

File No. 131021

Committee Item No. 3

Board Item No. 24

### COMMITTEE/BOARD OF SUPERVISORS

#### AGENDA PACKET CONTENTS LIST

Committee: Neighborhood Services & Safety

Date December 5, 2013

Board of Supervisors Meeting

Date December 17, 2013

#### Cmte Board

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| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Introduction Form (for hearings)             |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
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| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Information Form                       |
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| <input type="checkbox"/>            | <input type="checkbox"/>            | Form 126 – Ethics Commission                 |
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Completed by: Derek Evans Date 11/26/13

Completed by: Derek Evans Date 12/11/13

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document can be found in the file.

1 [County Refugee Services Plan - FY2012-2013]

2  
3 **Resolution approving the City and County of San Francisco's Refugee Services**  
4 **Annual Plan for Federal FY2012-2013.**

5  
6 WHEREAS, the San Francisco Human Services Agency (Agency) is  
7 responsible for the management and administration of Refugee Social Services,  
8 Older Refugee Discretionary Grant and Targeted Assistance Discretionary funds,  
9 which are allocated to the State by the Federal Office of Refugee Resettlement and  
10 then to the county by the California Department of Social Services; and,

11 WHEREAS, San Francisco is required by the California Department of Social  
12 Services as a condition of funding to prepare a County Refugee Services Annual Plan  
13 and submit such Plan to the State, the Human Services Commission and the County  
14 Board of Supervisors for approval; and,

15 WHEREAS, The State conditionally approved the Plan on July 24, 2013, and the  
16 Human Services Commission approved the Plan on September 26, 2013; and

17 WHEREAS, The Plan appended to this resolution describes the use of the  
18 refugee funds for the federal fiscal year beginning October 1, 2012, and certifies that  
19 the Plan meets all of the County Guidelines for Plan development and monitoring; and  
20 now therefore, be it

21 **RESOLVED**, That the County Refugee Plan for San Francisco is approved;  
22 and be it

23 **FURTHER RESOLVED**, That the Agency is authorized by the Board of  
24 Supervisors to amend the Plan as may be requested by the California Department of  
25 Social Services.

Human Services Agency  
BOARD OF SUPERVISORS

City and County of San Francisco



Edwin M. Lee, Mayor

Human Services Agency

Department of Human Services  
Department of Aging and Adult Services

Trent Rhorer, Executive Director

October 17, 2013

Ms. Angela Calvillo  
Clerk of the Board  
City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102 - 4689

131021

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2013 OCT 18 AM 11:17

Re: County Refugee Services Plan for FFY 12-13

Dear Ms. Calvillo:

Attached please find one original and four copies of a proposed resolution for submission to the Board of Supervisors for approval of the County Refugee Services Annual Plan for Federal Fiscal Year 2012-2013.

The California Department of Social Services conditionally approved the plan on July 24, 2013, pending certification of the Plan by the Human Services Commission and the Board of Supervisors. The Human Services Commission approved the plan as required on September 26, 2013. Board of Supervisors approval is also required by the State as a condition of funding.

The San Francisco County Refugee Services Annual Plan for Federal Fiscal Year 2012-2013 and the July 24, 2013 letter from the State are also enclosed as supporting documentation (five copies each).

The following person may be contacted regarding this matter:

Bill Wedemeyer  
Community Services Manager  
Welfare-to-Work Workforce Development Division  
(415) 557-5278  
[bill.wedemeyer@sfgov.org](mailto:bill.wedemeyer@sfgov.org)

I respectfully request that this item be calendared as soon as possible.

Sincerely,

Trent Rhorer  
Executive Director





WILL LIGHTBOURNE  
DIRECTOR

STATE OF CALIFORNIA—HEALTH AND HUMAN SERVICES AGENCY  
**DEPARTMENT OF SOCIAL SERVICES**  
744 P Street • Sacramento, CA 95814 • [www.cdss.ca.gov](http://www.cdss.ca.gov)



EDMUND G. BROWN JR.  
GOVERNOR

July 24, 2013

Mr. Trent Rhorer, Executive Director  
San Francisco City and County Department of Human Services  
P.O. Box 7988  
San Francisco, CA 94120

Dear Mr. Rhorer:

This letter is to inform you that the San Francisco County Refugee Services Plan covering the period of October 1, 2012 through September 30, 2013, has been reviewed and provisionally certified by the California Department of Social Services, Refugee Programs Bureau (RPB). Once the San Francisco County Board of Supervisors approves the plan, the RPB will then officially certify the plan. A copy of the provisionally certified plan 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. Thuan Nguyen, Bureau Chief, RPB, at (916) 654-4356 or [Thuan.Nguyen@dss.ca.gov](mailto:Thuan.Nguyen@dss.ca.gov).

Sincerely,

STAN CAGLE, Chief  
Child Care and Refugee Programs Branch

Enclosure

c: Bill Wedemeyer  
Eva Iraheta

**City and County of San Francisco**

# **COUNTY REFUGEE SERVICES ANNUAL PLAN**

Federal Fiscal Year 2012 – 2013

May 24, 2013

REFUGEE COUNTY SERVICES PLAN  
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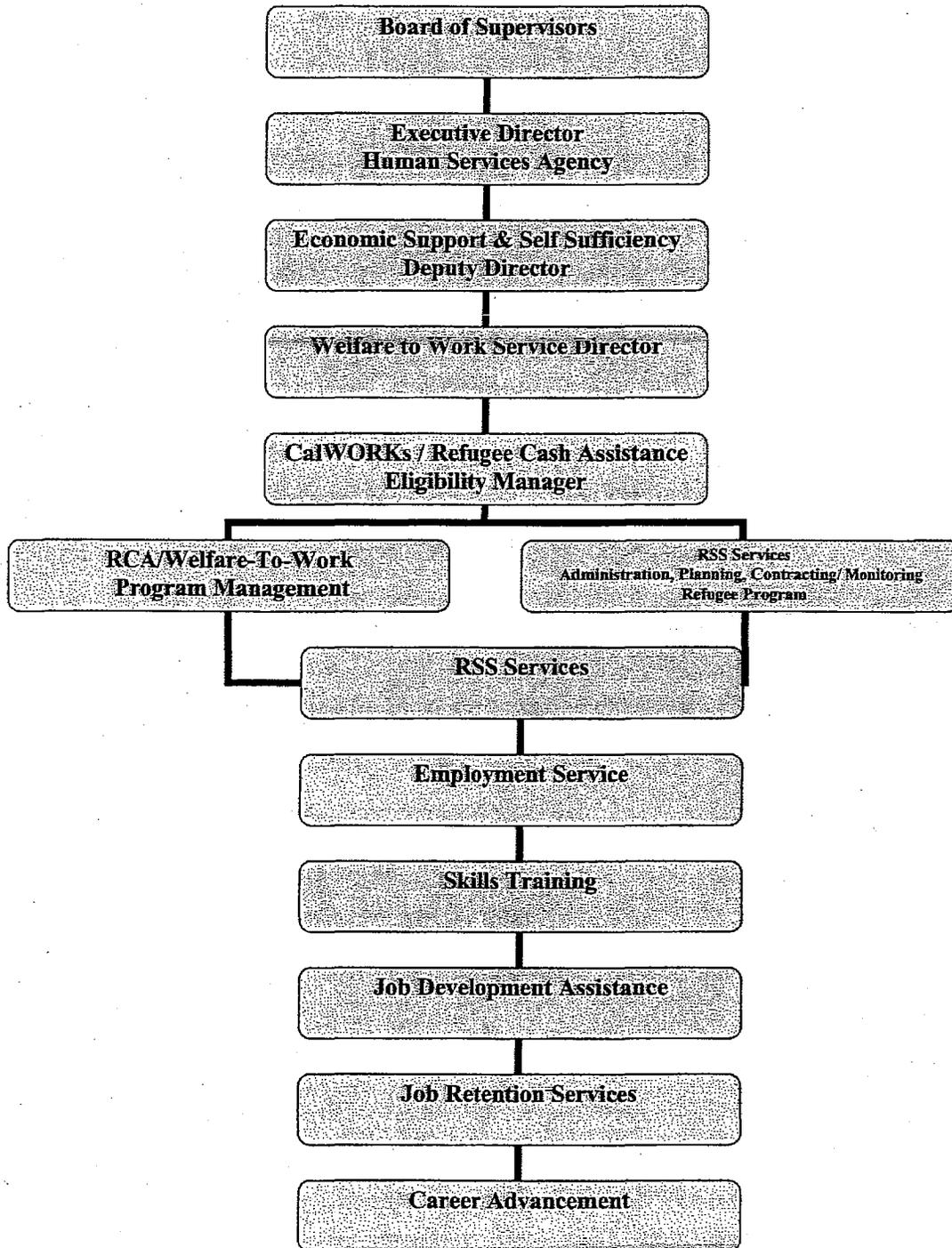
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I. COUNTY REFUGEE PROGRAM ADMINISTRATION

City and County of San Francisco



## DESCRIPTION OF THE COUNTY'S REFUGEE PROGRAMS

### A. Funding Sources

The federal fiscal year (FFY 2012-13) formula RSS allocation funds for the City and County of San Francisco is \$157,383

Refugee Social Services FUNDING SUMMARY	RSS	Percent
Employment Services Language Assistance Services Work-Related Acculturation Job Readiness Job Development Assistance Job Retention Career Advancement	\$88,134	56%
Skills Training Internship/work experience Language Assistance Services Work-Related Acculturation Job Readiness Job Development Assistance Job Retention Career Advancement	\$45,641	29%
Subtotal	\$133,775	85%
County Administration	\$23,608	15%
<b>TOTAL FFY 2012-13 RSS ALLOCATION</b>	<b>\$157,383</b>	<b>100%</b>

The FFY 2012-13 Older Refugee Discretionary Grant (ORDG) allocation for the City and County of San Francisco is \$12,506

Older Refugee Discretionary FUNDING SUMMARY	ORDG	Percent
Case Management/Linking/ Referrals	\$8,204	65.6%
Citizenship Assistance Services	\$4,302	34.4%
Total	\$12,506	100%

The FFY 2012-13 Targeted Assistance Discretionary Grant (TAD) allocation for the City and County of San Francisco is \$16,346

TA Discretionary Grant FUNDING SUMMARY	TAD	Percent
Subsidized Transitional Employment	\$13,894	85%
County Administration	\$2,452	15%
Total	\$16,346	100%

### B. General Program Description

The Refugee Social Services (RSS) funds will be used to assist refugees and asylees receiving Refugee Cash Assistance (RCA) to achieve economic self-sufficiency. Services using RSS funds are offered to RCA clients for 12 months maximum. The funds will support services that will aid refugees in obtaining and maintaining employment, developing work related skills and earning a wage with benefits where possible. Refugee women will have equal opportunity to participate in all employment services.

## **B. General Program Description**

**The Refugee Social Services (RSS)** funds will be used to assist refugees and asylees receiving Refugee Cash Assistance (RCA) to achieve economic self-sufficiency. Services using RSS funds are offered to RCA clients for 12 months maximum. The funds will support services that will aid refugees in obtaining and maintaining employment, developing work related skills and earning a wage with benefits where possible. Refugee women will have equal opportunity to participate in all employment services.

The employment services funds will be used to provide Skills Training and English Language Training (ELT) to enable refugees to obtain jobs and attain economic self-sufficiency as soon as possible. A concurrent job readiness / job search activity is embedded in the ELT program as part of the programs work-first model.

Any funds that may be unspent from previous years, as well as any new receipt of refugee funds for the period covered by the County Plan, will be used to increase employment services of the various program components of the County Plan.

**The Older Refugee Discretionary Grant (ORDG)** funds will provide supportive and social services for up to 57 disadvantaged refugee seniors aged 60 and above with the goal of helping older refugees access existing mainstream resources and / or obtain citizenship assistance services to increase their level of self-sufficiency and independence and integration into the community. Service providers will provide linguistically and culturally-accessible services to San Francisco's refugee population. To meet target objectives, the San Francisco Workforce Development Division is collaborating with the San Francisco's Department on Aging and using the funds to augment an existing contract serving older refugees. The augmentation will expand services to procure additional citizenship and naturalization services for older refugees.

The program goals will also be achieved by augmenting existing contracts with community-based organization partners to increase capacity with existing services and by further developing working relationships with the State Agency on Aging, San Francisco Commission on Aging, and county health and social service providers. The department has established linkages with the Department of Public Health, the Department of Aging, Immigrant Rights Commission and San Francisco City College to strengthen coordination in service delivery. By way of example, the Department of Public Health (DPH) works with a coalition of refugee and asylee service providers including the International Rescue Committee.

**The Targeted Assistance Discretionary Grant (TAD)** funds will provide subsidized transitional employment for four refugees (4 to 6 months). Refugee participants will learn basic job skills include punctuality, attendance, following instructions, speaking in English to convey information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service. Subsidized Transitional Employment will be performed at a San Francisco nonprofit agency that provides clients with basic job skills that can lead to employment. 15 hours per week for each Refugee participant who has added difficulty in obtaining employment due to at least one of the following criteria:

- Illiterate in their native language
- Lesbian, Gay, Bisexual, Transgender
- Experiencing social or psychological conditions
- Suffering medical conditions that impede ability to readily find employment

participation flow, good cause determination, sanctioning, and supportive services) specified in the Manual of Policy and Procedure Chapters 42-700 and 69-200, respectively, and other applicable RCA policy guidance issued by CDSS, which specify the following activities:

1. Verification/documentation of refugee/asylee status;
2. Determination of eligibility for refugee-funded services;
3. Assessment of the refugee's employment, training, English language and supportive services needs;
4. Development of a refugee family self-sufficiency/employability plan that meets the requirements of Title 45 Code of Federal Regulation (CFR) Part 400.79 of the Refugee Resettlement Program, which stipulate that the plan must:
  - a. Be developed for anyone who receives employment-related services.
  - b. Address the family's needs from time of arrival until attainment of economic independence.
  - c. Address a family's needs for both employment-related services and other needed social services.

The Family Self-Sufficiency Plan (FSSP) must include:

- a. A determination of the income level a family would have to earn to exceed its cash grant and move into self-support without suffering a monetary penalty;
  - b. A strategy and timetable for obtaining that level of family income through the placement in employment of sufficient numbers of employable family members at sufficient wage levels;
  - c. Employability plans for every employable member of the family; and
  - d. A plan to address the family's social services needs that may be barriers to self-sufficiency.
5. Referral of all non-exempt RCA applicants and recipients for participation in available/appropriate employment and training programs; and
  6. Tracking/ reporting client progress (including non-participation/cooperation) to the Human Services Agency Eligibility Worker.

### **Referral and Participation**

Human Service Agency Intake Eligibility Workers will identify refugee families who apply and are found eligible for Temporary Assistance for Needy Families and refer them to the CalWORKs Unit for mandatory employment services. Single refugee adults or families without children who are not eligible for other welfare assistance are eligible to receive RCA for their first eight months in the United States (U.S.). Both the Human Services Agency Eligibility Worker and CalWORKs Employment Specialist will inform participants of their rights and responsibilities regarding participation requirements and consequences of any failure to participate. (RCA and CalWORKs do not have the same rights and responsibilities.)

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

San Francisco Human Services Agency (HSA) is responsible for the management and administration of the RSS funds for the county including responsibility for all central intake functions, the development of the county plan, and liaison with the state Refugee Programs

Bureau and the federal ORR. The HSA staff attends public meeting with key stakeholders and is an active member of the San Francisco Coalition for Asylees, Immigrants and Refugees Services (SF-CAIR) to solicit input on refugee needs and service strategies with representatives from community-based organizations serving refugees.

The Refugee Services Planning Session was held on Wednesday, September 12, 2012, at the SF-CAIRS meeting, at 12:30 pm at 225 Bush Street, Suite 500, San Francisco, CA 94014. Representatives who attended the planning session were: Cristy Dieterich, San Francisco Department of Public Health; Linette Escobar, Sunset Russian Tobacco Education Project; Daisy Reyes, LEN Institute; Zaw Phan, Newcomers Health Program/Refugee Clinic; Clarisa Sanchez, San Francisco Catholic Charities; Angela Chan, Asian Law Caucus; Rosamunda Ayala, Mission Language and Vocational School; Suyen Figueroa, Arriba Juntos. It is widely recognized that employment services, language assistance services and supportive services are keys to self-sufficiency for the refugee population. According to information gleaned from past refugee community meetings, the two greatest needs for refugees, aside from housing, are English literacy and work experience in the U.S. San Francisco County will provide English skills training, work-related acculturation, job readiness training, skills training, job development assistance, job retention / career advancement services and will continue to collaborate with social service agencies serving refugee populations to provide access to community resources.

The Employment Development Department (EDD), Labor Market Information Division reported the unemployment rate in San Francisco-San Mateo-Redwood City Metropolitan Division was 7.3% in June 2012. The unemployment rate was 7.6 percent in San Francisco County.

All clients participating in refugee employment services are eligible for a wide array of wrap around employment and training services provided by internal agency staff or contracted community based agencies. These services include English language training, skill / career assessment and counseling services, job training and job placement and job retention services. Refugee clients also have access to wrap-around case management services offered by the Department of Human Services by one of our contracted community based training service providers. Refugee clients also have access to the City's workforce development system including its workforce centers located throughout the city and can receive services on a referral on a drop-in basis.

To help our refugee clients with their job search activities we have changed and added new operational procedures at our workforce centers and are putting more focus on the individual job seeker rather than employers. All of our community based refugee services providers are required to assist clients register for employment services at our workforce centers so that they can take advantage of the vast array of targeted employment services offered there such as employer recruitments, job / hiring fairs; seminars and workshops.

The proposed skills trainings are:

- Certified Nurse Assistant
- Home Health Aid
- General Office Clerk
- Cook
- Commercial Driver

These skills relate to the San Francisco labor market based on the EDD 2006 – 2016 Occupations with the Most Job Openings report. Personal and Home Care Aides rank 5<sup>th</sup> on the report, General Office Clerk is 9<sup>th</sup>, Food Preparation Workers 14<sup>th</sup> and Restaurant Cooks 16<sup>th</sup>. The Employment Service component, which includes ELT and Job Search, places participants in occupations such as Retail Salespersons, Waiters/Waitresses, Cashiers, Counter Attendants, Customer Service Representative, and Receptionist and Information Clerks, which rank within the first 30 occupations on the report.

The EDD, Labor Market Information Division reported on August 17, 2012, that between July 2011 and July 2012, the total number of jobs in the West Bay expanded by 40,900 jobs, or 4.3 percent. Leisure and hospitality, as well as private educational and health services scored their highest. Professional and business services, as well as other services rose to their highest in July.

The City and County of San Francisco Department of Human Services plays a key role in developing and managing employment, training and workforce development services for San Francisco residents. The Department contracts with many community organizations so that employment services are accessible and fulfill specific local employment needs. By partnering with local and national agencies, educational institutions and corporations, the Department's employment programs create greater economic opportunities for San Franciscans.

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

#### **A. BRIEF DESCRIPTION OF RSS COMPONENT**

##### Employment Services (ES)/English Language Training (ELT)

Employment services activities are directed towards job placement. ELT will run concurrently with Employment Services. Refugees with low English language proficiency are referred to service provider for language assessment. The component will include the employment activities listed below, if needed, and if sufficient funds are available:

- Education in English proficiency for refugees who are not sufficiently competent to understand, speak, read, or write English language to allow employment commensurate with the employment goals.
- Job readiness activities designed to ensure that the refugee is familiar with general workplace behavior/attitudes necessary to compete successfully in the labor market;
- Group/individual job search, including counseling, information on worker rights, work-related acculturation, and job seeking skills training;
- Job development/placement.

##### Skills Training (ST)/ English Language Training (ELT)

The program covers general job skills and career guidance to ensure success in achieving short-term employment and self-sufficiency. ELT will run concurrently with Skills Training. Skills Training referral is based on a refugee's vocational goal, employment, and educational history. Refugees are referred to service provider for testing and appraisal. Supportive services and case management are provided to help address barriers to employment. The component will include the employment activities listed below, if needed and if sufficient funds are available:

- Education in English proficiency for refugees who are not sufficiently competent to understand, speak, read, or write English language to allow employment commensurate with the employment goals.
- Job readiness activities designed to ensure that the refugee is familiar with general workplace behavior/attitudes necessary to compete successfully in the labor market;
- Group/individual job search, including counseling, information on worker rights, work-related acculturation, and job seeking skills training;
- Unpaid internship/work experience and
- Job development/placement.

During the skills training program, an unpaid off site internship is offered when acceptable skills are demonstrated. The participant will have the opportunity to work part-time at a San Francisco business.

## **B. BRIEF DESCRIPTION OF ORDG COMPONENT**

### Case Management/ Linking / Referrals

Provide culturally appropriate case management services and direct assistance for seniors experiencing adjustment problems or problems functioning in the community. Services includes needs assessment, care planning, referrals to other community resources, and follow up.

### Citizenship Assistance & Naturalization Services

Provide education and preparation services to older refugees and asylees with citizenship classes, where they learn basics of the United States history and government structure. They are introduced to 100 questions for the naturalization test. In addition, participants are provided with one-on-one assistance, which includes information and discussion of such topics as naturalization, eligibility, mock interviews, medical waivers for naturalization, interviews, and eligibility for Social Security Income. Providers will assist older refugees to expedite the naturalization process and also direct them to alternate benefits they can rely on until they become naturalized.

## **C. BRIEF DESCRIPTION OF TAD COMPONENT**

### Subsidized Transitional Employment

Provide subsidized transitional employment jobs at a community non-profit to allow participants to acquire basic and occupational skills and increase employability in the U.S. labor market. Work Experience (4-6 months) 15 hours per week. Participants will be supervised and coached in their jobs.

## II. BUDGETS

### A. REFUGEE SOCIAL SERVICES

#### FFY 2012-2013 RSS BUDGET

#### FFY 2011-2012 RSS FORMULA AUGMENTATION

<u>ITEM</u>	<u>AMOUNT</u>
Employment Services	\$41,822
<hr/>	
TOTAL	\$41,822

#### FFY 2012-13 RSS FORMULA ALLOCATION

<u>ITEM</u>	<u>58%</u>	<u>42%</u>	<u>AMOUNT</u> <u>100%</u>
Employment Services	\$51,118	\$37,016	\$88,134
Skill Training	\$26,472	\$19,170	\$45,642
County Administration	\$13,692	\$ 9,915	\$23,607
<hr/>			
TOTAL	\$91,282	\$66,101	\$157,383

### B. OLDER REFUGEE DISCRETIONARY GRANT

#### FFY 2012-13 ORDG BUDGET

#### FFY 2012-13 ORDG FORMULA ALLOCATION

<u>ITEM</u>	<u>58%</u>	<u>42%</u>	<u>AMOUNT</u> <u>100%</u>
Case Management / Linking / Referrals	\$4,758	\$3,445	\$8,204
Citizenship Assistance Services	\$2,495	\$1,807	\$4,302
<hr/>			
TOTAL	\$7,253	\$5,252	\$12,506

\*Note: Due to potential budget shortfalls at the federal level, allocation amounts represent 58% of the total awards. The remaining 42% of funding will be received later in the FFY.

C. TARGETED ASSISTANCE DISCRETIONARY GRANT

FFY 2012-13 TAD BUDGET

FFY 2012-13 TAD FORMULA ALLOCATION

<u>ITEM</u>	<u>56%</u>	<u>44%</u>	<u>AMOUNT</u> <u>100%</u>
Subsidized Transitional Employment	\$7,781	\$6,113	\$13,894
County Administration	\$1,373	\$1,079	\$ 2,452
<hr/>			
TOTAL	\$9,154	\$7,192	\$16,346

\*Note: Due to potential budget shortfalls at the federal level, allocation amounts represent 56% of the total awards. The remaining 44% of funding will be received later in the FFY.

### III. ANNUAL SERVICES PLAN

## VI. ANNUAL GOAL PLAN

## **VII. APPENDICES**

### **A. COUNTY PROCUREMENT PROCESS**

The Agency will utilize its existing Individual Referral (IR) model to procure employment and training services from state and / or county approved vendors. The IR is a method for procuring and paying for employment and training services on a per person basis. The IR model promotes maximum customer choice by enabling customers to select training providers that are procured by HSA. San Francisco County offers a wide range of pre-employment services in-house for RCA eligible participants. These services are provided by the staff of the Department's Workforce Development Division (WDD) and include but are not limited to: vocational assessment / career counseling, job readiness training, job development / placement, career advancement / retention services.

### **B. COUNTY MONITORING PROCESS**

#### **Monitoring Responsibility**

The responsibility for the monitoring of programmatic function will reside with the Workforce Development Division (WDD), the employment services component of the San Francisco Human Services Agency. Agency staff will annually provide one comprehensive monitoring review for each program year of the refugee employment service providers; to include on-site visits and review of participant files and back-up documentation. The on site monitoring review will be completed no later than six months from the beginning of the program year. Providers are required to monitor participant progress and attendance and submit monthly reports to the WDD. The agency staff from the Department of Contracts will monitor fiscal compliance. Eligibility staff of the Human Services Agency will maintain eligibility documentation. A written review will be submitted to CDSS no later than 45 days from the completion date of the review.

#### **Monitoring Frequency and Methodology**

Monitoring of service providers' performance occurs each month with review and comparison of actual program accomplishments (as documented with verified enrollment, job entry, and follow-up reports which appear on monthly statistical reports). Formal annual on-site visit is done by WDD Refugee Coordinator responsible for refugee programs. In addition, informal contacts (telephone or in person) with service providers usually occur weekly or sometimes even daily. These contacts are designed to provide service providers with feedback on observed activities and to notify staff of any areas where deficiencies may exist.

## VIII. RSS REQUIRED ASSURANCES

San Francisco County assures:

- ◇ “That the planning process was developed through a planning process that involves representatives the private sector employers, affected public agencies including the CWD, leaders of the refugee/entrant community-based organizations, voluntary resettlement agencies, refugees from the impacted communities and other public officials associated with social services and employment agencies that serve refugees.”
- ◇ “That continuation of existing components will be in accordance with CDSS guidelines.”
- ◇ “That the RSS administrative budgets are in accordance with 45CFR Part 95, Subpart E, the county Cost Allocation Plan.”
- ◇ “That all requested salaries and fringe benefits for county administration and for services the county is proposing to deliver directly reflect the current county wage and benefit scales.”
- ◇ “That the county will comply with all statistical/fiscal reporting requirements on a timely basis.”
- ◇ “That RSS services will be provided in accordance with individual employability plans for each refugee and that such employability plans shall be, where applicable, part of a family self-sufficiency plan.”
- ◇ “That refugee women will have the same opportunities as refugee men to participate in all refugee funded services, including job placement services.”
- ◇ “That all services will be provided by qualified providers (public or private non-profit or for-profit agencies or individuals) in accordance with state and federal regulations, policies and guidelines.”
- ◇ “That the county will establish client priorities for RSS funded services in accordance with 45 CFR 400.147.”
- ◇ “That RSS funds will be used primarily for employability services which directly enhance refugee employment potential, have specific employment objectives, and are designed to enable refugees to obtain jobs with less than eight months participation in RSS funded services.”
- ◇ “That RSS services will be limited to refugees who have been in the U.S. 8 months or less.”
- ◇ “That the county will take into account the reception and placement services provided by resettlement agencies in order to assure the provision of seamless services that are not duplicated.”
- ◇ “That to the maximum extent feasible RSS funded services must be provided in a manner that includes the use of bilingual/bicultural women on service agency staffs to ensure adequate service access by refugee women.”
- ◇ “That to the maximum extent feasible RSS funded services must be provided in a manner that is culturally and linguistically compatible with a refugee’s language and cultural background.”
- ◇ “That nonexempt RCA clients will be required to participate in employment services within 30 days from receipt of aid.”

**X. BOARD OF SUPERVISOR RESOLUTION**

Board of Supervisor's approval of the County Plan will be sent when received.

