July 11, 2018

Mr. Michael F. Ryan, Director
Orange County Social Services Agency
500 N. State College Boulevard, Suite 100
Orange, CA 92868

Dear Mr. Ryan:

This letter is to inform you that the Orange County Refugee Services Plan, covering the period of October 1, 2017 through September 30, 2018, has been reviewed and certified by the California Department of Social Services, Refugee Programs Bureau. A copy of the plan update is enclosed for your reference.

We value your commitment in assisting refugees to become self-sufficient and thank you for your continued support. Any questions regarding this matter may be directed to Ms. Jacqueline Hom, Manager, County Operations and Performance Unit at (916) 654-5964 or Jacqueline.Hom@dss.ca.gov.

Sincerely,

MARCELÁ RUIZ, Chief
Immigration and Refugee Programs Branch

c: Diana Cruz-Toro, County Refugee Coordinator
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REFUGEE THREE-YEAR SERVICES PLAN
FEDERAL FISCAL YEARs 2017 through 2020
October 1, 2017 - September 30, 2020

Prepared by:
County of Orange
Social Services Agency
October 1, 2017

Mike Ryan
Director

Contact: Debra Baetz
Director
Family Self-Sufficiency & Adult
Services Division
Refugee Social Services/Targeted Assistance/Services to Older Refugees Flow Chart – Includes TCVAP
FFY 2017 - 2018

Under County of Orange

*Refugee/Asylee with minor Children (includes CW TCVAP)
CalWORKS/ Welfare To Work Program (CW TCVAP - State Funded)

*Refugee/Asylee/Trafficking Victim Applies for Cash Assistance

Refugee/Asylee/Trafficking

Refugee Cash Assistance Program (RCA) - Up to 8-months from the date of entry into the U.S. is considered to be time eligible. Trafficking – up to 8-months from the date of ORR certification.

Trafficking & Crime Victim’s Aset Program TCVAP-8 mos (State)

Older Refugees/Asylees (60-years and older) Aid and non-aided
Services to Older Refugees (SOR)

★ Outreach
★ Info/Referrals
★ Legal Services
★ Translation/Interpretations
★ Counseling
★ Socialization
★ Transportation
★ Citizenship/Naturalization

Work Authorized RCA/Non-aided:
- Refugees
- Asylees
- Trafficking
Non-Work Authorized RCA/Non-aided:
- Trafficking Victims (Federal)
- Refugees/Asylees pending Employment Authorization Documents

Work Authorized RCAF/Non-aided:
- Refugees
- Asylees
- ORR Trafficking

Refugee Employment Services Program:
- Family Self-Sufficiency Plan
- Vocational ESL
- Employment Preparation
- Workshop/Resources

Refugee Employment Services:
- Job Development
- Job Placement
- Job Counseling
- Job Search Assistance
- Employment Support
- Job Retention Services

Refugee Case Management:
- Needs Assessment
- Client Orientation
- Participation Tracking
- Mentoring
- Ongoing Assessment
- Referrals to Local, Barriers, Employability

Other Refugee Employment Services:
- Employability Assessment
- Interpretation Services
- Translation Services
- Transportation Services

Non-Employment Services:
- Referrals to Low Income Programs
- Referrals to Community Services

TCVAP (State Funded):
- Employment Services
- Case Management
- Other Employability Services
- Non-Employability Services

Refugees includes refugees, asylees, Iraqi and Afghan Special Immigrants (Sles) and family members, Cuban and Haitian entrants, certain Americans from Vietnam who are U.S. citizens, federally certified victims of a severe form of trafficking, and certain family members accompanying/following to join victims of a severe form of trafficking who have been granted nonimmigrant visas under 8 U.S.C. 1101(a)(15)(T)(ii).

*RCA/Non-Aided Participants in their 0-4 months of arrival to the US or from the date asylum has been granted who have been in the U.S. for five years or less, between 18-50 years of age and 51-80 years of age.

*TA - RCAF and Non-Aided Refugee Employment Services participants who are newly-arrived refugees who have been unable to transition to economic self-sufficiency due to special circumstances in their 2-8 months and 5-12 months of arrival to the US, respectively, or from the date asylum has been granted, between 16-50 years of age and 51-80 years of age.

Part III Plan Content

Section I: County Refugee Program Flow Chart
# COUNTY OF ORANGE REFUGEE SERVICES PLAN FFY 2017/2018
10/01/2017 - 9/30/2018; 10/01/2018 - 9/30/2019; & 10/01/2019 - 9/30/2020

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>TITLE</th>
<th>PAGE NUMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PART III: PLAN CONTENT</strong></td>
<td></td>
</tr>
<tr>
<td><strong>SECTION I. COUNTY REFUGEE PROGRAM ADMINISTRATION</strong></td>
<td></td>
</tr>
<tr>
<td>A. County of Orange Social Services Agency (SSA)</td>
<td>2</td>
</tr>
<tr>
<td>B. Family Self-Sufficiency Division &amp; Adult Services</td>
<td>3</td>
</tr>
<tr>
<td><strong>SECTION II. DESCRIPTION OF COUNTY REFUGEE PROGRAMS</strong></td>
<td>4</td>
</tr>
<tr>
<td>A. Funding Sources: Allocations &amp; Budgets</td>
<td>5</td>
</tr>
<tr>
<td>B. General Program Description</td>
<td>6</td>
</tr>
<tr>
<td>C. CalWORKs/RCA Compliance</td>
<td>7</td>
</tr>
<tr>
<td>D. County Planning Process</td>
<td>8</td>
</tr>
<tr>
<td>D.1 Participants</td>
<td>9</td>
</tr>
<tr>
<td>D.2 Agenda</td>
<td>11</td>
</tr>
<tr>
<td>D.3 Recommended Services</td>
<td>12</td>
</tr>
<tr>
<td>E. Demographics of the Target Population</td>
<td>13</td>
</tr>
<tr>
<td>F. Identification of Target Population Needs</td>
<td>14</td>
</tr>
<tr>
<td>G. Labor Market Information</td>
<td>15</td>
</tr>
<tr>
<td><strong>SECTION III. DESCRIPTION OF SERVICE COMPONENTS</strong></td>
<td>16</td>
</tr>
<tr>
<td>A. FFY 2017-18 Refugee Social Services (RSS)/Targeted Assistance (TA)</td>
<td>17-22</td>
</tr>
<tr>
<td>B. 2016 Refugee Social Services (RSS)/Targeted Assistance (TA) (Carryover)</td>
<td>22</td>
</tr>
<tr>
<td>C. FFY 2017-18 Services to Older Refugees (SOR)</td>
<td>22-23</td>
</tr>
<tr>
<td>D. 2016 Services to Older Refugees (SOR) (Carryover)</td>
<td>23</td>
</tr>
<tr>
<td><strong>SECTION IV. BUDGETS</strong></td>
<td>24</td>
</tr>
<tr>
<td>A. FFY 2017-18 Refugee Social Services (RSS)/Targeted Assistance (TA)</td>
<td>25</td>
</tr>
<tr>
<td>B. 2016 Refugee Social Services (RSS)/Targeted Assistance (TA) (Carryover)</td>
<td>26-26</td>
</tr>
<tr>
<td>C. FFY 2017-18 Services to Older Refugees (SOR)</td>
<td>26</td>
</tr>
<tr>
<td>D. 2016 Services to Older Refugees (SOR) (Carryover)</td>
<td>26</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>TITLE</th>
<th>PAGE NUMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECTION V. ANNUAL SERVICE PLAN</td>
<td>27</td>
</tr>
<tr>
<td>Annual Services Plan</td>
<td>28</td>
</tr>
<tr>
<td>SECTION VI. ANNUAL GOAL PLAN</td>
<td>29</td>
</tr>
<tr>
<td>Annual Outcome Goal Plan</td>
<td>30-31</td>
</tr>
<tr>
<td>Annual Outcome Goal Narrative</td>
<td>32-34</td>
</tr>
<tr>
<td>SECTION VII. APPENDICES</td>
<td>35</td>
</tr>
<tr>
<td>A. Procurement Process</td>
<td>36</td>
</tr>
<tr>
<td>B. County Monitoring Process</td>
<td>37-39</td>
</tr>
<tr>
<td>Monitoring Case Review Tools</td>
<td>40-43</td>
</tr>
<tr>
<td>SECTION VIII. REQUIRED ASSURANCES</td>
<td>44</td>
</tr>
<tr>
<td>Sec.VIII Required Assurances</td>
<td>45</td>
</tr>
<tr>
<td>SECTION IX. COUNTY BOARD OF SUPERVISORS RESOLUTION</td>
<td>46</td>
</tr>
<tr>
<td>Board Resolution</td>
<td>47</td>
</tr>
<tr>
<td>SECTION X. ATTACHMENTS</td>
<td>48</td>
</tr>
<tr>
<td>I. Orange County Refugee Arrivals</td>
<td>49</td>
</tr>
<tr>
<td>II. Labor Market/Needs Reference</td>
<td>50-62</td>
</tr>
<tr>
<td>III. Services/Resources</td>
<td>63-66</td>
</tr>
</tbody>
</table>
PART III

PLAN CONTENT

SECTION I: COUNTY REFUGEE PROGRAM ADMINISTRATION
PART III

PLAN CONTENT

SECTION II: Description of County Refugee Programs

A. Funding Sources
B. General Program Description
C. CalWORKs/RCA Compliance
D. County Planning Process
E. Demographics of the Target Population
F. Identification of Target Population Needs
G. Labor Market Information
A. FUNDING SOURCES: ALLOCATIONS AND BUDGETS

I. 2017-18 Refugee Social Services (RSS)
   Refer to Section IV: Budgets.

II. 2016 Refugee Social Services (RSS) (Carryover)
    Refer to Section IV: Budgets.

III. 2017-18 Targeted Assistance (TA)
     Refer to Section IV: Budgets.

IV. 2016 Targeted Assistance (TA) (Carryover)
    Refer to Section IV: Budgets.

V. 2017-18 Services to Older Refugees
   Refer to Section IV: Budgets.

VI. 2016 Services to Older Refugees (Carryover)
    Refer to Section IV: Budgets.
B. GENERAL PROGRAM DESCRIPTION

FFY 2017-18 Refugee Social Services (RSS)
The primary intent of the County of Orange RSS program, in accordance with the Refugee Act, is to assist newly arrived refugees in obtaining effective resettlement and to assist them to achieve economic self-sufficiency as quickly as possible after arrival in the United States (US). To achieve this goal, the RSS Plan for FFY 2017-20 incorporates a comprehensive approach to address the employment needs of newly arrived refugees. The County will continue to provide RSS in a culturally and linguistically appropriate manner and in accordance with all applicable federal, state, and county laws, amendments, regulations, and guidelines for the next three fiscal years. For purposes of this document the term “refugees” also encompasses asylees, Cuban/Haitian Entrants, victims of severe human trafficking, Amerasians, and Iraqi/Afghan Special Immigrant Visa holders.

RSS services are delivered through contracts with refugee service providers. The description that follows addresses both RSS and TA allocations since the components are funded by both funding streams. These services will be contingent on the availability of funding.

Employment Services for Aided and Non-Aided Refugees
The County of Orange Social Services Agency (SSA) offers a full range of employment and support services for aided (Refugee Cash Assistance recipients, aid code 01) and non-aided refugees to ensure their well-being. Any refugee who has resided in the US less than five years is eligible for services.

Outreach and Referral for Low Income Programs and Community Resources
The goal of this component is to enhance the refugee family’s quality of life by increasing access to services, which are important and necessary for the well-being of refugee populations, to promote financial stability, and move toward full self-sufficiency. Any client eligible for refugee services is eligible for outreach, referral, and translation services.

Services for Older Refugees
The goal of the Services for Older Refugees (SOR) program is to provide linkages for older refugees to access citizenship and naturalization preparation services. Accessing these services is particularly critical for those elderly refugees who may be at risk, or who have already lost, their Supplemental Security Income benefits. Any refugee residing in the County of Orange who is sixty years of age or older is eligible for these services.

The contractors will conduct on-going recruitment to identify and notify older refugees and their families of available services, service locations, and ways to access providers. Methods used will include a variety of media, staff presence at ethnic community events and places of worship, community networking, and collaboration meetings with other agencies serving the aged or refugees, and referrals from Resettlement Agencies (RA), community and public agencies, as well as home visits. Services for older refugees may include the following: Education about available services; outreach, transportation, interpretation and translation services to obtain available services; linkages with local Area Agencies on Aging to make mainstream senior programs more linguistically and culturally appropriate; and, English and civics classes and assistance with citizenship application, excluding payment for related expenses.
C. CalWORKs/Refugee Cash Assistance (RCA) Compliance

The County of Orange assures that the provision of activities and services to mandatory RCA recipients and voluntary refugee participants, funded by the California Department of Social Services (CDSS) as allocated by the Office of Refugee Resettlement (ORR), will be in accordance with CalWORKs, Welfare to Work (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 the CDSS.

The 2017-20 Refugee Services Plan continues to focus on the provision of employment services for individuals with the following immigration and program statuses: (1) refugees; (2) asylees; (3) Cuban and Haitian entrants; (4) Cuban medical professionals and their spouses and children (5) certain Amerasians from Vietnam; (6) victims of severe forms of trafficking who receive certification or an eligibility letter from the ORR and certain other specified family members of trafficking victims; (7) children classified as Special Immigrant Juveniles (SIJs) receiving services from the ORR-funded Unaccompanied Refugee Minor program; and (8) Iraqi and Afghan citizens with Special Immigrant Visa (SIV) status. As a reminder, the term "refugee" is used in this three-year services plan to encompass all such eligible persons, or who were non-aided and have resided in the US less than five years.

RSS/TA funding shall be used to provide mentoring services for newly arrived refugees who are RCA recipients who require acculturation services to prepare for employment and community integration. Mentoring is not available through mainstream contracts.
D. County Planning Process

In addition to the annual planning meeting, the County of Orange conducts ongoing reviews and evaluations of service delivery. This is an evolutionary process including, but not limited to, meetings with contractors, data analysis, identification of community resources and collaborative opportunities as well as discussion of best practices and innovative and proven efficient modes of service delivery for the target population.

The County of Orange is involved in numerous activities and services of benefit to the refugee community. These are broad based and wide ranging, with a focus on community strengthening, integration, and access to mainstream services. They include, but are not limited to: involvement with developing Ethnic Community-Based Organizations (ECBO) representing groups of refugees from Africa and the Middle East; extensive assistance to victims of human trafficking and persons granted asylum; participation in efforts to promote awareness of mental health issues and services for refugees; and participation in community organizations that aid and advocate for the refugee community.

A list of participants of the Refugee Services Annual Planning Meeting for continued enhancement and suggested services for the 2017-20 Refugee Three-Year Services Plan has been included on the following pages.

Based on recommendations made at the May 2017 planning meeting, the County of Orange SSA incorporated the following:

- Monday, September 25, 2017, Non-Citizen Eligibility, RCA/RSS training provided to:
  - Regionally designated CalWORKs Intake Social Services Supervisory staff, with the expectation that they provide RCA/RSS training at each of the four CalWORKs Regions to all Intake Employment and Eligibility Specialist (IEES) staff who process applications for CalWORKs and RCA refugee applicants.
  - Designated Continuing Employment and Eligibility Specialist (CEES) staff, and Continuing Social Services Supervisors, have been assigned at each of the four CalWORKs Regions to carry RCA cases and assigned to the Refugee Employment Services good cause, non-compliance, and sanction process.
    - Resources shall include:
      - Process for electronic refugee employment services referrals for all non-exempt RCA applicants to RSS contractor
      - Contact lists to facilitate communication between county and contract staff
- Thursday, September 28, 2017, RSS refresher training provided to:
  - FFY 2017-2020 RSS contractor, including administrative and case manager supervisory staff, with the expectation that they provide RSS training and refresher training to all contract and subcontract RSS case management staff.
  - Effective October 1, 2017, implementation of electronic Refugee Employment Services (RES) referrals for all non-exempt RCA applicants from IEES staff to RSS contractor to streamline and expedite the RES registration eligibility requirement of the RCA program.
<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nahla Kayali</td>
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<td>Stephanie Taylor, MSW</td>
<td>Program Coordinator Anti-Trafficking Services Program</td>
<td>The Salvation Army - Orange County</td>
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<td>Executive-Director/Co-Founder</td>
<td>Tiyya Foundation</td>
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</tr>
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</tr>
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<td>SSA/CalWORKs East Regional Office</td>
</tr>
<tr>
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<td>Carolyn Solis</td>
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<td>Vianey Cortez</td>
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<td>SSA/CalWORKs South Regional Office</td>
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<td>Allison Vidaurri</td>
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<td>SSA/CalWORKs West Regional Office</td>
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<tr>
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<td>SSA/CalWORKs West Regional Office</td>
</tr>
<tr>
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<td>Carolyn Doan</td>
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</tr>
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</tr>
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</tr>
</tbody>
</table>
REFUGEE THREE-YEAR SERVICES PLAN MEETING
Orange County Social Services Agency
May 9, 2017
1:30 – 4:30

AGENDA

1. Welcome.
   - Introductions
   - Housekeeping
   - 3-Year Plan
     1:30 – 1:45

2. Overview of Refugee Social Services
   1:45 – 2:00

3. Breakout Groups
   2:00 – 3:00
   - Group discussions on current services/processes
   - Recommendations

4. Break
   3:00 – 3:15

5. Breakout Group Reports
   3:15 - 4:30
ORANGE COUNTY REFUGEE SERVICES
3 YEAR PLAN MEETING
May 9, 2017

Refugee Employment Services: Services are provided for RCA clients and non-cash aided unemployed refugees. During FFY 2017/2018, services available to refugees shall include:

- Intake and assessment, mentoring with home visits
- Vocational English as a Second Language (VESL)
- Employment preparation workshops, job counseling and job search assistance
- Job development and placement
- Referral for short term skills or On-the-Job Training (OJT)
- Employment support, employer support services
- Job retention services, job progression services

Outreach/Referral to Low Income Programs and Community Resources: Services provided for any refugee residing in the US up to five years shall include:

- Referral, with provision or referral to agencies providing translation services, for enrollment for legal services or low income programs including, but not limited to: Medical, financial assistance programs, the utility company’s reduced rate programs, consumer education, low income housing assistance and subsidy programs, food assistance programs such as food banks, and income tax assistance.

- Home visits and assessment of the individual/family strengths, barriers to training, employment, acculturation and individual/family functioning, and possible need for specialized services; and development of a service plan to respond to the individual/family concerns, and special needs or the need for other social services.

Services for Older Refugees: Services provided for any older refugee residing in the County of Orange who is sixty years of age or older, under five years in the US, shall include:

- Linkages to citizenship and naturalization preparation services.

- On-going recruitment to identify and notify older refugees and their families of available services, service locations, and ways to access providers.

- Education about available services; transportation, interpretation and translation services.
E. DEMOGRAPHICS OF THE TARGET POPULATION

During the first two trimesters of FFY 2016-2017, the largest groups of RCA refugees enrolled for RSS/TA-funded employment services in Orange County were from Iran, which was 28% and Afghanistan at 28%. The other 32% of enrolled refugees came from Syria 13%, and Iraq 11%, and Cuba at 8%. The remaining 12% came from other countries.

Among the RCA population receiving RSS/TA employment services, 23% were between 18 and 21 years of age, 54% were between 22 and 33 years of age, 14% were between 34 and 44 years of age, 3% were between 45 and 50 years of age, and 6% were 51 years of age or older. A total of 54% of RCA recipients receiving services were male and 46% were female.

Assessment statistics for the above period showed that 50% of the RCA population had a high school diploma, 23% graduated from college, 9% earned some college credits, 8% had a seventh through twelfth grade level education, while 10% had a sixth grade or less education.

Upon entry to the Refugee Social Services program, 17% of the RCA population did not have English language skills, 6% had a student performance level of 1, while 28% tested at levels 2-3, 4% tested at level 4, 17% tested at levels 5-6, and the remaining 28% tested at level 7.

During the first two trimesters of FFY 2016-2017, the largest group of non-aided refugees enrolled for RSS/TA funded employment services in Orange County was from Iran, which was 45% of total refugees enrolled. The other 44% of enrolled non-aided refugees came from Iraq and Cuba at 22% each. 11% were from Syria.

Among the non-aided population receiving RSS/TA employment services, 11% were between 18-21 years of age, 56% were between 22 and 33 years of age, 22% were 34 to 44 years of age, and 11% were between 45 and 50 years of age. A total of 44% of the non-aided receiving services were male and 56% were female.

Assessment statistics for the above period showed that 11% of the non-aided population had a seventh through twelfth grade level education, 11% graduated from high school, 56% earned some college credits, while the remaining 22% graduated from college.

Upon entry to the RSS program, 67% of the non-aided population tested at levels 6-7 in English language skills, 22% tested at level 5, and 11% tested at level 4.
F. IDENTIFICATION OF TARGET POPULATION NEEDS

The Refugee Three-Year Services Plan for FFY 2017-20 incorporate mandates by the Personal Responsibility Work and Opportunity Reconciliation Act of 1996 (PRWORA) and California's implementing welfare reform legislation, AB1542. Legislative mandates include work participation rates and hours, defined allowable work activities and time limits for receipt of assistance.

Many of Orange County's refugees have experienced long term difficulties in assimilating and still require refugee-specific services. The refugee population faces unemployment and underemployment issues. Employment services are offered at Orange County's refugee service provider location, Access California Services, to facilitate the capturing of employment, and also address employment-related social adjustment topics such as: different cultures in American society, cultural conflicts at the workplace, housing, health care, legal services, vocational training programs, employees rights, and work place safety.

Continued collaboration with other community agencies target refugees who have limited, to no, English skills. Upon entry to the RSS program, 51% of the RCA population had English language performance levels below 5, which required them to participate in VESL instruction. Not having the capability of communicating effectively in English impedes the job development process. Multi-level VESL instruction with an emphasis on job-related terminology needed by clients to find, obtain, and maintain employment is provided onsite by each provider.
G. LABOR MARKET INFORMATION

Current labor market data, 2017-18 Orange County Workforce Indicators Report, shows rent in Orange County is one of the most expensive rental markets in the nation. Orange County has a relatively high “housing wage”, which is the minimum wage required to afford rental housing for specific family sizes, when compared to the rest of California and the national average. The hourly waged needed to afford fair market rent increased from $25.46 in 2016 to $27.62 in 2017, 13.9 percent higher than the state average of $24.24. A county resident would need an annual income of $57,440 to afford a one-bedroom unit, $72,520 for a two-bedroom unit, and $101,240 for a three bedroom unit; a resident making Orange County’s mean renter wage of $19.89 would have to work 70 hours a week for a two-bedroom apartment and 98 hours a week for a three-bedroom apartment. In California, only San Francisco and Santa Clara counties are more expensive. Our providers encourage clients to establish and maintain shared housing arrangements to meet rental expenses. Since 49% of RCA and non-aided clients demonstrated the capability of communicating effectively in English, and 35% of the same combined population possessed education levels that included some college and college graduates, refugee service providers direct clients to obtain positions in which post-secondary education and English language skills are required. In addition, since one of the most significant barriers to employment in many industries can be the language barrier, providers will continue to direct clients with low English language skills and lower education levels in obtaining entry level, service industry positions in which post-secondary education, and English language skills are not required, while continuing to increase their English language fluency.

To increase the refugee’s likelihood of securing and retaining employment, thereby promoting self-sufficiency, employment retention services are available to refugees who were placed in part-time or full-time employment, and those who are still receiving cash benefits or have been terminated from cash aid.

Mentoring services are needed for newly arrived individuals and families who require acculturation and other services. Mentors conduct home visits with the individual and/or entire family to identify needs, concerns, and barriers to employment. A service plan is developed to address each concern and referrals for services or direct intervention to resolve issues is applied.

Through the 2017-18 Services to Older Refugees funding, services to older refugees who are sixty years of age or older receive assistance to citizenship and naturalization preparation services. Refugee service providers conduct on-going recruitment activities to notify older refugees and their families of services.

Activities and services that benefit the refugee community focus on community strengthening, integration and access to mainstream services. They include, but are not limited to: involvement with developing ECBO representing groups of refugees from Africa and the Middle East; extensive assistance to victims of human trafficking and persons granted asylum; participation in efforts to promote awareness of mental health issues and services for refugees; and participation in community organizations that aid and advocate for the refugee community.
PART III

PLAN CONTENT

SECTION III: Description of Service Components

A. 2017-18 Refugee Social Services (RSS)/Targeted Assistance (TA)

B. 2016 Refugee Social Services (RSS)/Targeted Assistance (TA) Augmentations and Targeted Assistance (TA) Carryover

C. 2017-18 Services to Older Refugee (SOR) Set-Aside and 2016 Services to Older Refugee (SOR) Set-Aside Carryover
III. DESCRIPTION OF SERVICE COMPONENTS

A. 2017-18 Refugee Social Services (RSS) Program and Target Assistance (TA)

Each Refugee Cash Assistance (RCA) applicant/recipient is referred to a contracted refugee provider to register for employment services unless determined to be exempt. Contractors accept all mandatory referrals from the RCA program and verify the client's refugee status to ensure eligibility for services. Mandatory work registration and participation requirements are explained to RCA clients. A test is administered to determine the client’s Student Performance Level (SPL). The client attends an orientation where program policies and procedures and client’s rights and responsibilities are explained. The client’s job skills, work history and family needs are assessed. A case manager is assigned to each client to more accurately assess the client’s or family’s strengths, barriers to employment and potential need for specialized services, and to develop a Family Self-Sufficiency Plan (FSSP), which is a comprehensive service and employability plan with goals for self-sufficiency.

Clients with a SPL level lower than 4 are enrolled in Vocational English as a Second Language (VESL) classes and concurrent employment preparation and job counseling. RCA clients may attend VESL classes for a maximum of 3 months. As determined appropriate by the contractor, a client with a SPL level of 4 is referred either to VESL/employment preparation or for the full range of employment services. A client with a SPL level of 5 or higher is referred for the full range of employment services. Clients enrolled in VESL receive English instruction related to finding, obtaining and maintaining employment.

Non-Cash clients are encouraged to follow the RCA client service flow, however, since Non-Cash clients participate voluntarily, clients may choose not to participate in the full range of services prior to job placement.

Employment services include employment preparation workshops, job counseling and job search assistance, job development and placement, and employment support/job retention services. Clients are required to conduct job search and file job applications with potential employers each week they are not scheduled to participate in other job search activities. The contractors evaluate and refer clients for short-term skills training programs offered by providers such as adult education, Regional Occupational Programs and community colleges. Training programs shall not exceed 4 months.

Job development activities include the pursuit of entry-level employment opportunities as well as focusing on potential job advancement. The contractors provide clients with job leads and information regarding potential employers and prepare clients for both job application completion and job interviews. Preparation may include securing and/or providing any necessary transportation to potential employment sites and interviews. Once a client is placed, the case manager conducts a follow-up by contacting the client to assess the individual’s or family’s progress toward the goal of self-sufficiency. If the client is no longer employed additional job search assistance is provided to the client to secure a new job.
The components listed below are operated by a contracted, refugee specific employment service provider: ACCESS California Services.

Refugee Social Services - RCA recipients and non-aided refugees are served through this program.

Employment Services

1. Family Self-Sufficiency Plan/Individual Employment Plan
   Develop individual employability plan, including a budget, specific steps that will be taken and a realistic one-year timetable for every employable individual/family member, and any social barriers that might impede financial self-sufficiency.

2. Employment Workshops
   The training emphasizes urgency, learning by doing, life-long learning and motivation. Job application and interview skills training are provided. Employment preparation workshops also address certain employment-related social adjustment topics such as: different cultures in the American society, cultural conflicts at the workplace, housing, health care, legal services, vocational training programs, employee rights and workplace safety. Topics are presented by experts in the fields and approved by the County.

3. Resource Center
   The Resource Center is a supervised activity that enables clients to practice job applications, in written or online formats, prepare resumes as well as using the Internet to locate job opportunities and work on interview skills. A resource center is equipped with telephones, job postings and job/career training resources and online videos. Case Managers encourage clients to initiate cold calls to employers in their presence, and provide suggestions for improvement or explanations as needed to understand personnel practices. Participants can use the computer lab to utilize a self-paced computer curriculum to learn or increase computer skills.

4. Unsupervised Job Search
   Clients are required to conduct job search and file a minimum of five job applications with potential employers each week in addition to participating in other job search activities. Participants must contact the provider at least once a week to review employment goals and monitor progress.

5. Job Counseling and Job Search Assistance
   Clients receive continuous support and direction to locate job opportunities. Job developers refer clients attending Vocational English as a Second Language (VESL)/Vocational Training (VT) to job interviews, and routinely accompany groups of refugees to job screenings or job fairs to oversee the application process, provide transportation and assist the potential employer or the applicant in interpretation during the interview.
6. Job Development and Placement
Job developers outreach to mainstream and refugee community employers to identify appropriate job opportunities. Job development activities include the pursuit of entry-level employment opportunities and potential job advancement. Case Managers and Job Developers promote the concept of hiring one bilingual refugee with strong English skills, job sharing, explore car-pooling and staggered shifts for family members, and cluster placements (placing several family members or neighboring refugee clients with one employer) whenever possible to alleviate transportation problems. Clients are provided with job leads and information about the hiring companies and are prepared for interviews.

7. Employment Support/Job Retention
Job retention services are available to participants who become employed for up to twelve months from the date employment begins. This applies to those participants who were placed in part-time or full-time employment, who are still aided, or who have been terminated from cash aid, or who were never aided. Retention services may include, but are not limited to:

a) Provision of individualized or group vocational counseling to assist participants to retain employment, increase earning capacity by identifying opportunities for advancement, learn new skills, upgrade present job skills, find better paying jobs, replace lost jobs, and help part-time employed clients to secure full-time positions.

b) Referral for VESL and/or VT classes conducted by local educational providers or at contractors' sites to promote continued education assists clients to increase English language skills, learn new skills, or upgrade present job skills to increase earnings potential.

c) Provision of on-going support to employees and employers to resolve problems refugees may face at the work place such as cultural conflicts with co-workers of different ethnic groups.

d) Conducting a 30-day and 60-day follow up after job placement by contacting the clients or making a home visit to assess the individual or family's progress toward the goal of self-sufficiency.

e) Conducting a 90-day post-placement follow up to determine employment retention.

f) Conducting a 6-month post-placement follow up by contacting the clients to ensure satisfactory progress in the job and toward the goal of self-sufficiency.
8. English Language Training

The curriculum consists of language instruction emphasizing job-related terminology needed by refugees to find, obtain and maintain employment. VESL is provided concurrently with Employment Services at employment service provider locations during normal working hours; local community college districts provide the teachers.

9. On-the-Job Training/Skills Training

Due to funding reduction, the County no longer funds On-the-Job Training (OJT); however, the refugee contractors may seek other funding to develop OJT positions for refugees at a starting wage at least at the minimum wage.

10. Case Management

Explain employment and training requirement. Develop individual employability plan, including a budget, specific steps that will be taken and a realistic timetable, for every employable individual/family member. Identify any employment as well as social barriers that might impede financial self-sufficiency. Provide assistance during follow-up home visits or phone calls to ensure success in reaching the plan goals. Track the refugee’s participation in the plan activities. Utilize home visits to more accurately assess strengths and barriers to employment. Include the information in the case record.

11. Other Employability Services

Address employment related social adjustment topics such as different cultures in American society, cultural conflicts in the work place, work safety, employee rights, housing health care and nutrition, household budgeting. Whenever possible, assign a case manager that speaks the language of the refugee or provide interpretation/translation services. Secure and/or provide necessary transportation to potential employment sites and interviews, explore employer-sponsored car pools, and develop public transportation awareness.

12. Non-Employment Services

Outreach and Referral for Low Income Programs and Community Resources

The goal of this component is to enhance the refugee family’s quality of life, to promote financial stability and move toward full self-sufficiency by enhancing access to services. Outreach/referral and translation services are not subject to the five-year limitation on the use of RSS/TA funds.

a) Outreach - On-going recruitment activities are conducted to identify and notify low-income refugee families of available services, service locations and ways to access providers.
Referral for Low Income Programs and Community Resources - Based on the assessment conducted of each individual’s or family’s need, which identifies issues and barriers to attaining and maintaining family stability, community integration and self-sufficiency, program participants are referred to the appropriate services as needed. Clients enrolled in services or programs outside the service provider’s agency are monitored by tracking and following the client’s progress until eligibility has been established through feedback from the provider on enrollment and usage of services, and through changes in the client’s life.

1) Financial and Support Programs - These include, but are not limited to: financial assistance programs; CalFresh; Medi-Cal; Head Start; Women, Infants & Children (WIC) Program; Low-Income Home Energy Assistance Program (ILHEAP); Energy Crisis Intervention Program (ECIP); consumer education programs; childcare providers and payment programs; adult day care programs for families with dependent seniors; low income housing assistance and housing subsidies programs, including first time buyer opportunities; and food assistance programs such as food banks.

2) Health Screenings - Asylees, federally certified human trafficking victims, and certain family members accompanying/following to join victims of a severe form of trafficking who have been granted nonimmigrant visas under 8 U.S.C. 1101(a)(15)(T)(ii) are referred for a comprehensive health assessment offered free of charge by contracted service provider through the County of Orange Health Care Agency’s Refugee Health Unit. Refugees are automatically referred for the health assessment by the agency providing resettlement services. Services include Tuberculosis (TB) skin tests and treatment of active TB, chest x-rays, and laboratory tests for hepatitis B and intestinal parasites, immunizations, blood pressure assessment, anemia, vision and hearing screenings as well as referral for medical or dental issues.

3) Tax Preparation Services - Free self-assistance tax preparation services are available during designated community tax days in partnership with local community services providers. Eligible participants include low-income individuals who are residents of California.

4) Translation Services - Service providers either directly provide or facilitate interpretation and translation services, as needed, with other agencies providing the appropriate assistance to access medical providers, resolve legal issues, and apply for low-income programs.

c) Mentoring Services - The purpose of this component is to provide a critical service, particularly for newly arrived refugees, who require support to acclimate to their new environment by addressing acculturation issues. Newly arrived refugees may face multiple
Refugee Three-Year Services Plan 2017-20
(2017-18)

barriers such as personal health issues, family conflict, or housing and transportation issues. Mentoring services are available for every refugee participating in Refugee Social Services who has been in the United States less than twelve months.

1) Assessment - The mentor conducts an inclusive assessment of the individual/family by obtaining information including, but not limited to, personal data, health status, work history, educational background, English language proficiency, job skills, training received, length of time in the United States, and barriers to training and employment, acculturation and family functioning.

2) Services - Based on the assessment, the mentor designs a comprehensive service strategy that focuses on tangible barriers to acculturation, while also incorporating other areas of potential need. The plan addresses the individual/family concerns and specialized needs as well as the need for other social services. Mentors provide peer support for the resolution of problems. While serving as an advisor, the mentor responds to each concern through a referral for services or direct intervention to resolve issues.

Individuals/families are referred to RAs, MAAs, and other agencies that assist in removing barriers including, but not limited to: personal health, family conflict, and housing and transportation issues. Individuals and families are also referred for Low Income Programs and Community Resources services.

Clients enrolled in services, outside the Contractor’s agency, are tracked to follow their progress until eligibility has been established. Mentors conduct follow up home visits to provide assistance to ensure success in reaching the service plan goals.

B. 2016 Refugee Social Services/ Target Assistance (RSS/TA) (Carryover)

Components operated with RSS/TA carryover funding are the same as those listed in Section III. A. 2017-18 RSS/TA, Employment Services.

C. 2017-18 Services to Older Refugee Services (SOR)

The components listed below are operated by a contracted, elderly refugee service provider, for non-employment Services: ACCESS California Services.

1. Outreach, Information/Referrals and Linkages: SSA contractor shall inform and refer seniors to programs or activities and supportive services with local agencies on aging, and to available healthcare and community resources and programs for seniors.
2. English-as-a-Second Language (ESL) Classes: SSA contractor shall provide ESL classes free of charge to improve language and communication specifically designed for seniors who are preparing for naturalization.

3. Citizenship/Naturalization and Legal Services: SSA contractor shall offer a citizenship training curriculum which consists of integrated instruction in American history and civics. Lessons include preparation for the U.S. Citizenship and Immigration Services’ (USCIS) interview, during which applicants must respond appropriately to questions. Other lessons will help seniors develop test-taking skills while familiarizing them with American history and government topics likely to appear in the citizenship exam. The training will also provide seniors with an understanding of their basic rights and responsibilities as citizens. Seniors will receive assistance with: naturalization applications, obtaining fingerprints and photographs, scheduling appointments for the written civics and history test, arrange for accommodations for seniors with special needs, and adjustment of their alien status to meet all required qualifications for a green card (permanent residence).

4. Translation and/or Interpretation Services: SSA contractor shall assist in the completion of forms, medical appointments, Social Security Administration offices and other social service agency visits, immigration office interviews, and community events.

5. Group Therapy and Individual Counseling: SSA contractor shall evaluate for and provide seniors with group therapy and individual counseling, opportunities for networking and socialization activities, and host health workshops providing information and/or activities to make older refugees aware of the biological, psychological, and social changes that accompany aging.

6. Transportation Services: SSA contractor shall provide shuttle van services to transport seniors from their home to the contract provider location for classes and services, medical appointments, SSA offices and other social services agency visits, immigration interviews, and events and functions where seniors traditionally congregate and socialize.

D. 2016 Services to Older Refugee Services (SOR) (Carryover)

Components operated with SOR carryover funding are the same as those listed in Section III. C. 2017-18 Services to Older Refugee Services (SOR)
PART III

PLAN CONTENT

SECTION IV: Budgets

A. Refugee Employment Social Services (RSS 2017-18)

B. Refugee Employment Social Services (RSS 2016 Carryover)

C. Targeted Assistance (TA 2017-18)

D. Targeted Assistance (TA 2016 Carryover)

E. Services to Older Refugees (SOR 2017-18)

F. Services to Older Refugees (SOR 2016 Carryover)
ORANGE COUNTY
SOCIAL SERVICES AGENCY
REFUGEE SERVICES PROGRAMS
FFY 2017-18 BUDGET

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PART III

PLAN CONTENT

SECTION V: Annual Services Plan
### FY 2018 Annual Services Plan

**Time Period Covered by Plan:**
- **From:** 10/1/17
- **To:** 09/30/18

#### Description of Contracted or State-Provided Services

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<td>County Admin (15% admin max)</td>
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</table>

*Type of Agency
- **A. State/County**
- **B. Ethnic Community-Based Organization**
- **C. Resettlement Agencies**
- **D. Community College**
- **E. Adult Basic Education**
- **F. Other Non-Profit Organization**
- **G.**

(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).)

---

**Part III: Plan Content**

**Section V: Annual Services Plan**
PART III

PLAN CONTENT

SECTION VI: Annual Outcome Goal Plan
### ANNUAL OUTCOME GOAL-PLAN
#### FY 2018

**PERFORMANCE GOALS AND ACTUALS**

<table>
<thead>
<tr>
<th>State or County:</th>
<th>ORANGE</th>
<th>FY 2017 GOAL</th>
<th>FY 2017 ACTUAL</th>
<th>FY 2018 GOAL</th>
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<tbody>
<tr>
<td>1. Caseload</td>
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<tr>
<td>TANF Recipients</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>RCA Recipients</td>
<td>160</td>
<td>129</td>
<td>130</td>
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<tr>
<td>No Federal Cash Assistance</td>
<td>25</td>
<td>12</td>
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<td><strong>Total</strong></td>
<td><strong>185</strong></td>
<td><strong>141</strong></td>
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<tr>
<td>2. Entered Employment</td>
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<tr>
<td>Full Time</td>
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<td>62</td>
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<td><strong>Total</strong></td>
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<td><strong>54%</strong></td>
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<td>2a. TANF Recipients Entered Employment</td>
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<td>Full Time</td>
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<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Part Time</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td>0%</td>
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<td>0%</td>
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<tr>
<td>2b. RCA Recipients Entered Employment</td>
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<td></td>
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<td>Full Time</td>
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<td>44</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>84</strong></td>
<td><strong>85%</strong></td>
<td><strong>98</strong></td>
<td><strong>92%</strong></td>
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<tr>
<td>2c. No Federal Cash Assistance Entered Employment</td>
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</tr>
<tr>
<td>Full Time</td>
<td>5</td>
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<td>Part Time</td>
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<td><strong>Total</strong></td>
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<td><strong>15%</strong></td>
<td><strong>9</strong></td>
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<tr>
<td>Cash Assistance Recipients Placed in Employment</td>
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<tr>
<td></td>
<td><strong>84</strong></td>
<td><strong>98</strong></td>
<td><strong>103</strong></td>
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<tr>
<td>3. Federal Cash Assistance Terminations</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>TANF Recipients</td>
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<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>RCA Recipients</td>
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<td>71</td>
<td>100%</td>
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<td><strong>Total</strong></td>
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<td><strong>43%</strong></td>
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<td>TANF Recipients</td>
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<td>0%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>RCA Recipients</td>
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<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0</td>
<td>0%</td>
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<td>0%</td>
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<tr>
<td>5. Entered Full Time Employment Offering Health Benefits</td>
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<td>TANF Recipients</td>
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<td>0%</td>
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<td>No Federal Cash Assistance</td>
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<td>3</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>13</strong></td>
<td><strong>29%</strong></td>
<td><strong>28</strong></td>
<td><strong>62%</strong></td>
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</table>
### Annual Outcome Goal Plan

**FY 2018**

**Performance Goals and Actuals**

<table>
<thead>
<tr>
<th>State or County:</th>
<th>ORANGE</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>FY 2017 Goal</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12.90</td>
<td>$11.56</td>
<td>$12.00</td>
</tr>
</tbody>
</table>

#### 7. 90-Day Retention Rate

- **Percentage:** 85%
- **7a. 90-Day Retention Rate Calculator**
  - Unduplicated # of Retentions: 93
  - Unduplicated # of Entered Employments: 116

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

#### 8. Office of Refugee Resettlement Funding

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Actual</th>
<th>FY 2018 Proposed</th>
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<tbody>
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<td>Targeted Assistance Formula Funding</td>
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<td>Discretionary Grant Funding</td>
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<td>Total Liquidated Funding</td>
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<td>Cost per Entered Employment</td>
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#### Agency Point of Contact

- **First and Last Name:** Diana Cruz-Toro
- **Title:** Administrative Manager 1
- **Telephone Number:** 714-541-7728
- **Email:** diana.cruz-toro@ssa.og.gov

#### Deadline for Submission

The completed **FY 2018 Annual Outcome Goal Plan: Performance Goals and Actuals** and **Performance Narrative** should be submitted via email to rpbereports@dss.ca.gov by **October 24, 2017.**

---

**Part III: Plan Content**  
**Section VI: Annual Outcome Goal Plan**  
**Page 31**
State or County: ORANGE

1. Did the FY [previous year] Actual Caseload meet or exceed the proposed FY [previous year] Goal?
   ☑ Yes  ☐ No

   If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

   This goal was not met. Only forty-five percent of the FFY 2016-17 refugee arrivals to Orange County received services as mandatory federal cash assistance participants or as voluntary non-aided participants. Other refugee arrivals were part of family units who received services under CalWORKs or other non-cash assistance programs such as Medi-Cal and CalFresh.

2. Did the total FY [previous year] Actual percentage for Entered Employment meet or exceed the proposed FY [previous year] Goal?
   ☐ Yes  ☑ No

   If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

   This goal was met as seventy-six percent of the total refugee employment services caseload obtained full-time or part-time employment. During the FFY 2016-17, contracted refugee employment providers placed forty-two percent of clients in full time jobs. Sixty-two percent of the highest paid full-time jobs obtained included positions in Professional & Business services, Leisure & Hospitality, and Education & Health Services which, according to the 2017-2018 Orange County Workforce Indicators Report, are among the top high-growth industries in Orange County YTD 2010-2017. Other full-time jobs obtained included information technology, retail sales, and advanced manufacturing. Nineteen percent of all job placements were in industry clusters, such as hotel, restaurant, and tourism/theme park jobs, which are considered prime examples of Orange County's industry clusters according to the 2017-2018 Orange County Workforce Indicators Report.

3. Did the total FY [previous year] Actual percentage for Federal Cash Assistance Terminations meet or exceed the proposed FY [previous year] Goal?
   ☐ Yes  ☑ No

   If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

   This goal was met as seventy-two percent of federal cash assistance recipients who entered employment resulted in termination of their federal cash assistance. Sixty-seven percent of all federal cash assistance recipients who obtained full-time jobs had an average hourly wage of $12.08, which contributed to the actual total percentage of Federal Cash Assistance Terminations.
4. **Did the total FY [previous year] Actual percentage for Federal Cash Assistance Reductions meet or exceed the proposed FY [previous year] Goal?**

- Yes
- No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

This goal was met as historically, due to Semi-Annual Reporting and budgeting rules, Orange County does not experience Federal Cash Assistance Reductions for recipients upon obtaining employment.

5. **Did the total FY [previous year] Actual percentage for Entered Full Time Employment Offering Health Benefits meet or exceed the proposed FY [previous year] Goal?**

- Yes
- No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

This goal was met as sixty-five percent of participants placed in full-time employment found positions offering health benefits, which is higher than the reported national average of 53 percent of employers offering health benefits to at least some of their employees, according to the Kaiser Family Foundation/Health Research & Education Trust 2017 Employer Health Benefits Survey. Contracted refugee employment services providers found that more employers did not provide health insurance due to the size of the business, as small businesses are not mandated to provide health insurance.

6. **Did the FY [previous year] Actual Average Hourly Wage for Refugees Entering Full Time Employment meet or exceed the proposed FY [previous year] Goal?**

- Yes
- No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

This goal was not met. The actual average hourly wage of those participants who obtained full time employment was $1.34 below the goal of $12.90 per hour. As a result of the implementation of California’s minimum wage two-tiered scheduled increases, effective January 2017, there are now two minimum wages, based on the number of employees a business has. An average of eighteen percent of clients who obtained full-time employment in businesses that employ 25 or more employees earned an average hourly wage that was 18% percent over the prevailing minimum wage of $10.50. For businesses that employ less than 24 employees, an average of eighteen percent of clients who obtained full-time employment earned an average hourly wage that was also 18% percent over the prevailing minimum wage of $10.00. The remaining sixty-four percent of clients who obtained full-time employment earned an average hourly wage of $10.39. Unlike prior FFYs, this FY resulted in lower hourly wages, as the two highest paid full-time jobs were $14.50 an hour for a dental assistant position, and $14.00 an hour for a packager at a medical supply company.
7. Did the FY [previous year] Actual 90-Day Retention Rate meet or exceed the proposed FY [previous year] Goal?

☐ Yes  ☒ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

This goal was not met. Only eighty percent of those who entered employment were confirmed to be employed with the same or different employer at 90 days after entering employment. A contributing factor as to why employers did not retain their refugee employees was the lack of previous work experience and education of many of the refugees who obtained entry level employment. Refugee clients identified they struggled in understanding and accepting their responsibilities to their jobs and to their employers. This resulted in these refugees being terminated and/or not passing probation. Some jobs were seasonal, temporary, short term positions, and due to challenges experienced by refugee employees on the job, some were not eager to seek new employment.

8. What further information do you feel is helpful in explaining overall program performance?

During FFY 2016-17, contracted refugee employment services providers observed jobs in labor industries, such as clothing manufacturing with positions in sewing and sorting, suitable for clients with limited English language skills or little/no work experience decreased. The noted reasons for this decrease was that a large local clothing manufacturer went bankrupt in early January 2017. At the same time, there was a notable increase in entry level jobs for clients with limited English and work experience in medical equipment and supply manufacturing companies, retail sales, and service industries such as food and beverage, laundry, and security guard. This increase in jobs was encouraging to other refugee job seekers as these employers quickly became familiar with the refugee workforce, and their positive experiences with this population resulted in a greater acceptance of newly arrived refugee referrals for employment.

9. What information do you feel could be helpful in explaining FY [current year] goals?

Guidance from California’s Refugee Program Bureau staff was of great assistance in developing the current FY goals. Orange County’s FFY 2018 goals were established to be realistic and attainable by the current refugee services provider, considering what is anticipated to be continued decreases in refugee arrivals, and that Orange County no longer has any local resettlement agency.

10. How can the Annual Outcome Goal Plan forms or process be improved to better serve your program in effectively and efficiently reporting performance outcomes?

It would be of great assistance if the due date for the Annual Outcome Goal Plan were moved to mid-November, as in previous years. Three of the major annual reports used in researching the previous FFY’s local job market, economic trends, and future FFY projected refugee arrivals are not available until September to mid-October. Changing the due date of the Annual Outcome Goal Plan to late November would allow time for analyzing and researching available data and reports, and for accounting processes to be completed.
PART III

PLAN CONTENT

SECTION VII: Appendices

A. County Procurement Process

B. County Monitoring Process
A. PROCUREMENT PROCESS


Orange County FFY 2017-2020 contract refugee service provider:
ACCESS California Services
Nahla Kayali, Founder & Executive Director
631 S. Brookhurst St., Suite 107
Anaheim, CA 92804
Phone: (714) 917-0440
Fax: (714) 917-0441

Contractors' staff, and if applicable, partnering agency(ies) (including partners and/or subcontractors), must possess language ability and cultural sensitivity. Employment services staff must have knowledge of the labor market, and the capability to outreach to employers and the business community. Contractors' staff and the instructors employed by local educational providers, who provide Vocational English as a Second Language and Vocational Training instruction for the contractors, are given orientation and training on the employment focus of the service delivery.

All contracted staff, are also required to attend training annually on the policies and procedures to be utilized to serve persons with limited English proficiency, including the reporting of complaints, as follows: as a part of the orientation for new employees, and twice annually for employees with direct client contact. In addition, the County may require attendance at other training sessions.
B. County Monitoring Process

1. Monitoring Responsibility

PROGRAM: Administrative Manager I, and Social Services Agency Social Services Supervisor I

FISCAL: Administrative Contracts Staff, Social Services Agency

2. Monitoring Process

Frequency:
Program operations will be monitored through a site visit at a minimum of once during each six-month period as follows:

Prior to March 31, 2018
Prior to September 30, 2018

Case Selection:
A minimum of 10% of the total caseload (RCA/non-aided) will be selected at random and reviewed for each refugee employment and supportive services provider location. These cases will be selected from the providers’ monthly/quarterly client listings. Cases will be reviewed at the time of the on-site visit. Monitoring worksheets will be utilized to record client participation.

Methodology:
The following elements will be included as part of an on-going monitoring plan, which applies to services, administered by the refugee employment and supportive services providers for RCA, and non-aided participants.

Submission of Monitoring Reports:
The County will submit a copy of the written report to CDSS for each of the monitoring sample periods, no later than 45 days from the completion date of each review.

a. Achievement of Program Goals
The extent to which program goals are being met, and the effectiveness of services provided will be monitored through monthly/quarterly reports of program outcomes by component as submitted by the contractors. Such reports will be compared to the contractors’ and County’s Plan goals and objectives.

b. Appropriateness of Fiscal Expenditures
The appropriateness of fiscal expenditures and accuracy of reported fiscal data will be monitored by checking invoices submitted by the providers.
c. **Accuracy of Reported Statistical Data**
   
The accuracy of reported statistical data will be monitored at a minimum of once every six months through sample case tracking studies of clients served. Sample cases will be reviewed from the point of Intake/Assessment throughout program participation. The County will review the employment and supportive services contractors' files and the documents contained in the case file, such as case narratives and attendance sheets documenting the client's participation and services provided.


d. **Accuracy of Determination of Refugee/Entrant Status**
   
The accuracy of refugee, asylee, federally certified human trafficking victim, and certain family members of a trafficking victims who have been granted visas under 8 U.S.C. 1101(a) (15) (T) (ii) status determination will be reviewed by sampling cases at a minimum of once every six months.


e. **Extent to Which Priority Groups Are Served**
   
The extent to which priority groups are being served will be monitored by reviewing monthly/quarterly reports of program outcomes by component as submitted by the contractors.


f. **Family Self-Sufficiency Plans**
   
The extent to which Family Self-Sufficiency Plans have been developed for each employable family member will be reviewed by sampling cases at a minimum of once every six months at the time of the on-site visit.


3. **Assurances**
   
The County will comply with CDSS guidelines regarding requirements on frequency of monitoring, submission of reports, 90-day follow ups on employed participants, and corrective action related to program deficiencies.

   a. **Monitoring Frequency**
      
      Program operations will be monitored through a site visit at a minimum of once during each six-month period as follows:

      Prior to March 31, 2018
      Prior to September 30, 2018

   b. **Submission of Monitoring Reports**
      
      The County will submit a copy of the written report to CDSS for each of the monitoring sample periods, no later than 45 days from the completion date of each review. Reports will be completed for each provider and will contain the following:

      ➢ A description of the methodology used to monitor the providers.
      ➢ The monitoring findings.
      ➢ The corrective action planned/taken and the result, if any action taken.
      ➢ Comparison of actual outcomes to anticipated outcomes.
c. 90-Day Follow-ups on Employed Participants
During the on-site visit, the County will review the clients' records to verify that providers: (1) complete a timely 90-day follow-up to meet federal guidelines, and additional follow-up 6-months from the date of employment to meet county guidelines after a RCA/non-aided participant is placed in a job; (2) maintain complete records concerning the placement (i.e., employer's name; address; telephone number; date of placement, follow-up, and termination dates; starting salary; and job title).

d. Corrective Action
Corrective action will be taken when a contractor is found to be deficient in program performance. A Corrective Action Plan may include one or more of the following steps:
  ➢ Written documentation to contractors outlining deficiencies and recommending corrective action as appropriate.
  ➢ Meeting with administrator of the provider to discuss deficiencies, corrective actions, and time frames.
  ➢ Written confirmation letter to contractor describing the agreed upon corrective actions and time frames.
  ➢ Follow-up to verify and document compliance with corrective action plan.
  ➢ Corrective action may include fiscal sanctions or project termination/revision.

e. The County assures there will be no conflict of interest when monitoring its own service providers.
### COUNTY OF ORANGE – SOCIAL SERVICES AGENCY

#### RSS/TA 2017-2018 MONITORING WORKSHEET

**REFUGEE EMPLOYMENT SERVICES FOR RCA /NON-CASH CLIENTS**

<table>
<thead>
<tr>
<th>SSA Monitor:</th>
<th>Review Date:</th>
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<td>☐ ACCESS</td>
<td>☐ Sub-Contractor</td>
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| Client Name: | RCA ☐ Case #: | Non-Cash ☐ |

**ELIGIBILITY:**
- Refugee ☐
- Asylee ☐
- SIV ☐
- ENT ☐
- Parolee ☐
- TV ☐

Both Sides of I-94/Cert Letter on file? Yes ☐ No ☐
Non-Citizen #: DOE:

Proof of O.C. Residency on file? Yes ☐ No ☐
In U.S. less than 5 yrs.? Yes ☐ No ☐

RES Enrollment Date: Primary Lang: Family Composition:

**IF SSN on file, documentation of voluntary disclosure and use of SSN?** Yes ☐ No ☐

### INTAKE/ASSESSMENT FORMS and DOCUMENTATION on FILE:

<table>
<thead>
<tr>
<th>RS-3 Referral Form from County EES</th>
<th>Yes ☐ No ☐ NA ☐ Date Registered:</th>
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Provider Intake/Assessment form completed? Yes ☐ No ☐

<table>
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<tr>
<th>RS-1 Assessment Form Completed?</th>
<th>Yes ☐ No ☐ NA ☐ Date:</th>
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<tr>
<th>Grievance Procedure Policy</th>
<th>Yes ☐ No ☐ NA ☐ Posted? Yes ☐ No ☐</th>
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<table>
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<tr>
<th>RES Participation Requirements Reviewed?</th>
<th>Yes ☐ No ☐ NA ☐</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Employability Plan/FSS Plan on File?</th>
<th>Yes ☐ No ☐ NA ☐ Completed? Yes ☐ No ☐</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Home Visit Offered?</th>
<th>Yes ☐ No ☐ Date of H/V:</th>
<th>Declined ☐ BEST Test Yes ☐ No ☐</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Family Mentoring Svcs Documented?</th>
<th>Yes ☐ No ☐</th>
</tr>
</thead>
</table>

Identified Services/Referrals Needs?: Yes ☐ No ☐ Needs/Referrals:

Referral Follow-Up and Outcome? Yes ☐ No ☐

Comments:

NOTE: Realistic FSSP with budget, timeline, necessary wages, and social barriers for each employable family member?

### VESL (SPL of 4 or below, max. 3 mos. participation for RCA. Non-cash voluntarily): NA ☐

<table>
<thead>
<tr>
<th>VESL Start date:</th>
<th>Completed:</th>
<th>Post BEST SPL on file? Yes ☐ No ☐</th>
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</table>

Name of school if ESL class is not provided on-site:

If off-site ESL school, is documentation/attendance of Vocational in-house training on file Yes ☐ No ☐

<table>
<thead>
<tr>
<th>VESL on-site class attendance record on file?</th>
<th>Yes ☐ No ☐ VESL 15 hrs/wk met? Yes ☐ No ☐</th>
</tr>
</thead>
</table>

Comments:

### EMPLOYMENT PREPARATION WORKSHOP (EPW)

EPW min. participation. Once/week? Yes ☐ No ☐ EPW attendance record on file? Yes ☐ No ☐

Comments:
**JOB SEARCH REQUIREMENTS:**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Start Date</th>
<th>End Date</th>
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</thead>
<tbody>
<tr>
<td>Job Search up to 4 consecutive weeks?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Preparation Workshops (once a week)?</td>
<td>Yes: ☐</td>
<td>No: ☐</td>
</tr>
<tr>
<td>Resource Center?</td>
<td>Yes: ☐</td>
<td>No: ☐</td>
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<tr>
<td>Job Search Plan: 5 Job Applications per week?</td>
<td>Yes: ☐</td>
<td>No: ☐</td>
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**Comments:**

**MANDATORY RCA PARTICIPATION TRACKING/RS 3A USAGE (RCA ONLY): NA ☐**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Yes</th>
<th>No</th>
<th>NA</th>
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</thead>
<tbody>
<tr>
<td>Confirmation of Participation/Activity 30-days post RES Registration sent to EES?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Placement? Yes ☐ No ☐ NA ☐ Other Participation/Emp follow-up? Yes ☐ No ☐ NA ☐</td>
<td></td>
<td></td>
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</table>

**Comments:**

**VOCATIONAL TRAINING** (up to 4 mos. max for RCA; Non-cash clients attend voluntarily) NA ☐

<table>
<thead>
<tr>
<th>Class</th>
<th>Start Date</th>
<th>End Date</th>
<th>School</th>
<th>Attendance Records on file: Yes ☐ No ☐</th>
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</table>

**Comments:**

**NON-COOPERATION/NON-PARTICIPATION (FOR RCA ONLY): NA ☐**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>Non-participation identified timely?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If non-participation due to illness, documentation on file?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If non-coop, Reported/Narrated to EES timely via RS3-A?</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>RES Provider informed by EES that client was sanctioned via RS 18?</td>
<td>Yes</td>
<td>No</td>
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**Comments:**

**EMPLOYMENT SERVICES REQUIREMENTS:** NA ☐

<table>
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<tr>
<th>Employer</th>
<th>F/T: hours/week</th>
<th>P/T: hours/week</th>
<th>Job Title</th>
<th>Hourly wage: $</th>
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<tbody>
<tr>
<td>Date employed:</td>
<td>Health Benefits Question Answered? Yes ☐ No ☐</td>
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<tr>
<td>If employed less than 32 hrs/wk, is participant in additional ES activities? Yes ☐ No ☐</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If yes, what is additional ES activity?</td>
<td>Attendance on file Yes: ☐ No: ☐</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 days follow-up date:</td>
<td>90 days follow-up date:</td>
<td>Still employed? Yes ☐ No ☐</td>
<td></td>
<td></td>
</tr>
<tr>
<td>60 days follow-up date:</td>
<td>180 days follow-up date:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Employment documentation Complete? (Company name, address, job title, etc.)</td>
<td>Yes ☐ No ☐</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay stub or other income verification on file</td>
<td>Yes ☐ No ☐</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Highest salary documented?</td>
<td>Yes ☐ No ☐</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

**Comments:**

**FINDINGS/COMMENTS/ FOLLOW-UP PLAN:**

---

Part III: Plan Content

Section VII: Appendices 41
### COUNTY OF ORANGE
**RSS 2017/2018 MONITORING WORKSHEET**
**OUTREACH/REFERRAL TO LOW INCOME PROGRAMS AND COMMUNITY RESOURCES**

<table>
<thead>
<tr>
<th>SSA Monitor:</th>
<th>Review Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>RES Provider:</td>
<td>Review Period:</td>
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</table>

#### Client Name:
- [ ] RCA
- [ ] CW
- [ ] Case #:
- [ ] Non-Cash

#### ELIGIBILITY:
- [ ] Refugee
- [ ] Asylee
- [ ] SIV
- [ ] ENT
- [ ] Parolee
- [ ] TV

#### Both Sides of I-94/Cert Letter on file?
- [ ] Yes
- [ ] No

#### Non-Citizen #:
- [ ] DOE

#### Proof of O.C. Residency on file?
- [ ] Yes
- [ ] No

#### In U.S. less than 5 yrs.?
- [ ] Yes
- [ ] No

#### RES Enrollment Date:
- [ ] Primary Lang:
- [ ] Family Composition:

#### IF SSN on file, documentation of voluntary disclosure and use of SSN?
- [ ] Yes
- [ ] No

### INTAKE/ASSESSMENT FORMS and DOCUMENTATION on FILE:

<table>
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<tr>
<th>Intake/Assessment Forms completed?</th>
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<th>No</th>
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<tbody>
<tr>
<td>Family’s needs/barriers:</td>
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#### Home Visit Offered?
- [ ] Yes
- [ ] No

#### Date of H/V:
- [ ] Declined

#### Identified Services/Referrals Needs?
- [ ] Yes
- [ ] No

#### Family Mentoring Svs Documented?
- [ ] Yes
- [ ] No

#### Referral Follow-Up and Outcome?
- [ ] Yes
- [ ] No

### FAMILY MENTORING SERVICES/LOW INCOME REFERRALS:

<table>
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<tr>
<th>Date:</th>
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<table>
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<th>Program(s):</th>
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<table>
<thead>
<tr>
<th>Services provided:</th>
</tr>
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</table>
- [ ] Home Visit
- [ ] Application Completion Assistance
- [ ] Interpretation/Translation
- [ ] Transportation

### Other Services/Referrals:

<table>
<thead>
<tr>
<th>Referral Outcome Follow-Up?</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

### FINDINGS/COMMENTS/FOLLOW-UP PLAN:

<p>| |</p>
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</table>
COUNTY OF ORANGE – SOCIAL SERVICES AGENCY
RSS/TA 2017/2018 MONITORING WORKSHEET
SERVICES to OLDER REFUGEES (SOR)

SSA Monitor: ________________________ Review Date: ________________________
Contractor: ACCESS ☐ Sub-Contractor ☐ Review Period: ________________________

Client Name: ________________________ RCA ☐ CW ☐ Case #: ________________________ Non-Cash ☐

ELIGIBILITY: Refugee ☐ Asylee ☐ SIV ☐ ENT ☐ Parolee ☐ TV ☐ DOB: ________________________
Both Sides of I-94, or Cert Letter on file? Yes ☐ No ☐ Non-Citizen #: ________________________
Proof of O.C. Residency on file? Yes ☐ No ☐ In U.S. less than 5 yrs.? Yes ☐ No ☐
SOR Enrollment Date: ________________________ Primary Lang: ________________________
Family Composition: ________________________
If SSN on file, documentation of voluntary disclosure and use of SSN? Yes ☐ No ☐
Home Visit Offered? Yes ☐ No ☐ Date of H/V: ________________________
Enrollment/Assessment:
Declined ☐ BEST Test ☐ Yes ☐ No ☐
SPL score: ________________________
Provider Intake/Assessment form completed? Yes ☐ No ☐ Needs/Referrals for:
Identified Services/Referrals Needs?: Yes ☐ No ☐
Family Mentoring Svs Documented? Yes ☐ No ☐
Referral Follow-Up and Outcome? Yes ☐ No ☐
Comments:

REFERRAL/TRANSPORTATION/TRANSLATION/CITIZENSHIP SVCS:
Services / Referrals provided: Date: ________________________
Citizenship Class Referral Date: ________________________
Citizenship Application Assistance Date: ________________________
Interpretation/Translation Date: ________________________
Transportation Date: ________________________

Comments:
Referral Outcome Follow-Up? Yes ☐ No ☐

ESL/CITIZENSHIP CLASS:
Enrolled in ESL class? Yes ☐ No ☐ Enrollment date: ________________________
Location: ________________________
Attendance record on file? Yes ☐ No ☐
Comments:
Enrolled in Citizenship Class? Yes ☐ No ☐ Enrollment date: ________________________
Location: ________________________
Attendance record on file? Yes ☐ No ☐
Comments:

FINDINGS/COMMENTS/FOLLOW-UP PLAN:

Part III: Plan Content

Section VII: Appendices 43
PART III

PLAN CONTENT

SECTION VIII: Required Assurances
Section VIII. Required Assurances

The County of Orange assures that:

- The requirements of 45 CFR Part 400 will be met.
- Assistance and services funded under the County Plan will be provided to refugees without regard to race, religion, nationality, sex, or political belief.
- Women have the same opportunities as men to participate in all services, including job placement.
- The annual planning process was developed in collaboration with representatives from MAAs, RAs, Ethnic Community Based Organizations (ECBOs), and other representatives of refugee communities. In addition representatives from SSA Contracts provide input and clarification to the process.
- The process for non-compliance includes good cause determination by the County within 10 days of notification. If good cause does not exist, the County will develop a compliance plan to correct the non-participation to bring the individual into compliance.
  - If compliance is reached, no sanctions are invoked.
  - If the individual fails/refuses to participate, the County shall provide a notice to the refugee at least 10 days prior to beginning the sanction.
- Hearing standards and procedures as set forth in 45 CFR Section 400.54 will also be used for RCA.
- Cuban/Haitian Entrant Program compliance requirements 45 CFR Part 401 will be met.
- Senate Bill (SB) 1569 Trafficking and Crime Victims Assistance Program (TCVAP) requirements will be met.

The Description of Service Components for each program’s funding source is described in detail and includes the activities and/or services offered under each program. The specific service components represented are: Employment, English Language Training, Case management, Other Employability Services and Non-employment Services.

Orange County Refugee Three Year Services Plan assures the inclusion of required Budgets, Annual Services Plan, and Annual Goal Plan. It includes the amounts for every component that is offered and the proposed goals for the next three years.

Additionally, the County of Orange procurement and monitoring process is included to assure follow up and accurate implementation of Refugee Employment Services.
PART III

PLAN CONTENT

SECTION IX: County Board of Supervisor Resolution
This place is reserved for County Board of Supervisor Resolution
PART III

PLAN CONTENT

SECTION X: Attachments

I. Orange County Refugee Arrivals
II. Labor Market/Needs Reference
III. Services/Resources
## ORANGE COUNTY REFUGEE ARRIVALS
### FFY 2011-12 - FFY 2015-16

<table>
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<td>TOTAL</td>
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</table>
INDUSTRY AND OCCUPATION TRENDS

INTRODUCTION

Orange County’s economy continues to thrive, enjoying low unemployment rates, job growth, and strong and vibrant industry clusters. However, several growing issues — automation, skills gap, and a lack of affordable workforce housing — threaten to slow this growth and leave Orange County less competitive if not addressed. Many other regions, especially in California, face the same challenges. Orange County must address these topics in order to remain Southern California’s economic engine and preserve the county’s economic growth, high quality of life, and world-class industry clusters.

UNEMPLOYMENT

Orange County’s unemployment rate fluctuates throughout the year as annual events such as college graduations create influxes of job seekers in the labor market; this is a pattern that is typical of nearly all California counties. At the beginning of 2016, for example, Orange County’s unemployment rate was 4.0 percent, which fell to 3.8 percent by June 2017 and increased back up to 4.2 percent in August 2017. As seen in the following graphs, Orange County has consistently outperformed state and national unemployment rates over the past five years. Additionally, Orange County has outperformed its Southern California neighbors, but still lags behind a handful of counties in Northern California, including San Mateo, Marin, San Francisco, Santa Clara and Sonoma counties.
There are several key industries that currently drive Orange County’s economy, from healthcare to technology to tourism. This section discusses the opportunities within these high-growth sectors while also addressing the challenges that may hinder development in the future, including a skills gap and automation.
According to the California Employment Development Department (EDD), Orange County has added approximately 900 nonfarm jobs in the last twelve months, with the largest growth occurring in Construction (6,100 jobs), Leisure and Hospitality (3,600 jobs), and Professional and Business Services (1,900 jobs) sectors. These three industries, along with Healthcare, have fueled county job growth since 2010; the county’s construction industry has added more than 36,100 jobs during that time. Despite these industries adding significant levels of employment over the past year, other industries saw employment levels decline including Government which shed 5,100 jobs since August 2016 followed by Durable Goods Manufacturing which declined by 2,200 jobs and Nondurable Goods Manufacturing which declined by 2,000 jobs during the same time period. These employment losses served to offset the employment gains in other sectors and help to explain the relatively small year-over-year gain in total nonfarm employment.

The figure below shows Orange County industry growth since 2010, highlighting industries that fueled Orange County’s recovery from the Great Recession. While the Information industry sector appears to have relatively low growth, this can be attributed to the fact that Information Technology (IT) is a cross-cutting industry that drives job growth in all of the industries it interacts with, rather than solely in IT itself; indicating that while the “IT” industry may be experiencing slow growth, the number of IT jobs is still rapidly growing and even serving to drive growth across multiple industries. IT firms can be divided into “vertical” companies that provide hardware and software and “horizontal” companies that provide operational IT services.

In both cases, the ubiquity of IT in the modern workplace means it cuts across most if not all industry sectors. In fact, IT occupations are projected to be some of the fastest growing jobs over the next decade. Driving home this point, according to CompTIA, the world’s leading tech association, tech industry employment in the Los Angeles-Orange County, Metropolitan Statistical Area (MSA) totaled 288,000 while tech occupations totaled 298,000 with only 42 percent of tech occupations being specifically in the tech industry.

Orange County Industry Growth, 2010-2017 YTD

Source: California Employment Development Department, September 2017
LOOKING FORWARD

California State University, Fullerton’s economic forecast projects Orange County’s total nonfarm employment will increase from 1,619,200 in 2017 to 1,655,600 in 2018, a growth rate of 2.2 percent. While Orange County is expected to add approximately 36,400 jobs in 2017, unemployment will remain fairly steady at current levels as full or near full employment levels have been reached and more jobseekers are likely to come back into the labor market. While Orange County has far surpassed previous employment levels measured prior to the Great Recession in 2008, neighboring counties have also benefited from regional economic improvements; Riverside and San Bernardino counties are expected to see their unemployment rate drop significantly in 2017 and 2018. The combination of a strong regional job market and cheaper housing has drawn workers and businesses into these areas; this both helps Orange County by increasing overall regional economic activity while also hurting it by attracting talent away from the county.

As in previous years, a handful of sectors, including Business and Professional Services, Education and Health Services, and Leisure and Hospitality, drive employment growth in Orange County. In addition, the county’s Construction industry, especially the residential construction sector, is expected to stay strong due to high demand for residential housing.

Orange County Forecasted Nonfarm Employment, 2014-2018

Some of Orange County’s recent job growth has been in low-wage service sectors vulnerable to automation. In order to create more defensible jobs, local educational, economic, and workforce development leaders need to determine areas of high growth and high demand, identify the skills needed for these industries and occupations, and create relevant education and training opportunities to catalyze these job creation opportunities. While automation and other technological developments may not fully impact employment for a few years, proactive steps taken now to address and mitigate these impacts will put the Orange County labor market in an advantageous position and allow for sustained regional prosperity.
INDUSTRY CLUSTER EMPLOYMENT AND COMPENSATION TRENDS

Industry clusters are characterized by critical mass, regional specialization, high multiplier effects, high growth rates, and a legacy of world-class iconic industry leaders. Napa Valley’s wine industry and Hollywood’s entertainment industry exemplify globally recognized industry clusters, while Orange County’s Medical Device and Tourism Hospitality industries provide examples closer to home. Strong industry clusters provide multiple benefits to their home region:

- **A CRITICAL MASS** of firms and supporting firms in an industry cluster provides specialized labor pools, reduces logistical costs, and promotes both collaboration and healthy competition.

- **REGIONAL SPECIALIZATION** leads to increased consumer spending and high demand for exports, increasing cash flow into the region.

- **A HIGH MULTIPLIER EFFECT** reflects the significant impact industry clusters have on the economy as a whole and their ability to create jobs in other fields.

- **THE HIGH GROWTH RATES** of industry clusters, along with their previously mentioned advantages attract businesses and skilled workers to a region, boosting its economic growth.

- Finally, the presence of **WORLD-CLASS, INDUSTRY-LEADING COMPANIES**, such as Allergan and Edwards Lifesciences, Disney, Broadcom, and Blizzard publicly associates the region with innovation, expertise, and success.

All of these impacts combine to form a virtuous cycle leading to further innovation, employment growth, and economic development. Since 2015, for example, all of Orange County’s major industry clusters have experienced wage increases. The average worker in these sectors made $68,467 in 2016, a 0.5 percent increase over the previous year. Business and Professional Services saw the largest increase; its average salary grew from $86,196 in 2015 to $93,340 in 2016, an increase of 8.3 percent driven by significant growth from the Other Computer and Related Services sub cluster. The following figures show changes to Orange County cluster salaries and employment from 2009 to the present.

**Orange County Cluster Salaries, 2009-2016**

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, May 2017
Alongside significant improvements within the Healthcare and Tourism sectors, Orange County's Construction industry cluster also experienced significant growth since 2010, a result of the booming housing industry localized in the region. Despite the employment increases within these high performing sectors, smaller yet equally important industries have failed to materialize significant industry growth. Considering the current pace of technological evolution, the increasing emergence of biotechnology, concern for the environment, and the transformation of the retail trade industry, additional support or focus must be provided to ensure these local industry clusters can remain competitive. Of these sectors, Biotechnology is the only industry cluster which has demonstrated slow, yet positive employment growth while Information Technology, Energy, Environment and Green, and Logistics and Transportation have all seen employment levels remain fairly constant since 2009.

The Healthcare, Tourism, Management and Administration and Hotel and Restaurant industries have grown rapidly since 2009. Healthcare, for instance, has grown from the county's fifth largest sector to the second largest. While manufacturing fell from second to fifth over the same period, its employment has been stable rather than declining.

![Orange County Cluster Employment, 2009-2016](image)

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, May 2017
Currently, Orange County is experiencing a severe lack of housing, driving up the cost of living. The rapid increase in Orange County rental prices also reflects the county's housing crisis as high housing prices, as might be expected, lead to a decrease in homeownership and corresponding increase in demand for rental housing. Younger residents are much more likely to rent rather than purchase homes. While this trend is often attributed to the millennial generation's preference to move from the suburbs to urban areas with access to jobs, entertainment, and amenities, it can also be explained by a simple lack of affordability. If left unaddressed, the lack of housing will have severe impacts on Orange County's economic competitiveness and an increased exodus of young professionals and talent from the region.
WORKFORCE HOUSING
INTRODUCTION

While Orange County continues to enjoy strong income and employment growth, a lack of workforce housing supply threatens the county’s economic competitiveness and future prosperity. Orange County policymakers and stakeholders must create additional housing options in order to attract and retain workforce talent in this new housing environment; if this situation is not addressed, Orange County could lose much of its young talent to surrounding areas and other states.

WHAT HAS HAPPENED?

When compared to peer regions, state, and national averages, Orange County’s high housing costs reflect a high level of demand combined with a severe lack of housing supply, leading to the county importing many workers on a daily basis from surrounding counties such as San Bernardino and Riverside Counties; rapid cost-of-living increases have exacerbated this trend. In June 2017, Orange County’s median home price was $695,000, a ten-year high and a $43,750 increase from the previous year driven by a combination of low mortgage rates, high demand, and lack of new supply.

High housing costs play a major role in the county’s high cost of living, which has already begun to price residents out of Southern California. In fact, 16 of the top 20 destinations for residents moving out of Orange County have lower housing costs, suggesting that housing costs play a major factor in these moves. Top destinations for residents leaving Orange County include Los Angeles, Riverside, San Bernardino, and San Diego Counties. While the median home price dropped somewhat in July 2017 to $690,000, it is expected that home prices will continue to surge throughout 2017 and into 2018.

Orange County Median Home Price, 2002-2017

July 2017: $690,000

Source: CoreLogic, August 2017
The Housing Affordability Index (HAI), created by the California Association of Realtors, measures a typical household’s eligibility for a mortgage loan on a typical median priced home or, more specifically, measures the percentage of households that can afford to purchase a median priced home. As seen in the following graph, Orange County has the lowest HAI scores in Southern California for both traditional home buyers and first-time buyers, highlighting the county’s severe lack of workforce housing. Orange County’s HAI score for traditional home buyers is 21, which means that only 21 percent of county households can afford a median priced home. California as a whole, on the other hand, has an HAI of 29, while the nationwide HAI is 55; Orange County is one of the least affordable housing markets in the United States.

Housing Affordability Index Comparison for Southern California, California, and the U.S., Q2 2017

Source: California Association of Realtors, September 2017

The rapid increase in Orange County rental prices also reflects the county’s housing crisis as high housing prices, as might be expected, lead to a decrease in homeownership and corresponding increase in demand for rental housing. The percentage of county residents who own their own home has steadily decreased since 2007 according to U.S. Census Bureau data. In 2016, 56.6 percent of county residents owned homes and 43.4 percent rented, while 59.2 percent owned homes and 40.8 percent rented in 2017.

Renter- and Owner-Occupied Housing Units in Orange County, 2005-2016

Source: U.S. Census Bureau, American Community Survey, September 2017
Younger residents are much more likely to rent rather than purchase homes, with only 6.2 percent of individuals aged 34 and under owning their home compared to 23.7 percent of individuals aged 45-54 years. While this trend is often attributed to the millennial generation’s preference to move from the suburbs to urban areas with access to jobs, entertainment, and amenities, it can also be explained by a simple lack of affordability. Student debt and lack of meaningful wage growth often prevent millennials from saving enough money to buy their own homes, forcing them to find rental apartments or other housing arrangements.

Source: U.S. Census Bureau, American Community Survey, September 2017

Source: National Low Income Housing Coalition – Out of Reach, 2017, June 2017
These generational trends pertaining to housing have contributed to an increase in rental demand that has, in turn, made Orange County one of the nation's most expensive rental markets. This is important because 43 percent of county residents are renters, more than the national average; this percentage has increased every year since 2006. Average Orange County rents have increased by $536 or 34 percent since 2011, reaching a high of $2,114 in 2017.

Orange County Annual Average Rents

Source: ApartmentList.com, Rentbits.com, June 2017

Orange County is, as seen above, one of the most expensive rental markets in the nation. According to the National Low Income Housing Coalition (NLIHC), Orange County has a relatively high "Housing Wage" - the minimum wage required to afford rental housing for specific family sizes - when compared to the rest of California and the national average. The hourly wage needed to afford fair market rent increased from $25.46 in 2016 to $27.62 in 2017, 13.9 percent higher than the state average of $24.24. A county resident would need an annual income of $57,440 to afford a one-bedroom unit, $72,520 for a two-bedroom unit, and $101,240 for a three-bedroom unit; a resident making Orange County's mean renter wage of $19.89 would have to work 70 hours a week for a two-bedroom apartment and 98 hours a week for a three-bedroom apartment. In California, only San Francisco and Santa Clara counties are more expensive.
LOOKING FORWARD

If unaddressed, Orange County’s severe shortage of affordable workforce housing could cause serious problems in the future. The inability of young residents to afford housing, for example, could lead to a “brain drain” as they move to other counties; this, in turn, would widen the skills gap and constrain the county’s future economic growth. A skilled, talented workforce is one of Orange County’s greatest assets and a potential talent shortage would make Orange County a less attractive place for businesses and thus negate one of its major competitive advantages.

The 2015 Orange County Workforce Housing Scorecard predicted that job creation will significantly outpace new housing units over the next few decades, leading to a shortage of 100,000 housing units by 2040. High housing costs also contribute to several major social issues, such as overcrowding, when a household has more than one person per room in a dwelling unit, and homelessness.

The inability of young residents to afford housing, for example, could lead to a “brain drain” as they move to other counties.

Fortunately, local policymakers have already begun to take the steps necessary to increase Orange County’s supply of workforce housing. The growing number of building permits, which increased from 9,291 in 2014 to 11,523 in 2016, is an important step in the right direction, especially considering that many of the new units will be multi-family condominiums and apartments. Building permit growth is a welcomed sign of new dwelling units coming online. Irvine in particular has done an exemplary job of planning for future population and job growth. A business hub for Orange County, Irvine has seen building permits grow from a total of 1,754 in 2010 to 4,637 in 2016, an increase of 2,883 permits or 164 percent.

Orange County Building Permits, 2008-2016

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<th>Year</th>
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<td>2015</td>
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</tr>
<tr>
<td>2016</td>
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Source: U.S. Census Bureau, Building Permit Survey, June 2017
Mission

Access California Services (AccessCal) is a culturally sensitive community-based organization dedicated to empowering underserved populations, with a focus on Arab-American & Muslim-American communities. We strive to enhance quality of life and foster self-determination through direct health & human services.

Vision

A world in which each individual leads a dignified and enriched life.

AccessCal Overview

AccessCal is a nonprofit family resource center founded by Nahla Kayali in 1998 in response to the critical needs of the Middle Eastern refugee and immigrant populations in Southern California. In 1998, AccessCal started with a one-room office with one volunteer providing assistance for enrollment in the Healthy Families children's insurance program. Today, AccessCal has grown from the vision of one volunteer to an agency of 40 staff members, offering more than 12 culturally and linguistically competent programs and serving over 10,000 ethnically diverse community members annually. Services are provided in 11 different languages including Arabic, Farsi, Spanish, Urdu, Pashto, Armenian, Hindi, Dari, French, German, and English. All AccessCal programs directly impact our community members by helping them develop knowledge and skills that enhance their quality of life to lead self-sufficient lives as contributing citizens.

What We Do:

Employment and Tax Preparation Assistance

We help create employment partnerships. We empower refugees and immigrants to utilize services and referrals leading to employment. We also motivate, inspire, encourage and guide the unemployed and underemployed through job readiness training and on-the-job support. Services include:

- Career counseling and job search assistance
- Job placement, job development, and job retention

Part III: Plan Content

Section X: Attachments
• Employment workshops that cover resume writing, interview skills, work etiquette, online job search, online job applications and personality profiles
• Annual job fairs
• Access to computers, copiers, fax machines and telephones
• Free tax preparation assistance for e-filing

Healthcare Access Services

AccessCal helps uninsured individuals and families enroll in government healthcare coverage programs and navigate the complex healthcare system. AccessCal is certified to provide outreach, education and enrollment in Covered California, the health insurance marketplace that offers affordable options to qualified consumers. Additionally, the bi-cultural and bi-lingual Certified Application Counselors (CACs) help community members enroll in the following programs based on eligibility:

• Covered California
• Medi-Cal
• Women, Infants and Children (WIC)

Counseling and Support Services

AccessCal’s mental and behavioral health professional team offers marriage and family therapy, as well as group, couples and individual counseling services for children, teens and adults. This department also provides prevention and early intervention workshops on an array of pertinent topics within the realm of mental health. Some of the services include:

• Anger management
• Stress management
• Personal empowerment
• Cultural adjustment issues
• Suicide prevention
• Mood/anxiety disorders
• Eating disorders
• Post-Traumatic Stress Disorder (PTSD) counseling
• Family counseling
• Self-help class for refugees
• Support groups
• Other services

Emergency Financial Assistance

AccessCal provides emergency financial assistance for qualified individuals and families based on funding availability. Assistance is in the form of rent, utility bills, food vouchers, prescription/medical reimbursement, and career and technical training.

Education Services

AccessCal provides various classes including but not limited to: English as a Second Language (ESL), Vocational English as a Second Language instruction (VESL), citizenship training, parenting skills, self-help classes, computer training, microenterprise, financial literacy and home childcare licensing classes.
Our ESL and VESL instruction is provided in partnership with the North Orange County Community College District (NOCCCD) and is designed for non-English speaking refugee and immigrant students. These classes emphasize employment-related language, cultural orientation, civics, and oral skills development. Our citizenship training classes prepare community members for the naturalization interview and exam. Our parenting skills classes educate parents about different techniques in raising children in the United States. The home childcare licensing classes train adults on how to start their own home-based childcare businesses. AccessCal also provides classes on domestic violence, child abuse, health awareness, and financial literacy throughout the year.

**Citizenship and Immigration Services**

AccessCal is accredited and employs accredited representatives by the U.S. Department of Justice to provide comprehensive immigration and naturalization services. Services include adjustment of status, naturalization, employment authorization, petition for alien relative, application for travel document, refugee/asylee relative position, affidavit of support, DACA, and VAWA. Services include family-based visas from the U.S., fiancée visas, citizenship, certificate of citizenship, petition to remove conditions, petition for relative of asylees/refugees, replacement/initial nonimmigrant arrival-departure document, replacement of permanent resident card and application to extend/change nonimmigrant status. AccessCal also provides weekly citizenship education classes to prepare eligible legal permanent residents for their test and interview.

**Case Management & Client Advocacy**

AccessCal provides culturally and linguistically sensitive case management services including information and referrals, assistance with forms and applications, translation and interpretation. AccessCal also provides advocacy for clients who may need representation with different institutions including hospitals, schools, and other government entities.

**Community Services and Civic Engagement**

Through our community and civic engagement activities, we reach thousands of community members who welcome our support every year. Annual community activities include:

- Annual Job Fair
- Toys for Tots
- Humanitarian Day
- National Arab-American Service Day
- Youth group activities
- Back-to-school supplies event
- Environment clean-ups and beautification

**Youth Program**

AccessCal is home to the Arab Youth Collective (AYC), a program dedicated to empowering local youth, ages 13-18, within our community. The group meets weekly to build the leadership qualities of the youth and connect young people with a deeper understanding and greater sense of the Arab identity while growing their love for the duality of being Arab and American.

**Refugee Services**

Part III: Plan Content

Section X: Attachments
We are contracted with the County of Orange Social Services Agency (SSA) to provide Refugee Social Services to help aided and unaided refugees to resettle learn English and find employment. Our teams deliver culturally and linguistically sensitive services to refugees in order to create a sense of belonging and a safe haven for refugees resettling in Orange County. Refugee case management services include:

- Conducting family self-sufficiency plans/individual employment plans
- Training in ESL and VESL four days a week
- Weekly employment preparation workshops
- Resource center
- Employment services, job counseling, job search assistance and employment support and retention, specialized financial literacy and job culture workshops, job development and placement
- Case management, home visits and identification of employment and social barriers
- Family mentoring for RESS and Older Refugees such as self-help classes and counseling
- Low-income program support services
- Older refugee services (non-employment) with ESL training, citizenship training, naturalization application assistance, and referrals for transportation, older adult programs and support services

Refugee Health Assessment

We are contracted with the Orange County Health Care Agency to administer the Refugee Health Assessment Program (RHAP), which is to provide culturally and linguistically competent physical health and mental health assessments for eligible individuals and families. AccessCal collaborates with local resettlement agencies and California Family Medical Center & Urgent Care to ensure that all health assessments are started within 30 days and completed within 90 days of refugees' and other eligible individuals' arrival to the United States.