

# COUNTY OF SAN DIEGO REFUGEE EMPLOYMENT SERVICES PLAN FFY 2020-2022



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## Executive Summary

The County of San Diego (County) receives federal funding from the Office of Refugee Resettlement (ORR) via the California Department of Social Services (CDSS) Refugee Program Bureau (RPB) to provide employment services that assist refugees resettled in the region to achieve the goal of self-sufficiency through employment. The Federal Fiscal Years (FFY) 2020-2022 Refugee Employment Services (RES) Plan is a three-year plan that provides the framework for the provision of employment services to refugees in San Diego County through that funding. The County Health and Human Services Agency (HHS) has administrative responsibility for the RES program through its Office of Refugee Coordination (ORC) within the Integrative Services department. The services in the RES program support *Live Well San Diego*, the regional vision adopted by the San Diego County Board of Supervisors in 2010 that aligns the efforts of County government, community partners, and individuals to help all residents be healthy, safe and thriving.

ORC developed the RES Plan through data analysis of refugee arrival trends, local economic factors, program evaluation data, and feedback from local refugee stakeholders. Direct input on RES programs and services was gathered at various refugee collaborative meetings and via surveys to refugee clients and community partners, including refugee service providers. Additional feedback on unique needs for newly arrived refugee residents was obtained through separate community needs assessments conducted by ORC and community partners.

According to the California State Refugee Programs Bureau (RPB) San Diego County is a designated refugee-impacted county. Data reports from RPB indicate that between October 1, 2013 through September 30, 2017 (most current Federal Fiscal Year data available) the County of San Diego resettled 12,063 newly arriving refugees, making San Diego County the largest recipient of refugee arrivals in California during this period. These statistics do not include secondary migration, where refugees who initially arrive in another county or state move to San Diego for any reason, Special Immigrant Visa holders, Asylees, Trafficking and Crime Victims, or Cuban/Haitians Entrants.

The rich cultural heritages of these newcomers contribute to the county's existing cultural diversity. In addition, the region has a variety of service agencies, which individually and jointly provide services to the refugee community. HHS is an active partner in these efforts, including participation in local refugee coalitions such as the San Diego Refugee Forum, El Cajon Collaborative, and Newcomers Support and Development group.

While the San Diego regional provider network offers significant support to newly arriving refugees, achieving self-sufficiency in a short time period remains difficult for the population. Factors such as limited English language skills, cultural barriers, lack of transportation, and work experiences limit immediate employment opportunities for the population. Regional cost of living coupled with low-paying, entry-level employment opportunities pose as additional barriers to self-sufficiency within the first five years of arrival to the United States.

In an effort to provide resources and support to newly arriving refugee families as they work towards self-sufficiency, the RES Plan includes the following components to address employment barriers:

- 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;
- Older Refugee Services.

ORC will also seek additional funding opportunities to enhance these services and will work with other stakeholders to increase services that best meet the needs of this population.

## **I. County Refugee Program Administration**

The County of San Diego receives federal funding from the Office of Refugee Resettlement (ORR) via the California Department of Social Services (CDSS) Refugee Program Bureau (RPB) to provide employment services that assist refugees resettled in the region to achieve the goal of self-sufficiency through employment. The Refugee Employment Services (RES) Program is administered with this funding and is overseen by the Office of Refugee Coordination (ORC) located within HHSa Integrative Services. ORC strives to connect the County of San Diego to service providers, other local government partners, and community collaborations that work with the refugee population. ORC works closely with HHSa, Self-Sufficiency which administers the CalWORKs/Welfare-to-Work (WTW) programs. ORC administers a majority of the RES funding through the WTW program to enhance employment services to refugee families participating in WTW; however, there are additional program components administered through other contracts. These programs include Vocational English-as-a-Second Language, Work Readiness Exchange training, and Elder Multicultural Access and Support Services for the elderly refugee population.

Although ORC does not administer all of the ORR funding for refugee services coming to the region, it does actively partner and collaborate with other ORR funding recipients. For example, ORC staff meets regularly with the County's Refugee Health Coordinator, housed within HHSa, Public Health Services, National Resettlement Agencies responsible for resettlement and placement activities and employment services for single adults or couples with no children, and with local school districts that receive Refugee School Impact Grants. In addition, ORC provides information related to refugee resettlement activities and other stakeholders who interact with refugees in the course of providing essential services, such as HHSa, Child Welfare Services; HHSa, Aging and Independence Services; HHSa, Behavioral Health Services; HHSa's Family Resource Centers and local law enforcement agencies.

## **II. Description of San Diego County Refugee Programs**

### **A. Funding Source**

The refugee programs are funded through federal allocations that flow from the Office of Refugee Resettlement (ORR) through the California Department of Social Services (CDSS) Refugee Program Bureau (RPB) and are restricted to specific activities that support employment services to newly arrived refugee families to achieve self-sufficiency. Prior to Federal Fiscal Year (FFY) 2018, the state allocated counties multiple Formula Allocations such as, Refugee Social Services, Targeted Assistance (TA) and Services to Older Refugees. However, as of 2019 FFY and on, counties will receive only Refugee Social Services and Services to Older Refugees grants.

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

#### **Refugee Resettlement Process**

A refugee is someone who has fled his or her homeland and cannot return because of persecution based on religion, race, nationality, political opinion, or membership in a particular social group. The refugee resettlement process to the United States (U.S.) begins with the office of United Nations High Commissioner for Refugees, which conducts biometric checks, medical screening, and in-person interviews with applicants and simultaneously collects biographic data. Refugees who are selected for resettlement to the U.S. are referred to the U.S. Department of State, who then selects the refugees out of the group to be considered for resettlement to the U.S.

Refugees referred for resettlement in the U.S. complete additional security screening through different government agencies, such as the Federal Bureau of Investigation, U.S. Department of State, Department of Homeland Security and U.S. Citizenship and Immigration Services. Placement in communities throughout the country is coordinated by the State Department's Bureau for Population, Refugees and Migration, which works with nine non-governmental National Resettlement Agencies to make travel arrangements and provide resettlement services for newly arriving refugees. Initial resettlement services provided by National Resettlement Agencies include help with accessing housing, application for Social Security Cards, drivers' licenses, help with school enrollment for children and additional help accessing community services, including help applying for public assistance programs like CalFresh, Medi-Cal and CalWORKs.

#### **San Diego County RES Program**

The intent of the Refugee Employment Services (RES) program, in accordance with the U.S. Refugee Act of 1980, is to assist newly arrived refugee families to achieve self-sufficiency through employment, with the primary goal of obtaining employment within 12 months of arrival to the U.S. Due to the significant reduction nationally, in refugee arrivals, the Office of Refugee Coordination (ORC) team has expanded its primary focus beyond those who have arrived within the last year to include those who have been in the U.S less than 5 years and are either employed or unemployed but in need of services to attain economic independence. To achieve this goal, the RES Plan incorporates a comprehensive approach to address the employment needs of

refugees, prioritizing culturally and linguistically appropriate services that are in accordance with all applicable federal, State, and county laws, amendments, regulations, and guidelines for the next three Federal Fiscal Years (2020 -2022). In San Diego County, refugee families with children who are eligible for the CalWORKs program can receive up to 48 months of cash assistance and help with employment services through the Welfare to Work (WTW) program. The County of San Diego coordinates RES through WTW in an effort to ensure participating refugee families have access to services that best meet their needs for obtaining their first job in the U.S. and/or working towards upgrading their employment through increased wages, hours or benefits. Although WTW is limited to 48 months of employment services, refugees can access services through RES for up to 60 months after their arrival to the U.S. Additional services are offered outside of WTW through separate contracts and are coordinated to ensure access to both aided and non-aided participants.

Single adults or couples without children are not eligible for CalWORKs but can be provided up to eight months of cash assistance through the Refugee Cash Assistance (RCA) program. Currently, these individuals access employment services through the Wilson Fish Program, which provides employment services, social and acculturation services and case management for up to 60 months after arrival to the United States. RCA and the Wilson Fish Program are administered by local refugee resettlement agencies through funding they receive directly from ORR. Although the County of San Diego does not have administrative oversight over RCA or the Wilson Fish Program, staff from the ORC and the National Resettlement Agencies meet throughout the year to discuss issues related to refugee resettlement, including employment services, arrival trends and share best practices for helping refugees integrate into their new communities.

### **Eligible Populations**

RES provides employment related services for eligible populations ages 16 years or older who have been in the United States 60 months or less and meet below criteria. Participants for the Elderly Refugee Programs must also meet criteria for the populations described below and must also be age 60 or older. Populations eligible for RES include:

| Population     | Description                                                                                                                                                                                                                                                                                                                                       |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Refugee</b> | Individuals who have been granted a “refugee status” by the U.S. Department of State 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. |

| Population                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Asylee                               | Individuals who are found to be unable to return to his or her country of nationality because of persecution or a well-founded fear of persecution. Applicants seeking asylum are either in the U.S. or at a U.S. port of entry. They may enter as students, tourists, for business or are 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 by the U.S. Citizenship and Immigration Services Bureau for asylum.                                                                                            |
| Cuban/Haitian Entrants               | Nationals of Cuba and Haiti who are in the U.S. and are granted parole status or any other national of Cuba or Haiti who has not been entered into a final, non-appealable, and legally enforceable order of deportation or exclusion.                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Certain Amerasian                    | Certain individuals 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            | 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 ORR, eligible for benefits and services to the same extent as refugees. Certified victims of human trafficking may be eligible for 60 months of refugee program services beginning with the date the individual is certified by ORR. 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. |
| Special Immigrant Visa (SIV) Holders | For their service to the U.S. government in Iraq and Afghanistan, certain Iraqis and Afghans are granted SIV status overseas by the U.S. Department of State and are admitted to the U.S. by the Department of Homeland Security. The U.S. Department of State, in conjunction with the National Resettlement Agencies and ORR, assist with the resettlement and integration of SIVs into the U.S. An SIV is eligible for the same ORR benefits and services and for the same time period as a refugee, from the first day the SIV arrives in the U.S.                                                                                                                 |

### C. CalWORKs and RCA Compliance

The County of San Diego assures that the provision of activities and services to mandatory and voluntary CalWORKs WTW participants and RCA recipients, funded by ORR monies and allocated by 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 WTW participate in the Wilson Fish Program 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 the Wilson Fish Program.



## **D. County Planning Process/Needs Assessment**

In developing the RES Plan, ORC conducted a needs assessment process that included the following actions:

- Outreach to community stakeholders to collect input regarding refugee employment needs and satisfaction levels with current RES services. Input was solicited through surveys targeting:
  - Current RES participants
  - Community stakeholders involved in serving newly arrived refugees
- Review of other needs assessment activities conducted by regional refugee service partners, including:
  - Data on refugee employment and education challenges collected by Partnership for Advancement of New Americans as part of their study on refugees in San Diego County
  - Feedback collected by the City of San Diego in development of their “Welcoming San Diego Initiative”
  - Resident Leadership Academy Refugee Training and Technical Assistance Report 2017
- Review of community level data, including local labor market data

### **Stakeholder Surveys**

To ensure that “voice of the customer” feedback was captured in the RES Plan, ORC administered surveys to RES participants and other refugee stakeholders between November and December 2018. Client surveys were administered at various sites where the clients were attending employment related workshops funded by the RES program. The goal of administering the surveys in person at the workshops was to explain the purpose of the surveys, to make the clients comfortable with providing feedback, and to allow for any questions or clarifications. All clients were active WTW participants, generally within the first year of arrival to the U.S. A total of 46 client surveys were completed by RES participants. Full demographic data of all respondents is available in Exhibit 1 to this Plan.

Clients’ responses indicate that the most important services they need related to employment are:

- English language training
- Supportive services
- Job search
- Help with resumes

Regarding satisfaction levels with current RES services, clients indicated that they were happy overall with the services they have received. Opportunities for improvement included in the areas of acculturation, financial literacy, job fairs and work experience. The most underutilized services according to client surveys were

Information and Referrals to behavioral health services (e.g. mental health and alcohol/drug services).

ORC will work with its providers on ways to bolster the acculturation services provided through RES, as well as find opportunities to improve the job fairs and work experience placements of participants. ORC recognizes that cultural barriers exist among the refugee populations regarding the use of behavioral health services, which may impact customers' perception of the need for those type of services and perceived stigma in accessing them. ORC will continue to work with community partners on how best provide culturally and linguistically appropriate education and outreach to refugee populations regarding behavioral health services.

Community surveys were administered via an online link that was promoted by ORC through a variety of community collaborative networks, such as:

- The San Diego Refugee Forum which meets on a monthly basis, comprised of 60+ refugee service providers including cross sector of refugee service providers, such as:
  - National Resettlement Agencies
  - Ethnic Based Service Organizations
  - School Districts
  - Nonprofit organizations
  - Local and federal government agencies
  - Community members
- El Cajon Collaborative which meets on a monthly basis and is comprised of members of various local agencies serving the East Region
- Community Action Board, the citizen advisory board for the County of San Diego Health and Human Services Agency (HHS) regarding programs administered by Community in Action Partnership and ORC

A total of 58 community surveys were completed by stakeholders involved in serving newly arriving refugees. A majority of the respondents to the online survey identified themselves as service providers - full demographic data of all community respondents is available in Exhibit 1.

Overall, community respondents identified top barriers to employment as lack of English language, lack of supportive services, lack of employment history and cultural differences. Similar to the client survey, community survey respondents rated work experience and English Language training low and also indicated there was room for improvement when it comes to for referrals to behavioral health services.

### **Additional Referenced Community Needs Assessments**

ORC is a partner among the region's refugee stakeholders and looks for opportunities to collaborate through both formal and informal gatherings and to

receive feedback on issues related to refugee resettlement. While partner feedback is used throughout the year to inform ORC's work, specific examples of community partner needs assessments are referenced below as data used in the development of the RES Plan.

### **Partnership for Advancement of New Americans Refugee Study**

Partnership for Advancement of New Americans (PANA) collected data between April and November 2018 from Syrian refugees that resettled to the region. The study highlighted education and employment as pressing issues for the populations – the sample size for respondents in these focus areas was 29. Key findings from the study are presented below:

- *Education:* Respondents indicated that main drivers for seeking continued education include making day-to-day activities easier (86%), obtaining U.S. citizenship (83%), as a way to meet people (72%) and to be qualified for a job (69%). The primary barrier to enrollment in education was being too busy with a current job (31%). Thirty-four percent of respondents indicated dissatisfaction with their current level of education. Sixty-nine percent of respondents report having been enrolled or being currently enrolled in English as a Second Language (ESL) classes, with 40% strongly agreeing that ESL classes helped improve their English.
- *Employment:* Only 32% of respondents felt that the process of finding a job was easy. The main barriers to finding a job included not being qualified (39%), not knowing where to look for a job (21%) and not understanding the application process (21%). Of those employed, 43% agreed that their job provides opportunities to develop their skills and talents. Indicating lack of social connections being made at work, only 11% of respondents had been invited to socialize with coworkers outside of work.

### **Welcoming San Diego Strategic Plan**

The City of San Diego embarked on a strategic planning process at the beginning of 2018 to help identify key recommendations to serve as a blueprint for becoming a "Welcoming City", which entails becoming a member of the Welcoming America network and working to make everyone feel welcome, including immigrants and refugees. The process identified various needs of San Diego's immigrant and refugee communities and was grounded in the principle that everyone benefits from immigrant integration and success. ORC staff (the Director of Strategy and Innovation and the County Refugee Coordinator) participated in the Welcoming San Diego Steering Committee and additional ORC staff supported planning activities throughout the region. The plan is available online at [www.welcomingsd.org](http://www.welcomingsd.org) and outlines five focus areas: economic opportunity, education, inclusive access, civic engagement, and safe and connected communities.

The data report “New Americans in San Diego” collected as part of the Welcoming San Diego planning process highlighted key information on refugees in the region, including the following:

- Nine percent of the regions foreign-born populations are likely refugees, with 74.5% of those being naturalized citizens.
- Twenty-seven percent of refugees have at least a bachelor’s degree and 9% have an advanced degree.
- Refugee populations work in several key industries, such as:
  - Manufacturing
  - Retail Trade
  - Transportation
  - General Services
  - Healthcare

Although recommended strategies in the Welcoming San Diego Strategic Plan address the needs of the broader immigrant population and go beyond the focus of employment, key themes highlight the importance of RES services in supporting immigrant integration and success in the region. including:

- Partnerships between local employers, educators and immigrant-serving organizations are needed to accelerate training, apprenticeships, and credentialing/certification processes.
- Financial literacy is a key component to supporting long term economic success for immigrant populations.
- Entrepreneurship may be a path toward self-sufficiency for many immigrants – navigation of small business development centers and additional hands-on support for business development can support that goal.

### **Resident Leadership Academy Refugee Training Project**

Resident Leadership Academy (RLA) is a 10 session, curriculum-based leadership program which aims to orient residents from underserved, underrepresented communities in the areas of civics, policy and systems change, advocacy and the implementation of public health focused solutions at the neighborhood level. Beginning in 2016, the County of San Diego’s Community Action Partnership conducted three RLAs, recruiting participants from the refugee populations residing in the Central and East regions of the county. Working through their contractor, Community Health Improvement Partners, and two Ethnic Based Service Organizations located in each of the targeted regions (Somali Family Services in Central Region and Newcomers Support and Development in East Region), Community Action Partnership also facilitated regional environmental scans to gain additional feedback from refugee residents about their experience, aspirations and vision of success.

Similar to the Welcoming San Diego Strategic Report, lessons learned from the Refugee RLA project extend beyond employment services but do highlight some key factors for consideration in administering RES programming:

- English language training and job training are critical – refugees that have access to job specific, hands on training with a component of English language learning are better positioned for success.
- There are significant differences in education and job readiness among newly arriving refugee populations; therefore, services should reflect the different level of support needed to be employment ready.
- Ethnic Based Service Organizations play important roles in refugee acculturation and navigation of systems by newly arriving refugees and are therefore important partners in the integration of refugees into the U.S. workforce.

The full RLA Refugee Training and Technical Assistance Report 2017 is available online at [www.sdcountycap.com](http://www.sdcountycap.com) on the Office of Refugee Coordination Reports page.

### **Labor Market Information**

According to the California Employment Development Department, the San Diego County unemployment rate in was 3.3 percent in June 2019, up from a revised 2.7 percent in May 2019, and below the year-ago estimate of 3.6 percent. This compares with an unadjusted unemployment rate of 4.1 percent for California and 3.8 percent for the nation during the same period.

As depicted in Table 1, the top employment sectors that San Diego County saw the most gains in employment between March 2018 and March 2019 consist primarily of service sector industry positions, but also include other possible entry-level industries ideal for refugees. Looking forward to 2022, anticipated growth will occur in several service industry sectors, including: sales, food preparation and service and retail sales (see Table 2).

| Table 1:<br>Employment Sectors with the highest growth in San Diego between June 2018 and June 2019 |                   |
|-----------------------------------------------------------------------------------------------------|-------------------|
| Education and Health Services                                                                       | (up 7,400 jobs)   |
| Government                                                                                          | (up 3,500 jobs)   |
| Leisure and Hospitality                                                                             | (up 3,600 jobs)   |
| Manufacturing                                                                                       | (up 3,700 jobs)   |
| Construction                                                                                        | (up 2,400)        |
| Trade, Transportation, and Utilities                                                                | (down 2,800 jobs) |
| <i>State of California Employment Development Department, July 2019</i>                             |                   |

| Table 2:<br>Top Projected Occupations for 2022                           |
|--------------------------------------------------------------------------|
| Office and Administrative Support                                        |
| Sales and Related Occupations                                            |
| Food Preparation and Service                                             |
| Management Occupations                                                   |
| Healthcare support                                                       |
| Retail Sales Workers                                                     |
| <i>State of California Employment Development Department, April 2019</i> |

The March 2019 report, “Priority Jobs in San Diego County” by the San Diego Workforce Partnership identified 72 priority occupations that should experience growth in San Diego County over the next five years and pay at least a self-sustaining wage at the entry level of \$15.99 an hour. Across all occupations, more than 75% of employers require some sort of degree or certificate, more than 50% require a 4-year degree or higher, less than 18% require only a high school education and only 6% require no formal education. In order to address the gaps experienced by employers and provide opportunities for the under and unemployed workers, the report recommends that the workforce system will need more focus on career development opportunities, training, and apprenticeships to provide individuals with hands-on, on-the-job training to increase skills, knowledge and abilities for these positions.

The most recent estimates by the U.S. Census Bureau, shows that San Diego County is home to 777,480 foreign-born residents. That is 23% of the region’s total population, higher than the national average of 14%.

Refugee youth face an extra challenge when it comes to attaining higher education. Upon arrival to the U.S., these youth must learn a new language, culture, and catch up to the standards of their American peers. These challenges are again faced when entering the workforce with limited education, training, and apprenticeship opportunities.

According to the Public Policy Institute of California, in 2016 (the most current year of data) 34% of California’s immigrants age 25 and older had not completed high school, compared with 8% of U.S.-born California residents. This constitutes the need to increase access to education and the world of work to promote upward economic mobility. These individuals have difficulties obtaining certification/recognition for their previous professional careers in their home countries, forcing them to take entry level, low paying positions and underutilizing their experience and professional skills for positions in industries that need skilled workers.

### **How Proposed Employability Services Relate to Local Labor Market Information**

Employment-focused services to assist refugee families acculturate to their new workforce surroundings, as well as case management services and employment related workshops will continue to be integrated with the CalWORKs/Welfare to

Work (WTW) program and service providers. The WTW service providers work closely with local employers such as educational institutions, hotels, restaurants and training providers to link refugee clients with training and employment opportunities to meet the demands of the employers and employees.

The Vocational English-as-a-Second Language program provides a multi-tiered approach to assist refugee participants to increase their English language skills while learning job-specific vocabulary and skills to prepare refugees with limited English proficiency in obtaining employment and eventually become self-sufficient. The Vocational English-as-a-Second Language Program focuses on a small number of industries that answer the current labor market needs (hospitality, food service/preparation, and retail). Should funding be available in the duration of this RES Plan, additional opportunities will be explored to offer more industry specific training for in-demand occupations and/or to meet the needs of the employers with the need for skilled employees.

Additionally, ORC will continue to explore additional ways to partner with local training and education providers, including the local Workforce Development Board, to address the need for a fast track English Language training, re-licensing and certifications of foreign-educated refugees, skills training opportunities, and bridging the gap of little to no work experience within the U.S. that many refugees face when looking for employment that leads to self-sufficiency. The region has seen an increase community college district and other training and education opportunities that can be of significant support for refugees. ORC will look for opportunities for refugees to participate in pre-apprenticeship, apprenticeship, non-credit education, and other advancement through the community college system and other training providers where appropriate.

## **E. Additional Information**

### **San Diego Community Profile**

San Diego County is the southernmost major metropolitan area in the State of California. The region covers 4,261 square miles extending 75 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. With an estimated population of 3.338 million (2017 SANDAG Estimate), San Diego County is the second largest county by population in California and the fifth largest county by population in the nation (2010 U.S. Census Bureau) and includes 18 incorporated cities.

### **Cost of Living**

The cost of living in San Diego County has increased in recent years. For example, according to Economic Policy Institute report from March 2019, San Diego ranks

as the thirteenth most expensive city to reside in the United States.. A primary reason to the high cost of living in San Diego is the cost of housing with a housing costs for a two-parent, two-child family estimated at \$20,280 a year. According to a December 2018 report from the San Diego Regional Economic Development Corporation , the San Diego region remained the second most expensive for-sale home market in the United States.

Housing costs are only one part of a family budget though. According to the [California Budget and Policy Center](#), the basic annual family budget for two working parents with two children in San Diego County is over \$77,000. This considers necessities such as utilities, childcare, transportation and food.

**Refugee Resettlement**

According to data from the RPB, 12,063 refugees were resettled to the San Diego region, between the period of Federal Fiscal Years 2013-2017, not including asylee, SIV holders, Cuban/Haitians, Secondary Immigration, and Trafficking and Crime Victims. A majority (57%) of refugees resettled in the San Diego region during that time came from Iraq, although the region continues to be home to other refugee populations from across the globe, including individuals and families from regions such as Africa, Middle East, and Southeast Asia.

Table 3 below lists the top five countries of origin of San Diego County refugees from 2013 to 2017:

| <b>Table 3: Top Refugee Arrivals to San Diego<br/>FFY 2013 - 2017</b>                       |                       |
|---------------------------------------------------------------------------------------------|-----------------------|
| <b>Country of Origin</b>                                                                    | <b>Total Arrivals</b> |
| <b>Iraq</b>                                                                                 | 6,855                 |
| <b>Syria</b>                                                                                | 1,153                 |
| <b>Congo</b>                                                                                | 1,064                 |
| <b>Somalia</b>                                                                              | 1,014                 |
| <b>Burma</b>                                                                                | 551                   |
| <i>Data from State of California Department of Social Services, Refugee Programs Bureau</i> |                       |

According to data pulled from the CalWIN eligibility system, as of April 2019 there were 8,492 individuals including refugees, asylee, Cuban/Haitian Entrants, and Trafficking and Crime Victims with Entry Date into the U.S of five years or less accessing public assistance benefits in San Diego County. These individuals reside primarily in two of HHSA’s geographic service areas:

- 58% (4,886) reside in East Region, which consists of several cities including El Cajon, La Mesa, Spring Valley, and Santee. 56% (2,730) of refugees accessing public assistance benefits in East Region are from Iraq.
- 25% (2,163) reside in Central Region, which consists primarily of the City of San Diego.



### III. Description of Service Components

The following table lists service components that the County of San Diego will be administering with its Refugee Social Services allocation. Components listed correspond to the categories for which the County reports to California Department of Social Services and the Office of Refugee Resettlement in the Annual Service Plan. The existing programs administered by the Office of Refugee Coordination (ORC) that support the service component are also included in the table.

| Service Component                   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Existing ORC Programs                                                                                                                                                        |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Employment</b>                   | <p>At a minimum, services will include the following:</p> <ul style="list-style-type: none"> <li>• A comprehensive assessment and creation of an individually tailored employment plan.</li> <li>• Assistance in eliminating employment barriers.</li> <li>• Assistance with job search and application, preparing a resume, and practicing for job interviews.</li> <li>• Assistance with enrolling participants into education programs, language and skills training, and connection to workforce development opportunities; and referrals to social and mental health services.</li> </ul>                | <ul style="list-style-type: none"> <li>• Welfare to Work (WTW)</li> <li>• Vocational English as a Second Language (VESL)</li> <li>• Work Readiness Exchange (WRE)</li> </ul> |
| <b>English Language Training</b>    | <p>Appropriate English language training will be provided to participants through a variety of avenues:</p> <ul style="list-style-type: none"> <li>• WTW case managers refer clients to English as a Second Language (ESL) Training; include it in their job clubs, workshops, and employment focused activities.</li> <li>• Vocational English as a Second Language (VESL) provides training in the context of employment.</li> <li>• Work Readiness Exchange (WRE) includes additional practice of English language.</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> <li>• WRE</li> </ul>                                                                                       |
| <b>On-the-Job Training</b>          | <p>On-the-Job Training (OJT) provides participants the opportunity to learn skills while gaining work experience at the same time. OJTs provide financial assistance to the employer while they simultaneously train the participant for the position they hold at their business/organization.</p>                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> </ul>                                                                                                      |
| <b>Case Management</b>              | <p>Case management services for employment are designed to prepare participants to obtain, retain, and upgrade employment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> <li>• WRE</li> </ul>                                                                                       |
| <b>Other Employability Services</b> | <p>The following services will be provided to refugee participants to assist in overcoming barriers and challenges in obtaining and retaining employment:</p> <ul style="list-style-type: none"> <li>• <b>Translation and Interpretation Services:</b> these services will be provided to refugee participants with limited English proficiency to assist with accessing employment and other essential services.</li> <li>• <b>Conflict Management Training:</b> training to support acculturation by teaching participants a multitude of life skills that support job readiness, retention, and</li> </ul> | <ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> <li>• WRE</li> </ul>                                                                                       |

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                         |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
|                                          | <p>advancement by increasing communication and problem-solving skills needed for self-sufficiency and success in the workplace.</p> <ul style="list-style-type: none"> <li>• <b>Skill Recertification:</b> training and/or services to assist refugee participants with existing professional degrees, license or certificates practice their professions in the U.S. by helping to get participants relicensed or certified. These services are only available to participants that are employed.</li> <li>• <b>Childcare/Transportation:</b> when necessary for participation in employability services and other essential service to help overcome employment barriers and employment retention challenges by accessing needed mainstream services.</li> </ul>                                                                                                                    |                                                                         |
| <p><b>Non-Employment Services</b></p>    | <p>The following services are not directly related to overcoming barriers, yet assist refugees in having healthy, safe and thriving lives, which leads to self-sufficiency will be provided:</p> <ul style="list-style-type: none"> <li>• <b>Translation and Interpretation Services</b></li> <li>• <b>Information and Referrals</b></li> <li>• <b>Outreach Services</b></li> <li>• <b>Social Adjustment:</b> Assessment and short-term counseling, health-related services (scheduling appointments, obtaining services), home management services (household budget, home maintenance, tenant rights).</li> <li>• <b>Citizenship and Naturalization Services:</b> Civics instruction to prepare participants to apply for, interview and become citizens, application for legal permanent residence, and assistance with any needed waivers and interpretation services.</li> </ul> | <ul style="list-style-type: none"> <li>• WTW</li> <li>• VESL</li> </ul> |
| <p><b>Services to Older Refugees</b></p> | <p>Cultural and linguistically appropriate, peer-based, outreach and engagement services are provided to support prevention activities and increased access to care for the older refugee population in San Diego. The Elder-Multicultural Access and Support Services (EMASS) Program will provide the following services:</p> <ul style="list-style-type: none"> <li>• Education and advocacy</li> <li>• Peer mentoring support</li> <li>• Transportation services to and from medical and mental health appointments</li> <li>• Social and recreational activities</li> <li>• Assistance with and referrals to social service needs</li> </ul> <p>Screening for public assistance programs and benefits</p>                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• EMASS</li> </ul>               |

#### IV. Budgets

Per Office of Refugee Resettlement (ORR) requirements, the Refugee Employment Services (RES) Plan includes a separate budget for each funding source the County of San Diego receives and any carryover and augmentation funding available for services for the current RES Plan year. The budgets show an amount for every component offered for that program and an amount for administration costs.

Because the Refugee Social Services (RSS) allocation for Federal Fiscal Year (FFY) 2020 will not be issued prior to the approval of the FFY 2020-22 RES Plan, sample budgets for the current FFY 2019 have been included as an example. Updated budgets will be replaced once the County of San Diego is made aware of the new allocation amounts.

Note that as mentioned in the Funding Sources section of this report, effective FFY 2019 the Targeted Assistance Grant (TA) was consolidated into the RSS allocation. The Services to Older Adults grant is also now included as part of the RSS allocation as a set aside for use in serving elderly refugees. Sample budgets for FFY 2019 include TA dollars to reflect carryover funds from FFY 2018; however, that allocation will not be included in the budget for FFY 2020.

#### RSS Allocation Budgets (FFY 2019):

| <u>ITEM</u>                                | FFY 2018-2019<br>RSS Allocation<br>(RES 1807) | FFY 2017-2018<br>Carryover RSS<br>Allocation<br>(RES 1707) | Total                 |
|--------------------------------------------|-----------------------------------------------|------------------------------------------------------------|-----------------------|
| <b>1. EMPLOYMENT SERVICES</b>              | <b>\$1,683,098.70</b>                         | <b>\$792,288.46</b>                                        | <b>\$2,475,387.16</b> |
| a.) Employment                             | \$1,245,250.96                                | \$571,979.44                                               | \$1,817,230.40        |
| b.) On-the-Job Training                    | \$7,000.00                                    | \$7,000.00                                                 | \$14,000.00           |
| c.) Case Management                        | \$430,847.74                                  | \$213,309.02                                               | \$644,156.76          |
| <b>OTHER EMPLOYABILITY<br/>2. SERVICES</b> | <b>\$1,189,899.59</b>                         | <b>\$447,746.69</b>                                        | <b>\$1,637,646.28</b> |
| a.) English Language Training<br>(ELT)     | \$803,172.69                                  | \$296,998.12                                               | \$1,100,170.81        |
| b.) Other                                  | \$334,433.90                                  | \$131,849.13                                               | \$466,283.03          |
| c.) Elderly Set-Aside                      | \$52,293.00                                   | \$18,899.44                                                | \$71,192.44           |
| <b>Services Subtotal</b>                   | <b>\$2,872,998.29</b>                         | <b>\$1,240,035.15</b>                                      | <b>\$4,113,033.44</b> |
| <b>4. COUNTY ADMINISTRATION</b>            | <b>\$506,999.70</b>                           | <b>\$215,494.54</b>                                        | <b>\$722,494.24</b>   |
| <b>TOTAL</b>                               | <b>\$3,379,997.99</b>                         | <b>\$1,455,529.69</b>                                      | <b>\$4,835,527.68</b> |

**TA Allocation Budgets (FFY 2019):**

| <u>ITEM</u>                         | FFY 2018-2019 TA Allocation (RES 1807) | FFY 2017-2018 Carryover TA Allocation (RES 1705) | Total               |
|-------------------------------------|----------------------------------------|--------------------------------------------------|---------------------|
| <b>1. EMPLOYMENT SERVICES</b>       | <b>\$0.00</b>                          | <b>\$375,309.34</b>                              | <b>\$375,309.34</b> |
| a.) Employment                      | \$0.00                                 | \$277,412.75                                     | \$277,412.75        |
| b.) On-the-Job Training             | \$0.00                                 | \$5,000.02                                       | \$5,000.02          |
| c.) Case Management                 | \$0.00                                 | \$92,896.57                                      | \$92,896.57         |
| <b>OTHER EMPLOYABILITY SERVICES</b> |                                        |                                                  |                     |
| <b>2. SERVICES</b>                  | <b>\$0.00</b>                          | <b>\$153,295.36</b>                              | <b>\$153,295.36</b> |
| a.) ELT                             | \$0.00                                 | \$67,449.96                                      | \$67,449.96         |
| b.) Other                           | \$0.00                                 | \$85,845.40                                      | \$85,845.40         |
| <b>Services Subtotal</b>            | <b>\$0.00</b>                          | <b>\$528,604.70</b>                              | <b>\$528,604.70</b> |
| <b>3. COUNTY ADMINISTRATION</b>     | <b>\$0.00</b>                          | <b>\$93,283.18</b>                               | <b>\$93,283.18</b>  |
| <b>TOTAL</b>                        | <b>\$0.00</b>                          | <b>\$621,887.88</b>                              | <b>\$621,887.88</b> |

**Overall Total  
RSS & TA: \$5,457,415.56**

## **V. Annual Services Plan**

The Annual Services Plan (ASP) is required by the Office of Refugee Resettlement (ORR) to be completed at the start of each Federal Fiscal Year as a condition for the award of grant funds. The ASP reflects the current services provided to refugees in the county and the total dollar amount to provide services to the eligible service populations from the following ORR funding sources: Refugee Social Services (RSS), and Services to Older Refugees (SOR).

See Exhibit 2 to this Plan for the complete ASP for the County of San Diego.

## **VI. Annual Outcome Goal Plan**

The Annual Outcome Goal Plan (AOGP) is required to be completed at the start of each Federal Fiscal Year (FFY). The AOGP requires the County to set service targets for the upcoming FFY aimed at improving upon the previous year's actual outcomes. Targets must be realistic taking into consideration knowledge of the local job market and economic environment. Other considerations include employability characteristics and/or limitations of the anticipated caseload for employment services and the various forces that impact a client entering employment.

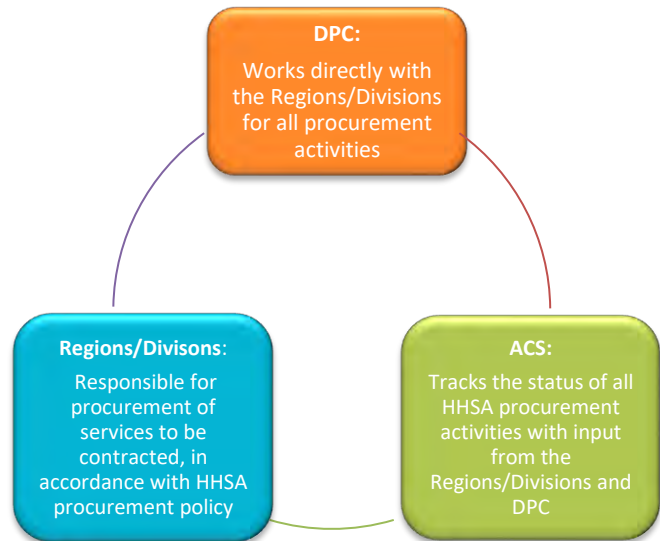
See Exhibit 3 to this Plan for the complete AOGP for the County of San Diego.

## VII. Appendices

### A. County of San Diego Procurement Process

The County of San Diego provides Refugee Employment Services (RES) through competitively procured contracts; the procurement is performed by the Department of Purchasing and Contracting (DPC). Contract Administration is performed by the Programs of the Health and Human Services Agency (HHS) Agency in conjunction with Agency Contract Support (ACS)).

The mission of DPC is to provide the most effective and efficient delivery of quality goods and services to County of San Diego departments; the purchase of good and services is conducted in accordance with policies established by the San Diego County Board of Supervisors in addition to local, state and federal regulations. County Charter 703.10 requires an Economy and Efficiency determination that the services can be provided more economically and efficiently by an independent contractor than by County of San Diego staff prior to contracting for services. ACS provides additional coordination and support to HHS Programs on their procurement planning and administration. The services and programs described within the RES Plan for Federal Fiscal Years 2020 - 2022 will be operationalized in contracts with the service providers selected through the competitive procurement process or via criteria where exemptions and exceptions may be used as defined by the Board of Supervisors Policy A-87.



### B. County Monitoring Process

In accordance with HHS's Contract Administrative Management policy, each Division has the overall responsibility for administering service contracts, including performance of required monitoring activities; contractor orientations; periodic meetings with provider groups; compliance and quality assurance monitoring of contract Statements of Work/Performance Work Statements/Statements of Outcomes provisions; and review and approval of contractor invoices. All functions are conducted in compliance with County of San Diego standards and practices. Contract administration is aligned with Strategic Planning and Operational Planning processes. Contract monitoring and control, which is essential for ensuring that HHS receives what it pays for, is used to verify compliance with contract requirements. County of San Diego Contracting Officer Representative are responsible for their respective contracts. ACS has the lead responsibility for fiscal audits of contractors, conducting special audits of contractors/contracts, and monitoring contractor compliance with insurance requirements.

At the start of each contract year, the Contracting Officer Representative completes a monitoring assessment and creates a monitoring plan specific to each contract. The monitoring plan contains the activities that will be conducted throughout the contract period to ensure that the contractor is in compliance with all contract requirements, services are being delivered at an acceptable level of quality, outcomes and objectives are on-track to be met, and the program is having the anticipated impact on the target population. The monitoring plan outlines the extent of monitoring, the level, the method that will be used to monitor a contract, and how the activity will be documented.

ORC staff collects and analyzes the data and information that is submitted by all RES-funded services providers to ensure accuracy and validity; these data and information are used to complete all required California State Refugee Programs Bureau (RPB) reports and data requests. While the monitoring for the Welfare to Work contracts is conducted by staff in Self-Sufficiency Services, ORC completes an additional monitoring visit each year to specifically review a sample of refugee participant casefiles to ensure that all RES requirements for eligibility and documentation are being met.

### **California Department of Social Services (CDSS) County Guidelines**

The County of San Diego assures that it will comply with the reporting requirements detailed on Page 18 and 19 of the California Department of Social Services County Guidelines, pertaining to frequency of monitoring, submission of reports, 90-day follow-ups on employed participants, and corrective action related to program deficiencies.



## VIII. Required Assurances

The County of San Diego assures that the 2020-2022 Refugee Employment Services (RES) Plan was developed in accordance with:

- California Department of Social Services Manual of Policies and Procedures:
  - Refugee Resettlement Program Regulations – Division 69, Chapter 69-200
  - Cuban/Haitian Entrant Program – Division 69, Chapter 69-300
  - Trafficking and Crime Victims Assistance Program – Division 70, Chapter 70-100
  - Purchase of Services Regulations – Division 23, Chapter 23-600
- Code of Federal Regulations – Title 45 – Public Welfare:
  - Refugee Resettlement Program – 45 CFR Chapter IV, Part 400
  - Cuban/Haitian Entrant Program – 45 CFR Chapter IV, Part 401
  - Uniform Administrative Requirements – 45 CFR Subtitle A, Part 74
  - Federal Procurement Standards – 45 CFR Subtitle A, Part 92
- California Department of Social Services County Refugee Program Guidelines
- California Welfare and Institution Code Section 10850 – Confidentiality of Record

## **IX. San Diego County Board of Supervisors Resolution**

The Office of Refugee Coordination (ORC) team submitted this Refugee Employment Services (RES) Plan to the San Diego County Board of Supervisors for review and approval at the August 6, 2019 Board of Supervisors meeting; see Exhibit 4 for the completed Resolution.

**X. Exhibits**

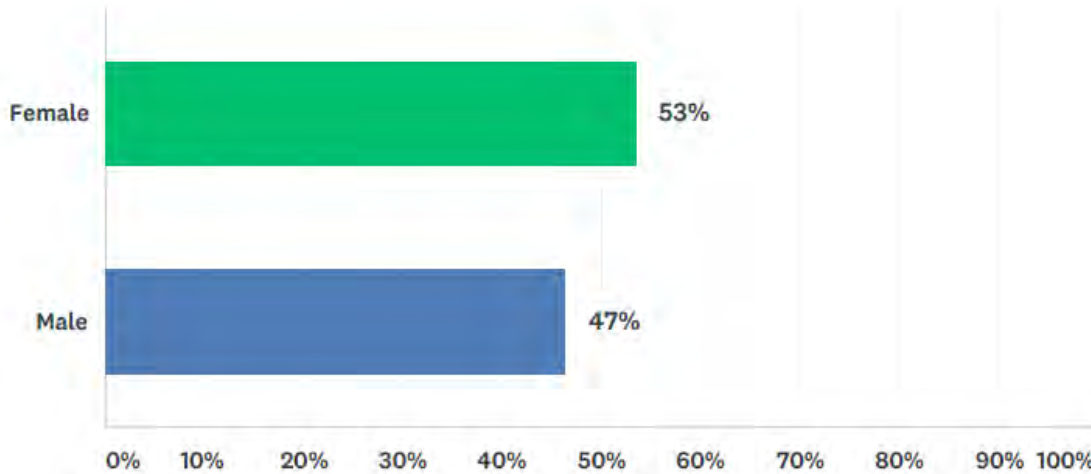
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## Exhibit 1 Survey Results Detail

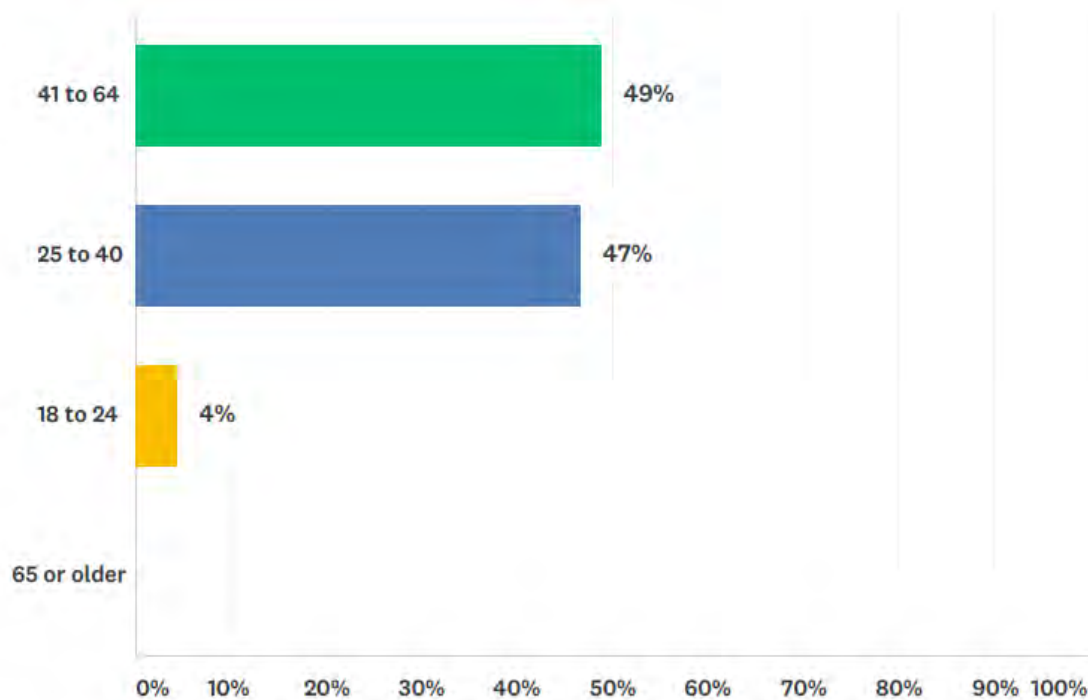
### Client Survey

#### Demographics

Respondents were asked to provide demographic data to help identify who was responding to the survey; below are charts representing the responses of the 46 survey participants.



Total responses: 43

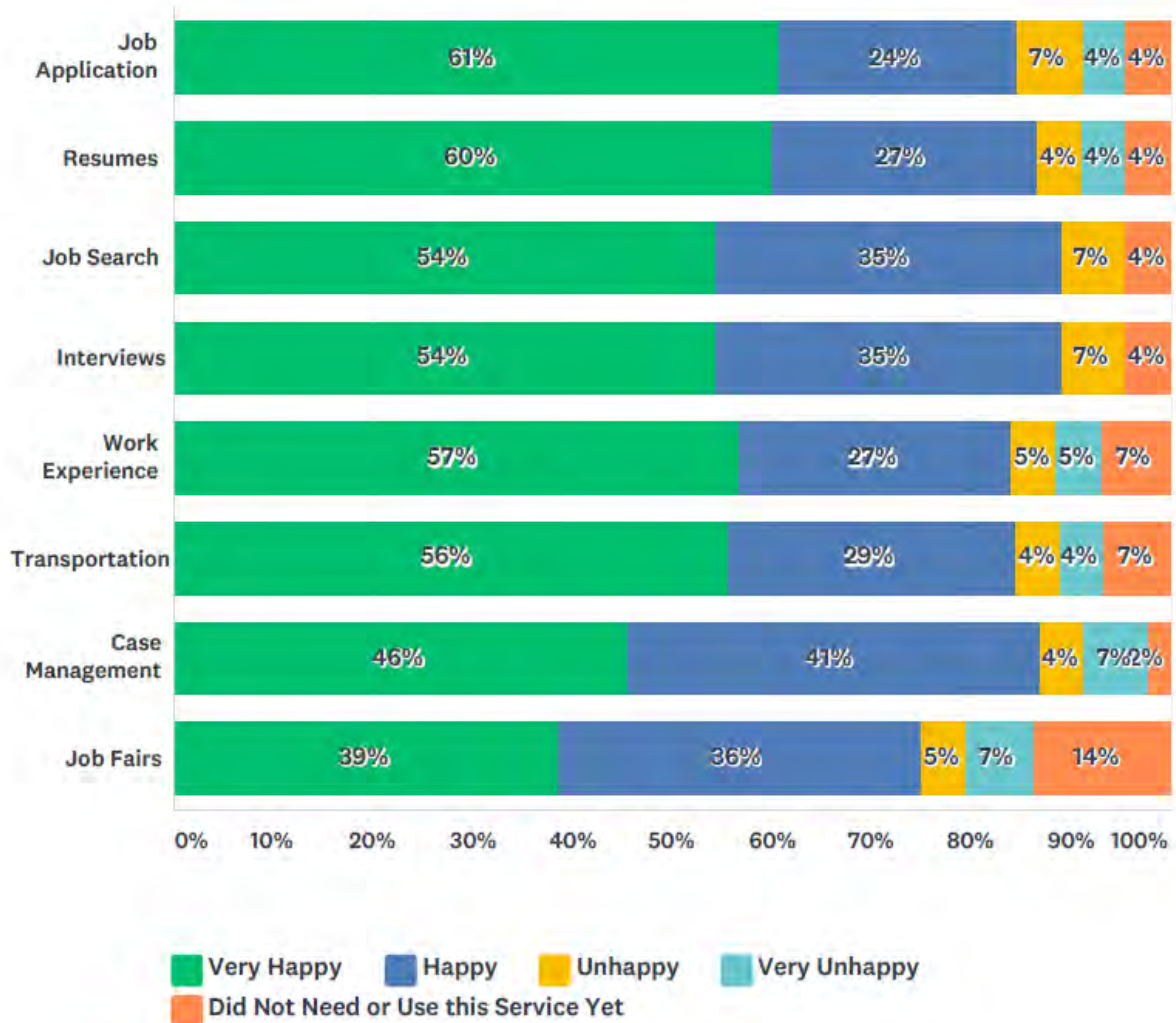


Total responses: 45

## Satisfaction of Services and Top Services

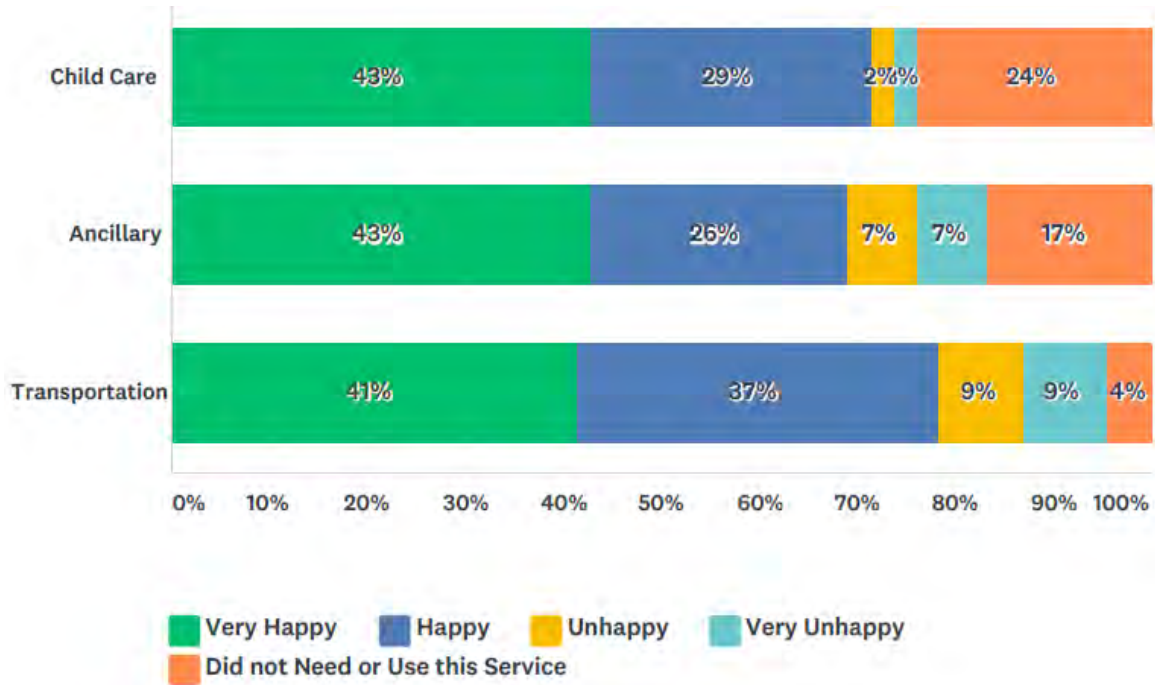
The following set of questions asked each client what their satisfaction level is/was for various employment services they have received or were currently receiving ; clients could rate their satisfaction as “very happy”, “happy”, “unhappy”, “very unhappy”, or “did not need or use this service”.

### How happy are you with the EMPLOYMENT services you receive?



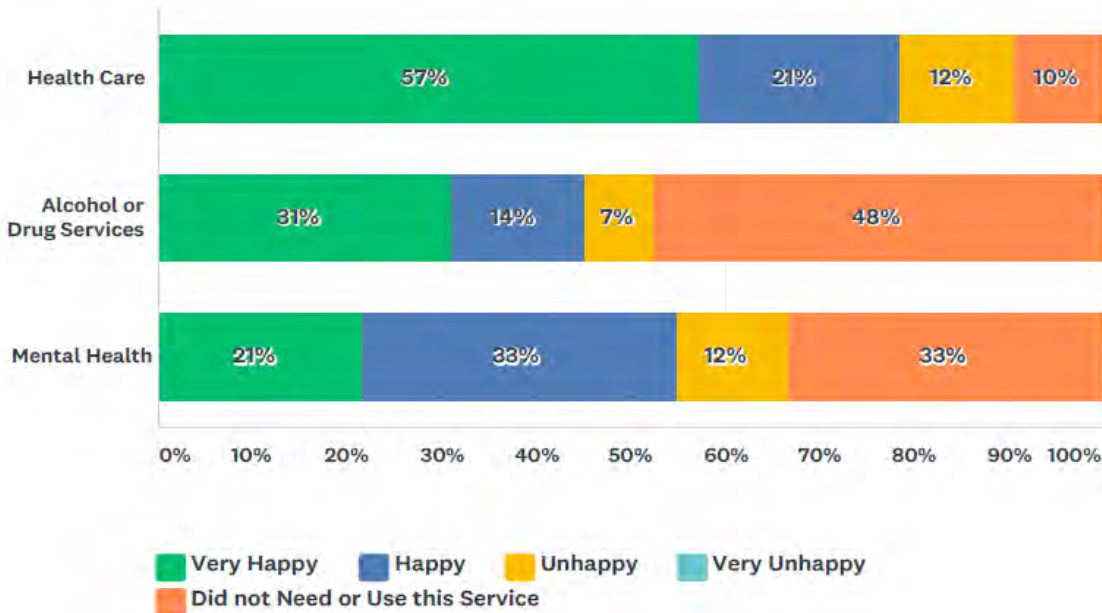
Total Responses: 46

**How happy are you with the SUPPORTIVE SERVICES you receive?**



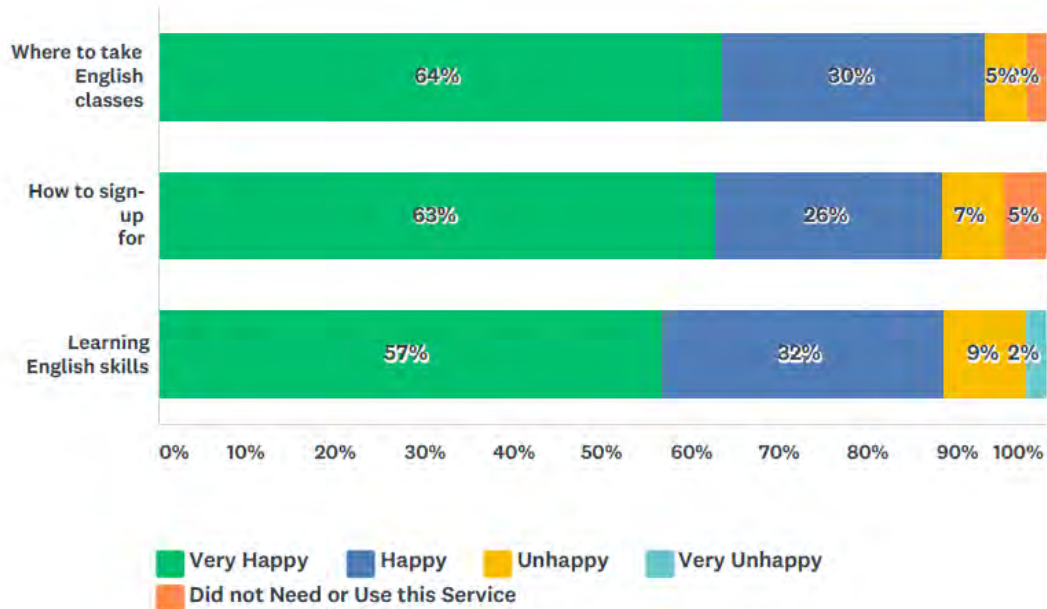
Total Responses: 46

**How Happy are you with the INFORMATION AND REFERRAL services you have received?**



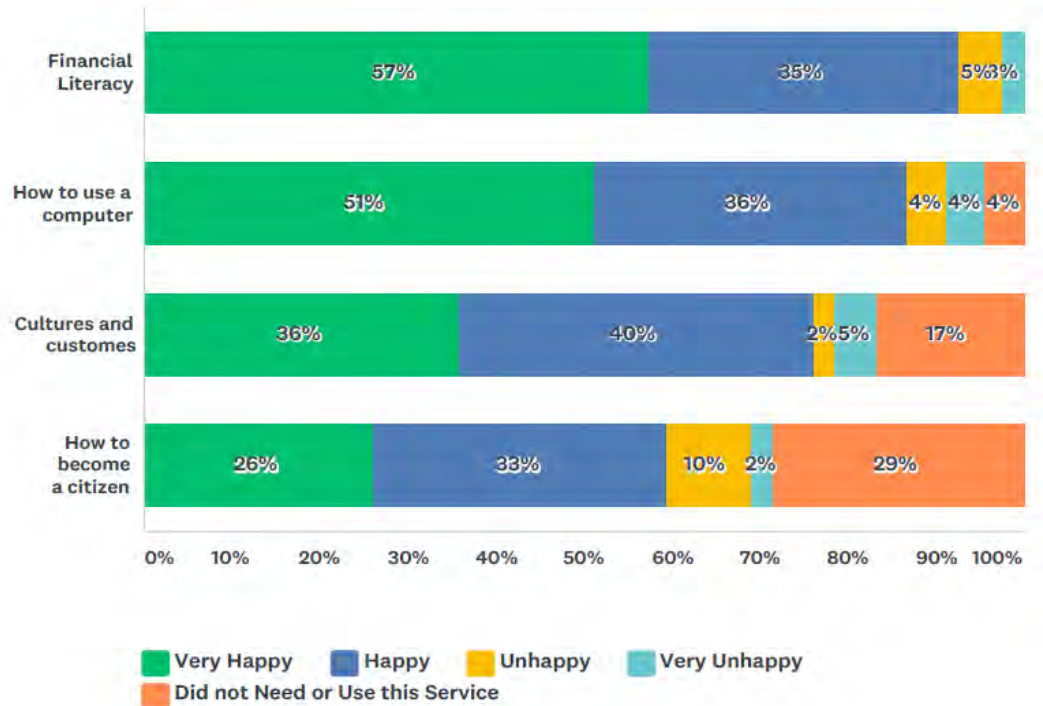
Total Responses: 42

## How happy are you with the ENGLISH LANGUAGE SERVICES you have received?



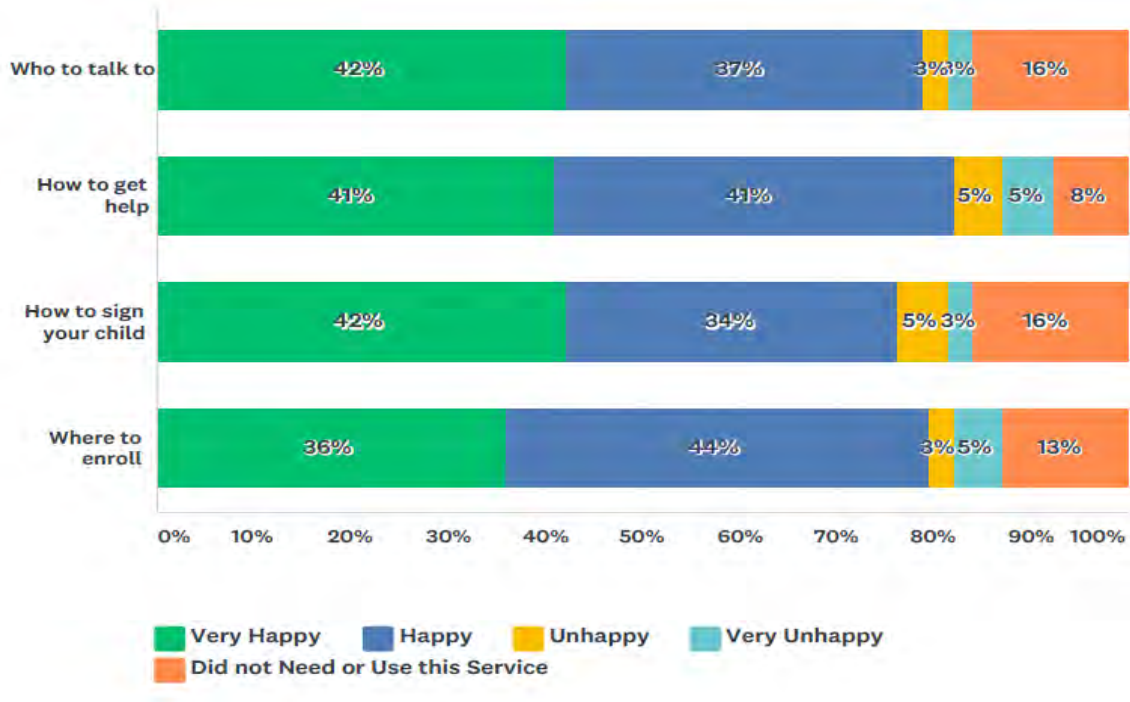
Total Responses: 44

## How happy are you with the OTHER NEEDS services you received?



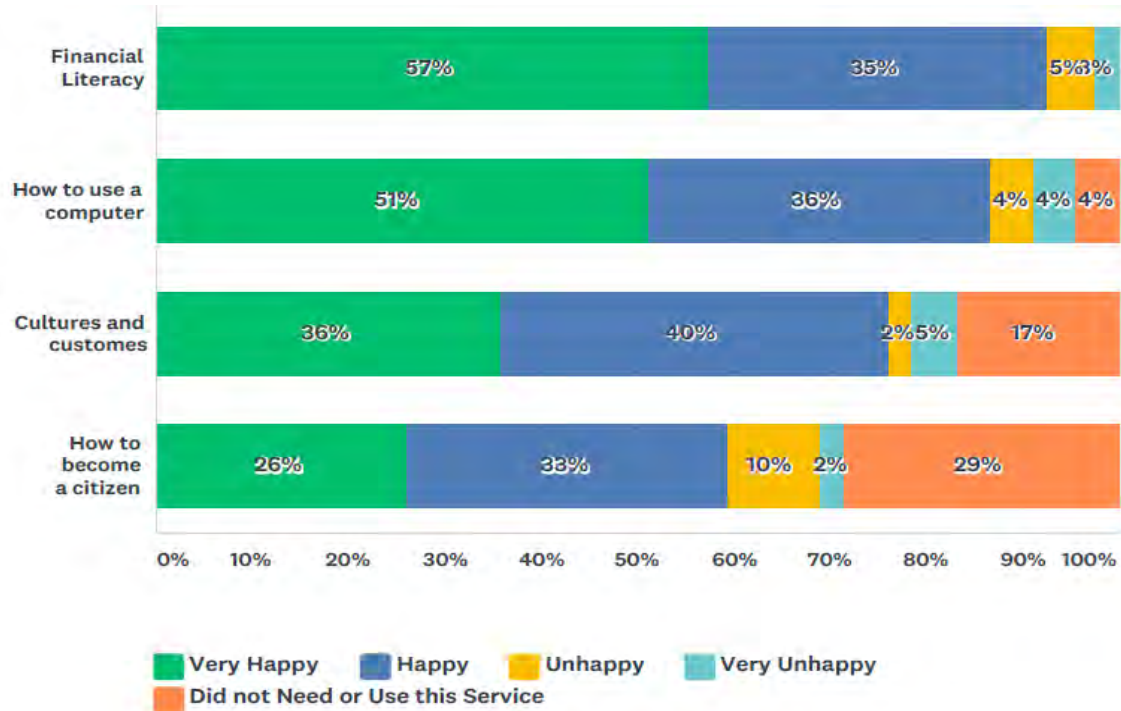
Total Responses: 46

## How happy are you with information/assistance you received about SCHOOLS?



Total Responses: 39

## How happy are you with OTHER NEEDS services you received?

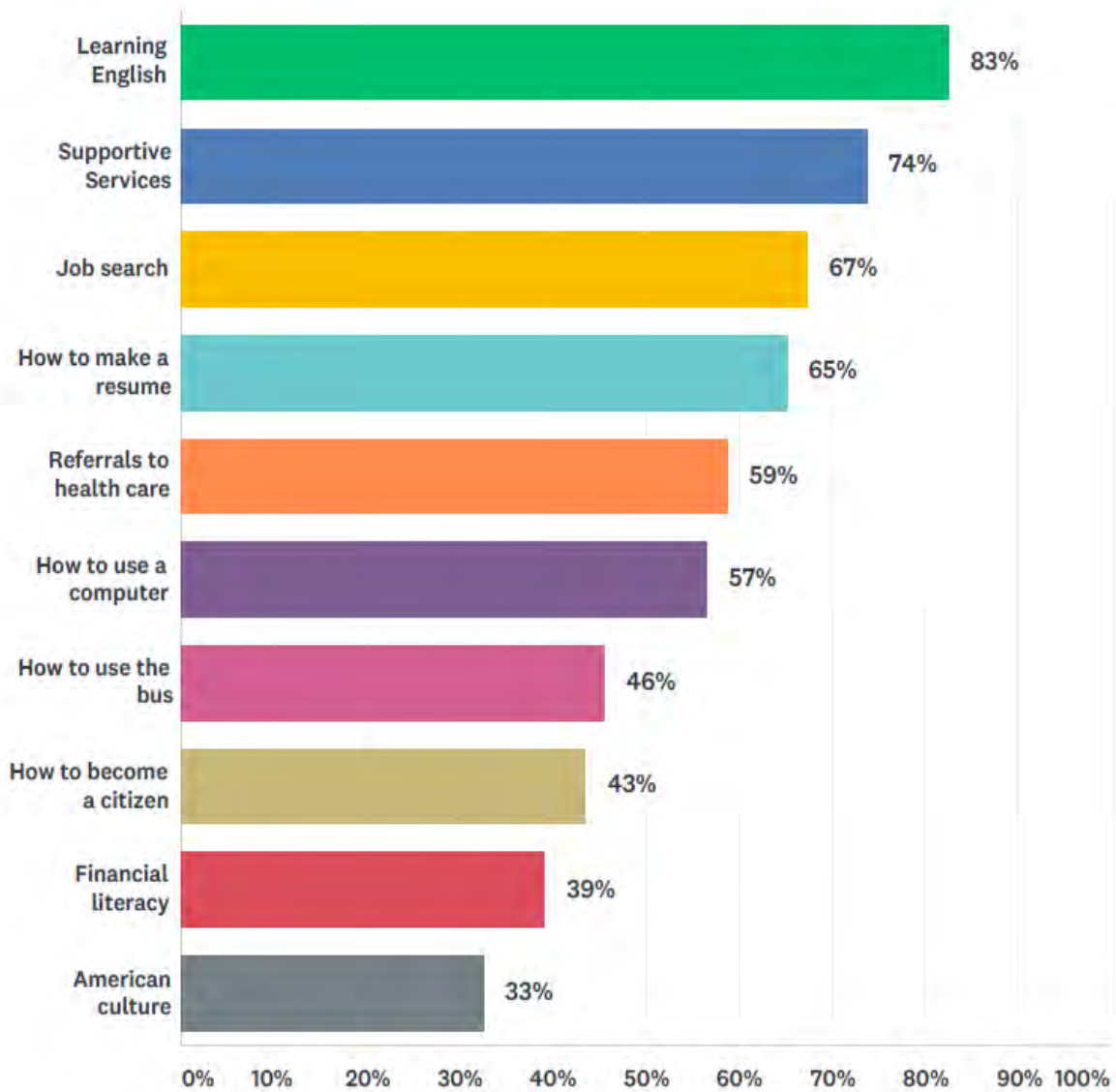


Total Responses: 45



Finally, clients were asked to rate the top 5 services that are most important to them or that they would like assistance with. The chart below shows the results of that question.

**What are the top 5 services that re most important to you or that you would like help with?**



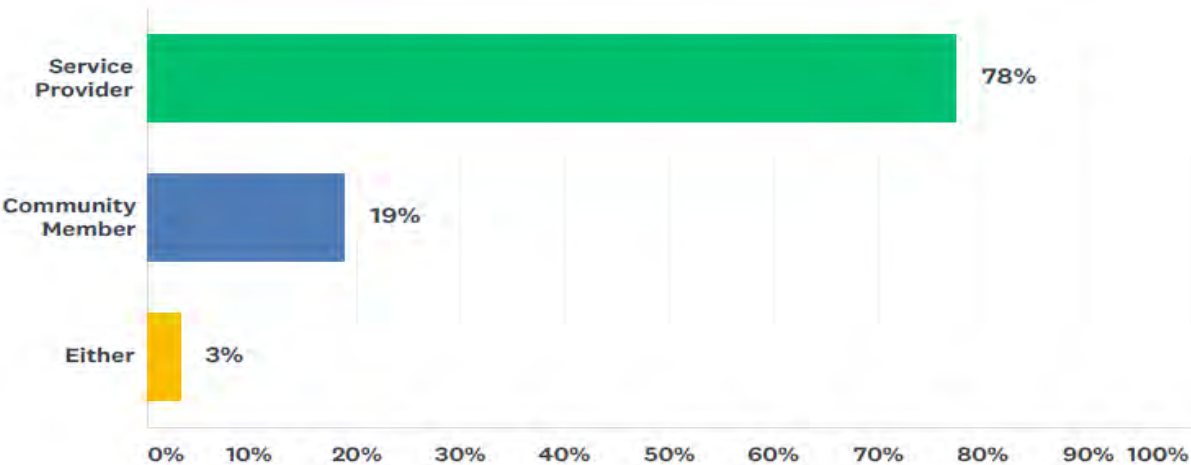
**Total Responses: 46**

# Service Provider Survey

## Demographics

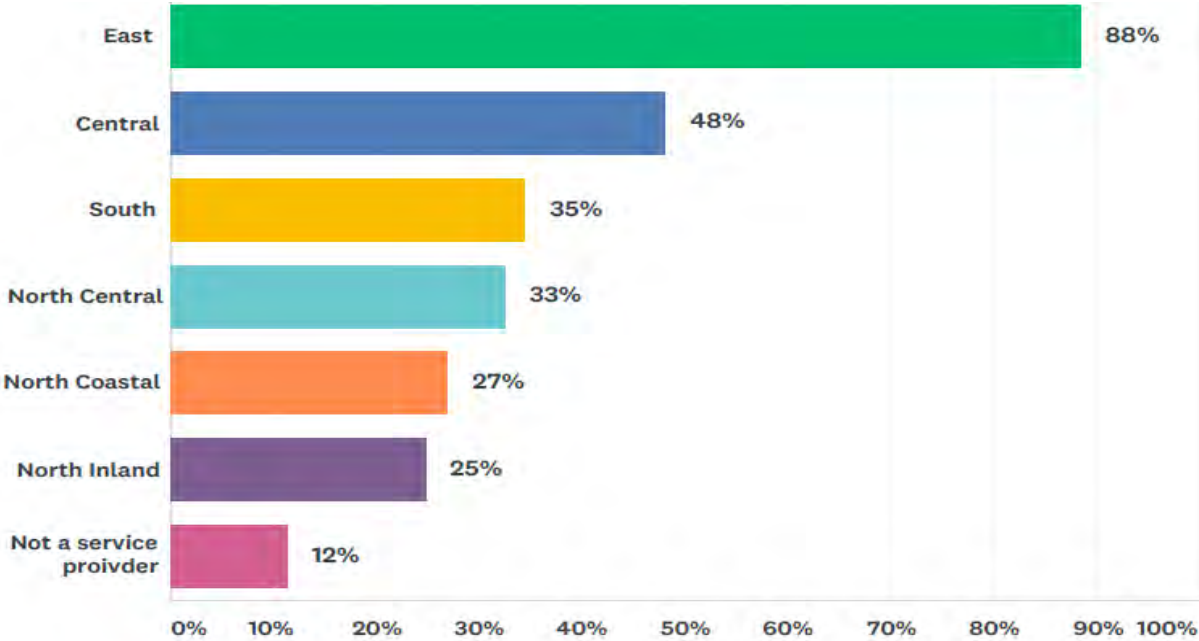
Respondents were asked to provide demographic data to help identify who was responding to the survey; below are charts representing the responses of the 58 survey participants.

**Are you a refugee service provider or community member?**



Total responses: 58

**If you are a service provider, what HHS region (s) do you provide services in?**

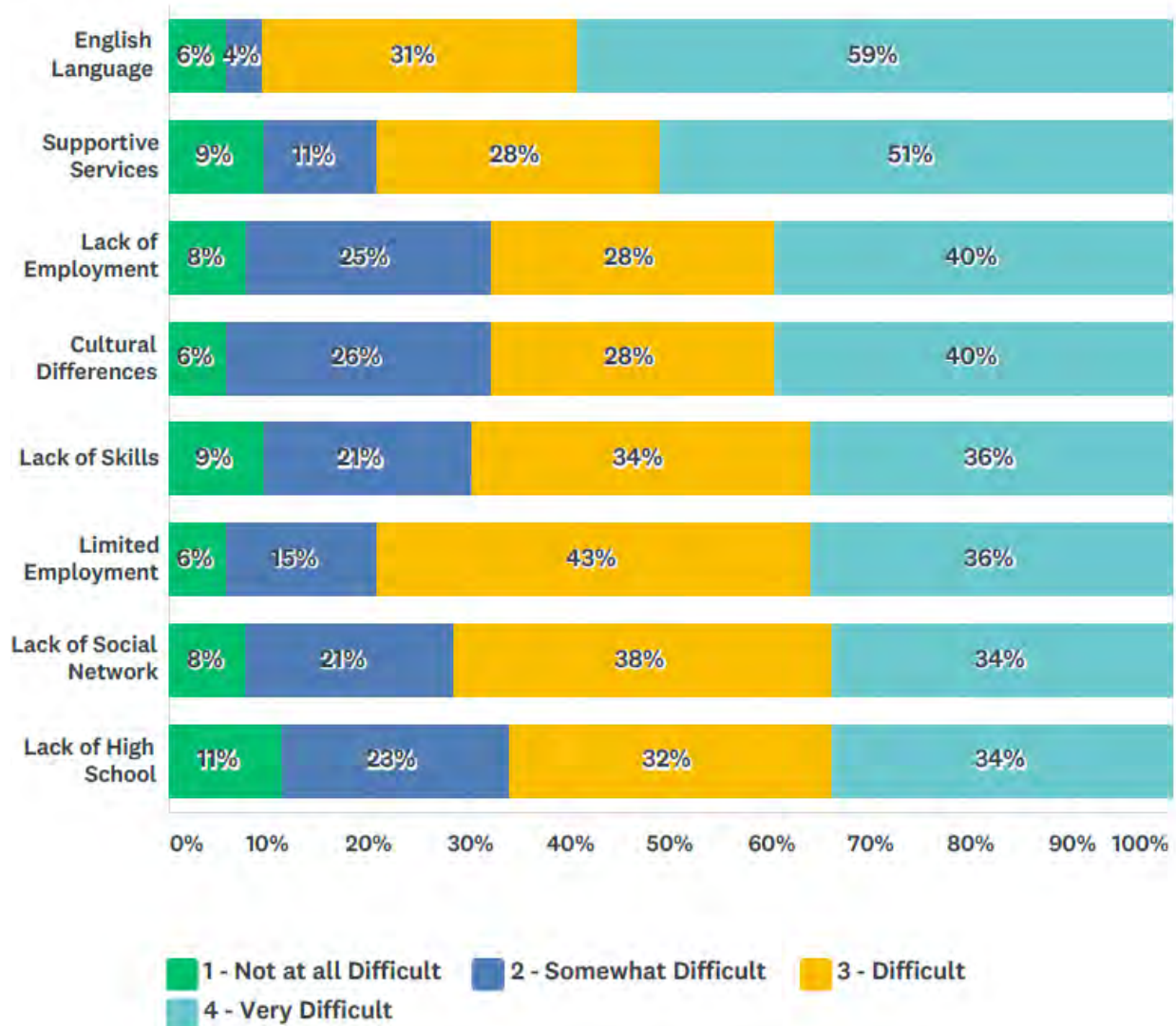


Total responses: 52

## Barriers

Respondents were asked to rate the how difficult the following barriers were for refugees trying to obtain employment on a scale from 1 to 4, with 1 being “not at all difficult”, 2 being “somewhat difficult”, 3 being “difficult”, and 4 being “very difficult”. The graph below shows results of this question.

**On a scale from 1 to 4, please rate how difficult the following barriers make it for refugees to obtain employment**

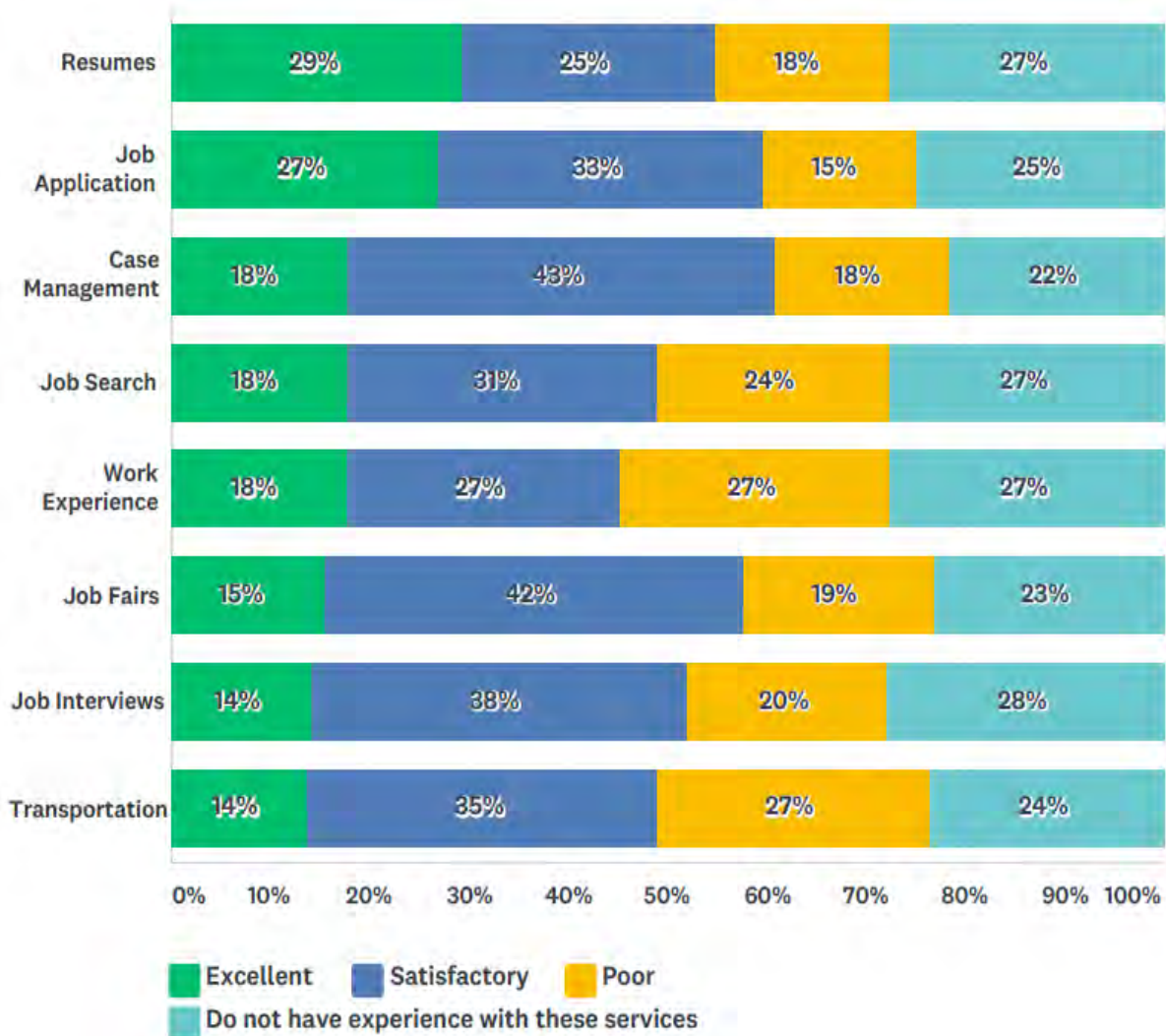


**Total responses: 54**

## Satisfaction of Services

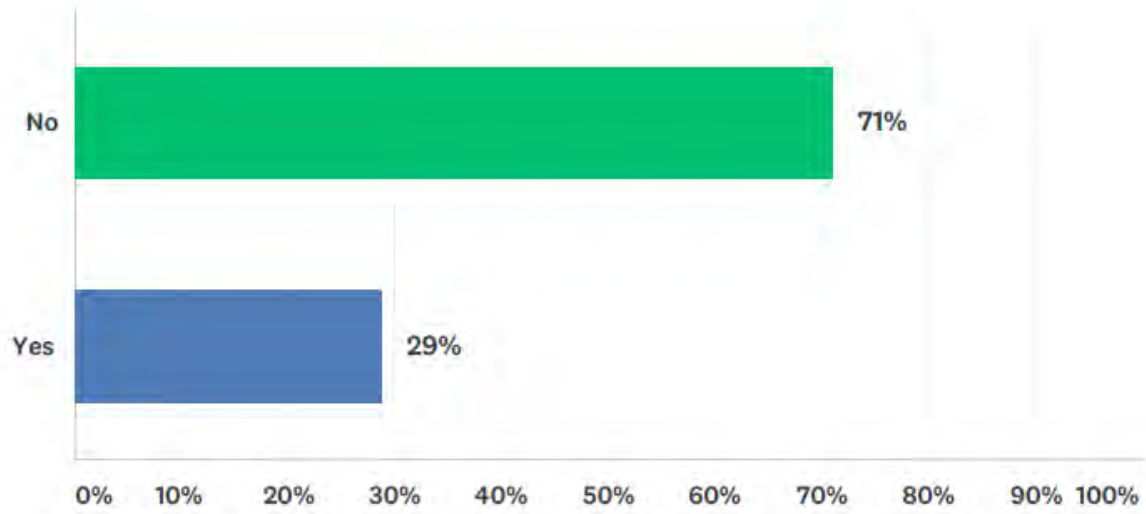
The following set of questions asked each responded to rate their satisfaction level is/was for various employment services refugees currently receive in San Diego County; respondents could rate their satisfaction as “excellent”, “satisfactory”, “poor”, or “do not have experience with these services”.

**How would you rate the quality of the following EMPLOYMENT services refugees currently receive?**



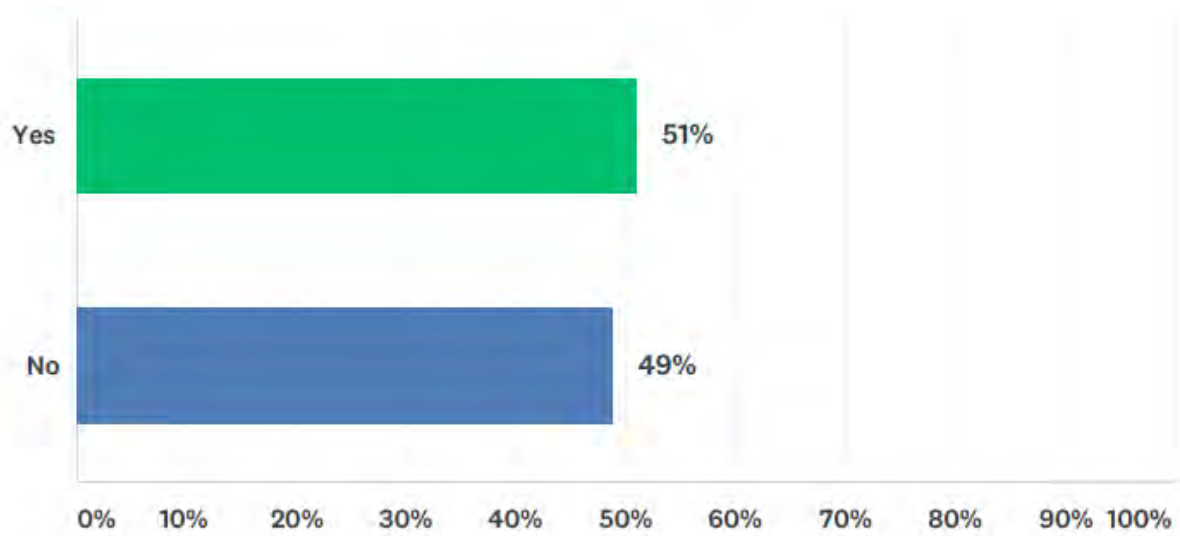
**Total responses: 52**

### Are you an ELS Service Provider?



Total responses: 52

### Do you refer refugee clients to ELS service providers?



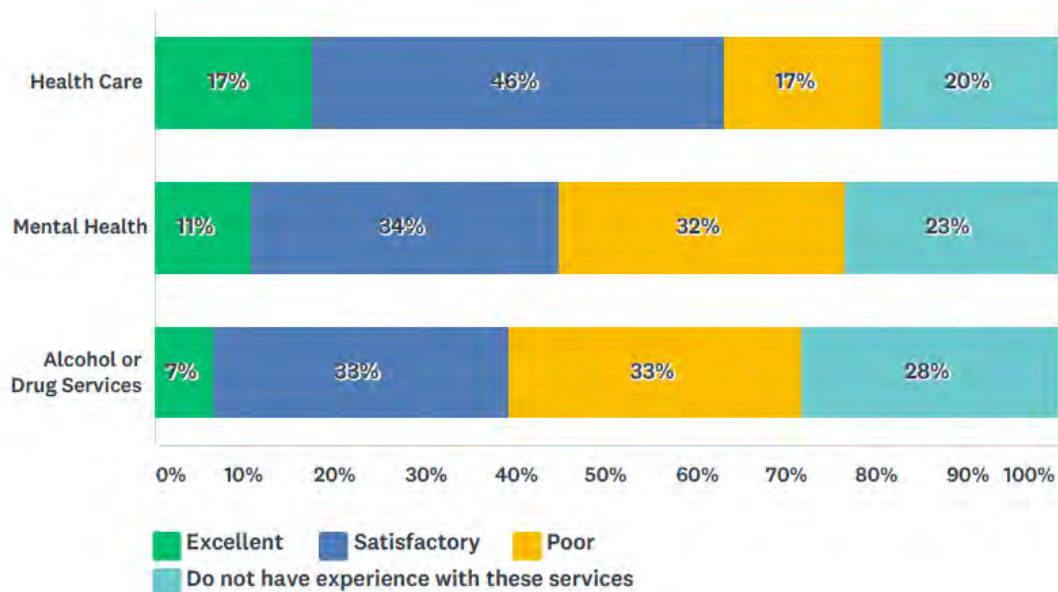
Total responses: 53

**How would you rate the quality of the following ENGLISH-AS-A-SECOND LANGUAGE (ESL) services refugees currently receive?**



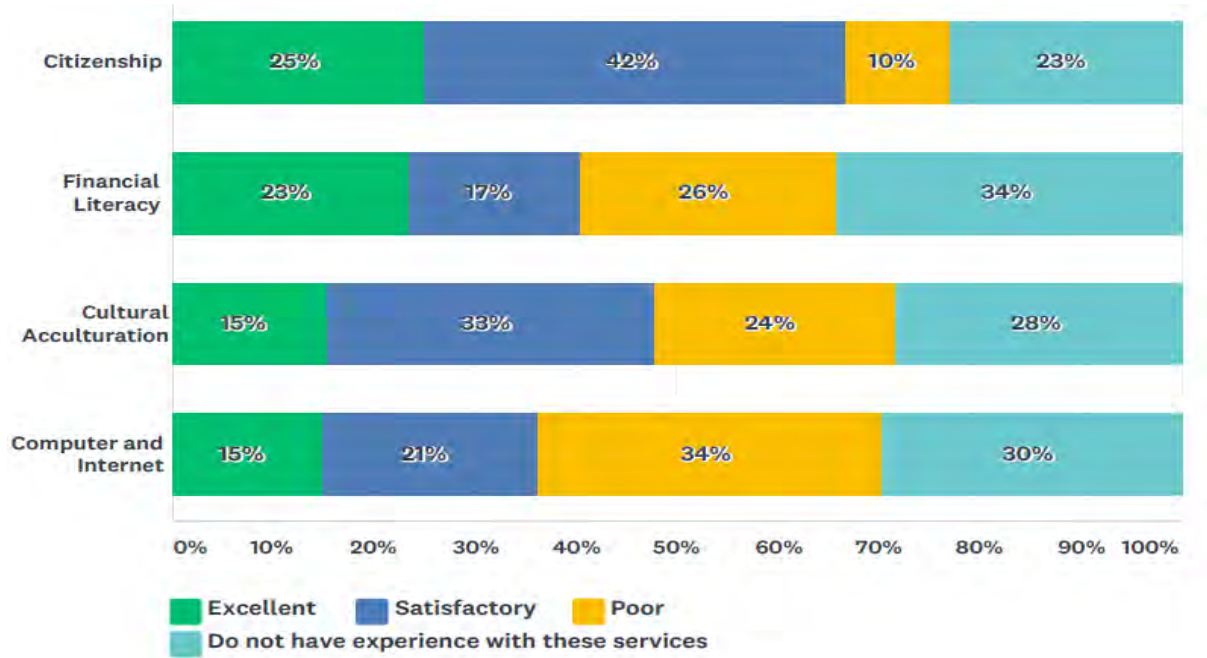
Total responses: 52

**How would you rate the quality of the INFORMATION/REFERRAL services refugees currently receive?**



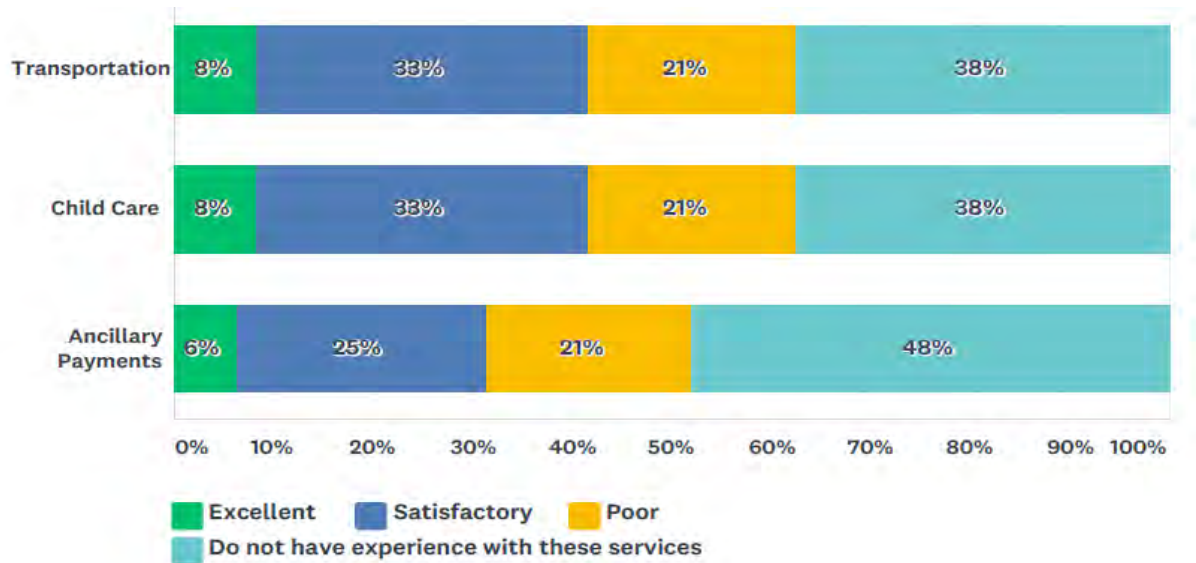
Total responses: 47

**How would you rate the quality of the following OTHER services refugees currently receive?**



Total responses: 48

**How would you rate the quality of the following SUPPORTIVE SERVICES refugees currently receive?**



Total responses: 4

## Exhibit 2 Annual Services Plan

| FY 2018 Annual Services Plan                         |       |                                     |                              |             |              | Original ( X ) Revision ( )          |   |     |      |     |   |   |                           |  |  |  |      |
|------------------------------------------------------|-------|-------------------------------------|------------------------------|-------------|--------------|--------------------------------------|---|-----|------|-----|---|---|---------------------------|--|--|--|------|
| Date: October 16, 2018                               |       |                                     | Time Period Covered by Plan: |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
| County: San Diego                                    |       |                                     | From: 10/1/2017              |             |              | To: 9/30/2018                        |   |     |      |     |   |   |                           |  |  |  |      |
| Description of Contracted or State-Provided Services |       | Contracted Amount by Funding Source | Total Number                 | 0-12 Months | 13-60 Months | Type of Agency* and Percent of Funds |   |     |      |     |   |   | Total (Should equal 100%) |  |  |  |      |
|                                                      |       |                                     |                              |             |              | A                                    | B | C   | D    | E   | F | G |                           |  |  |  |      |
| EXAMPLE                                              | SS    | \$100,000.00                        | 100                          | 50          | 50           |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    |                                     | 0                            |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | Other |                                     | 0                            |             |              | 20%                                  |   | 20% |      | 20% |   |   | 40%                       |  |  |  | 100% |
| Employment                                           | SS    | \$ 1,907,475.90                     | 1,000                        | 300         | 700          |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    | \$ 286,066.46                       | 259                          | 78          | 181          |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   |                                     | 0                            |             |              |                                      |   |     | 25%  |     |   |   | 75%                       |  |  |  | 100% |
| English Learning Training (ELT)                      | SS    | \$ 1,034,682.03                     | 135                          | 39          | 96           |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    | \$ 71,325.14                        | 65                           | 19          | 46           |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   |                                     | 0                            |             |              |                                      |   |     | 25%  |     |   |   | 75%                       |  |  |  | 100% |
| On-Job-Training (OJT)                                | SS    | \$ 14,000.00                        | 44                           | 14          | 30           |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    | \$ 5,000.00                         | 3                            | 1           | 2            |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   |                                     | 0                            |             |              |                                      |   |     | 100% |     |   |   |                           |  |  |  | 100% |
| Skills Training                                      | SS    |                                     | 0                            |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    |                                     | 0                            |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   |                                     | 0                            |             |              |                                      |   |     |      |     |   |   |                           |  |  |  | 0%   |
| Case Management                                      | SS    | \$ 691,150.69                       | 1,000                        | 300         | 700          |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    | \$ 105,805.40                       | 259                          | 78          | 181          |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   |                                     | 0                            |             |              |                                      |   |     | 25%  |     |   |   | 75%                       |  |  |  | 100% |
| Other (Employment)                                   | SS    | \$ 402,376.35                       | 108                          | 28          | 80           |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    | \$ 90,777.45                        | 26                           | 6           | 20           |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   |                                     | 0                            |             |              |                                      |   |     |      | 45% |   |   | 55%                       |  |  |  | 100% |
| <b>SUBTOTAL</b>                                      |       | \$4,608,659.41                      | 2,899                        | 863         | 2,036        |                                      |   |     |      |     |   |   |                           |  |  |  |      |
| Non-Employment                                       | SS    |                                     | 0                            |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    |                                     | 0                            |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   |                                     | 0                            |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | SOR   | \$50,596.00                         | 150                          | 50          | 100          |                                      |   |     |      |     |   |   | 100%                      |  |  |  | 100% |
| County Admin (15% admin max)                         | SS    | \$ 714,650.29                       |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    | \$ 98,642.55                        |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   | \$0.00                              |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | SOR   | \$0.00                              |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
| Grand Total                                          | SS    | \$4,764,335.25                      |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TA    | \$657,617.00                        |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | TAD   | \$0.00                              |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |
|                                                      | SOR   | \$50,596.00                         |                              |             |              |                                      |   |     |      |     |   |   |                           |  |  |  |      |

**Funding Acronyms:**

Services to Older Refugees (SOR)

Social Services (SS)

Technical Assistance Discretionary (TAD)

Technical Assistance (TA)

**\*Type of Agency**

A. State/County

E. Adult Basic Education

B. Ethnic Community-Based Organi

F. Other Non-Profit Organization

C. Resettlement Agencies

G. \_\_\_\_\_

D. Community College

(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.)



## Exhibit 3 Annual Outcome Goal Plan

| ANNUAL OUTCOME GOAL PLAN<br>FY 2019<br>PERFORMANCE GOALS AND ACTUALS |              |             |                |             |              |             |
|----------------------------------------------------------------------|--------------|-------------|----------------|-------------|--------------|-------------|
| State or County:                                                     | San Diego    |             |                |             |              |             |
|                                                                      | FY 2018 GOAL |             | FY 2018 ACTUAL |             | FY 2019 GOAL |             |
| <b>1. Caseload</b>                                                   |              |             |                |             |              |             |
| TANF Recipients                                                      | 1,700        |             | 1,396          |             | 1,047        |             |
| RCA Recipients                                                       | 0            |             | 0              |             | 0            |             |
| No Federal Cash Assistance                                           | 0            |             | 0              |             | 0            |             |
| <b>Total</b>                                                         | <b>1,700</b> |             | <b>1,396</b>   |             | <b>1,047</b> |             |
| <b>2. Entered Employment</b>                                         |              |             |                |             |              |             |
| Full Time                                                            | 137          | 17%         | 199            | 22%         | 150          | 21%         |
| Part Time                                                            | 668          | 83%         | 717            | 78%         | 577          | 79%         |
| <b>Total</b>                                                         | <b>805</b>   | <b>47%</b>  | <b>916</b>     | <b>66%</b>  | <b>727</b>   | <b>69%</b>  |
| <b>2a. TANF Recipients Entered Employment</b>                        |              |             |                |             |              |             |
| Full Time                                                            | 137          | 17%         | 199            | 22%         | 150          | 21%         |
| Part Time                                                            | 668          | 83%         | 717            | 78%         | 577          | 79%         |
| <b>Total</b>                                                         | <b>805</b>   | <b>100%</b> | <b>916</b>     | <b>100%</b> | <b>727</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                                                            | 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>Cash Assistance Recipients Placed In Employment</b>               |              |             |                |             |              |             |
|                                                                      | <b>805</b>   |             | <b>916</b>     |             | <b>727</b>   |             |
| <b>3. Federal Cash Assistance Terminations</b>                       |              |             |                |             |              |             |
| TANF Recipients                                                      | 48           | 100%        | 25             | 100%        | 46           | 100%        |
| RCA Recipients                                                       | 0            | 0%          | 0              | 0%          | 0            | 0%          |
| <b>Total</b>                                                         | <b>48</b>    | <b>6%</b>   | <b>25</b>      | <b>3%</b>   | <b>46</b>    | <b>6%</b>   |
| <b>4. Federal Cash Assistance Reductions</b>                         |              |             |                |             |              |             |
| TANF Recipients                                                      | 161          | 100%        | 107            | 100%        | 110          | 100%        |
| RCA Recipients                                                       | 0            | 0%          | 0              | 0%          | 0            | 0%          |
| <b>Total</b>                                                         | <b>161</b>   | <b>20%</b>  | <b>107</b>     | <b>12%</b>  | <b>110</b>   | <b>15%</b>  |
| <b>5. Entered Full Time Employment Offering Health Benefits</b>      |              |             |                |             |              |             |
| TANF Recipients                                                      | 81           | 100%        | 93             | 100%        | 75           | 100%        |
| RCA Recipients                                                       | 0            | 0%          | 0              | 0%          | 0            | 0%          |
| No Federal Cash Assistance                                           | 0            | 0%          | 0              | 0%          | 0            | 0%          |
| <b>Total</b>                                                         | <b>81</b>    | <b>59%</b>  | <b>93</b>      | <b>47%</b>  | <b>75</b>    | <b>50%</b>  |

| ANNUAL OUTCOME GOAL PLAN<br>FY 2019<br>PERFORMANCE GOALS AND ACTUALS                                                                                                                                                                 |                       |                                                                                           |                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------|-----------------|
| State or County:                                                                                                                                                                                                                     | <u>San Diego</u>      |                                                                                           |                 |
|                                                                                                                                                                                                                                      | FY 2018<br>GOAL       | FY 2018<br>ACTUAL                                                                         | FY 2019<br>GOAL |
| <b>6. Average Hourly Wage of Refugees Entering Full Time Employment</b>                                                                                                                                                              |                       |                                                                                           |                 |
|                                                                                                                                                                                                                                      | \$ 12.55              | \$ 12.51                                                                                  | \$ 12.88        |
| <b>7. 90-Day Retention Rate</b>                                                                                                                                                                                                      |                       |                                                                                           |                 |
| Percentage                                                                                                                                                                                                                           | 85%                   | 89%                                                                                       | 85%             |
| <b>7a. 90-Day Retention Rate Calculator</b>                                                                                                                                                                                          |                       |                                                                                           |                 |
| Unduplicated #<br>of Retentions                                                                                                                                                                                                      | 818                   | 916                                                                                       |                 |
| Total                                                                                                                                                                                                                                | 818                   | 916                                                                                       |                 |
| <p>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.</p> |                       |                                                                                           |                 |
| <b>8. Office of Refugee Resettlement Funding</b>                                                                                                                                                                                     |                       |                                                                                           |                 |
|                                                                                                                                                                                                                                      | FY 2018 Actual        | FY 2019 Proposed                                                                          |                 |
| Social Services Formula Funding                                                                                                                                                                                                      | \$ 1,596,946          | \$ 3,327,705                                                                              |                 |
| Targeted Assistance Formula Funding                                                                                                                                                                                                  | \$ 657,617            | \$ -                                                                                      |                 |
| Discretionary Grant Funding                                                                                                                                                                                                          | \$ -                  | \$ -                                                                                      |                 |
| Total Liquidated Funding                                                                                                                                                                                                             | \$ 2,254,563          | \$ 3,327,705                                                                              |                 |
| Cost per Entered Employment                                                                                                                                                                                                          | \$ 2,461.31           | \$ 4,577.31                                                                               |                 |
| <b>Agency Point of Contact</b>                                                                                                                                                                                                       |                       |                                                                                           |                 |
| <i>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.</i>                                                  | First and Last Name   | Title                                                                                     |                 |
|                                                                                                                                                                                                                                      | <u>Abdi Abdillahi</u> | <u>CRC/Program Manager</u>                                                                |                 |
|                                                                                                                                                                                                                                      | Telephone Number      | Email                                                                                     |                 |
|                                                                                                                                                                                                                                      | <u>(619) 338-2721</u> | <u><a href="mailto:abdi.abdillahi@sdcounty.ca.gov">abdi.abdillahi@sdcounty.ca.gov</a></u> |                 |
| <b>Deadline for submission</b>                                                                                                                                                                                                       |                       |                                                                                           |                 |
| The completed FY 2019 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to <a href="mailto:GPRA@ACF.hhs.gov">GPRA@ACF.hhs.gov</a> by November 15, 2018.                |                       |                                                                                           |                 |
| <i>For Office of Refugee Resettlement use only:</i>                                                                                                                                                                                  |                       |                                                                                           |                 |
| Submission type: <input type="checkbox"/> Initial <input type="checkbox"/> Revision                                                                                                                                                  |                       | Date submitted: _____                                                                     |                 |
| Status: <input type="checkbox"/> Approved <input type="checkbox"/> In process - clarification needed                                                                                                                                 |                       |                                                                                           |                 |

## **Exhibit 4 San Diego County Board of Supervisors Resolution**

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