority groups are being served.

- f. Extent to which the Individual Employability Plans have been developed for each employable family member.

Staff conduct random inspections of contractors' case records to ensure that all refugee program requirements pertaining to service provision are met. These random inspections include review of employability plans for all employable family members.

- C. The County of San Diego assures that it will comply with the reporting requirements detailed on Page 18 and 19 of the CDSS County Guidelines, pertaining to frequency of monitoring, submission of reports, 90 day follow-ups on employed participants, and corrective action related to program deficiencies (See Section 2 A. V c).

#### **VIII. REQUIRED ASSURANCES**

The county of San Diego assures that the 2010-2013 RES Plan was developed in accordance with:

- California Department of Social Services Manual of Policies and Procedures
  - Refugee Resettlement Program Regulations - Division 69-200
  - Cuban/Haitian Entrant Program – Division 69-300
  - Purchase of Services Regulations – Division 23-600
- Code of Federal Regulations – Title 45 –Public Welfare
  - Refugee Resettlement Program – 45 CFR PART 400
  - Cuban/Haitian Entrant Program – 45 CFR PART 401
  - Uniform Administrative Requirements – 45 CFR PART 74
  - Federal Procurement Standards – 45CFR PART 92
- California Department of Social Services County Refugee Program Guidelines

- California Welfare and Institution Code Section 10850 - Confidentiality of Records

**IX. COUNTY BOARD OF SUPERVISOR RESOLUTION**

**COUNTY BOARD OF SUPERVISOR RESOLUTION**

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF SAN DIEGO  
RELATING TO REFUGEE EMPLOYMENT SERVICES PLAN FISCAL YEAR 2013-2014  
THROUGH FISCAL YEAR 2015-2016**

WHEREAS, the Refugee Programs Branch of the California Department of Social Services makes funds available to the County of San Diego for Refugee Employment Services; and,

WHEREAS, the Board of Supervisors of the County of San Diego has determined that there is need for Refugee Employment Services to assist newly arrived refugees to become self-sufficient; and,

WHEREAS, funding by the Refugee Programs Branch is contingent upon the County of San Diego developing and submitting a three-year local plan for Refugee Employment Services; and,

WHEREAS, the Health and Human Services Agency of the Count of San Diego has, with community participation, developed a local plan for Refugee Employment Services for Fiscal Years 2013-2014, 2014-2015, 2015-2016; and,

WHEREAS, the Director of the Health and Human Services Agency, or the designee (Deputy Director, Health and Human Services Agency, Office of Strategy and Innovation Division) will administer the resulting grant funds on behalf of the County of San Diego.

NOW, THEREFORE, IT IS HEREBY RESOLVED that the Board of Supervisors of the County of San Diego approved the local plan for Refugee Employment Services for fiscal year 2013-2014 through fiscal year 2015-2016 and authorized the Director of the Health and Human Services Agency or the designee to submit the plan to the Refugee Programs Branch of the California Department of Social Services, and to negotiate revisions to the plan which do not substantially modify the plan, if necessary to secure state approval, and to make revisions to the plan necessitated by changes in funding amounts or services.