EMPLOYMENT & HUMAN SERVICES
DEPARTMENT

REFUGEE SERVICES PLAN PLAN YEARS 2016-2019

FOR THE PROVISION OF:

REFUGEE EMPLOYMENT SOCIAL SERVICES
OCTOBER 2016 — SEPTEMBER 2017

CONTRA COSTA COUNTY REFUGEE SERVICES PLAN FFY 2014-2015

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EXECUTIVE SUMMARY

Refugees have varied ethnic and cultural backgrounds, English proficiency, literacy levels, education and work experience, and barriers to employment, such as emotional & mental health issues, domestic violence, and other family issues. Refugees enter the United States (U.S.) with authorization to work and if working-age are expected to secure employment within one year of arrival. The goal of Refugee Social Services(RSS) in Contra Costa County (CCC) is to engage all eligible refugees in social services and work activities to prepare them for employment and the move into self-sufficiency.

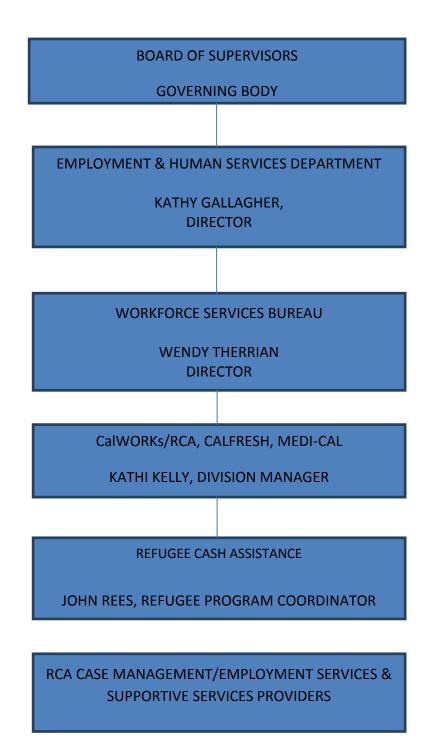
CCC has been experiencing a larger than normal influx of refugees, asylees, and Special Immigrant Visa (SIV) holders over last two years. The arrivals are mostly from Middle Eastern countries, predominantly Iran, Iraq, and Afghanistan. There are a smaller number of arrivals from Southeast Asia, the former Union of Soviet Socialist Republics (USSR), and Africa. The latest data from CDSS shows SIV arrivals from Federal Fiscal Year (FFY) 2011-2015 are now equal in number to all other refugee arrivals, 243 for each group for a total of 486 arrivals in the last five years.

Without RSS funding, the county has been referring Refugee Cash Assistance (RCA) clients to the California Employment Development Department (EDD) for registration and employment services. RCA clients are adult refugees, asylees, SIVs from Iraq and Afghanistan, ORR certified human trafficking victims, and Cuban/Haitian entrants without dependent children that do not qualify for CalWORKs. CalWORKs eligible refugees with children are referred for Welfare-to-Work (WTW) services through one of three CalWORKs employment contractors (Lao Family Community Development (LFCD), Monument Impact, and The English Center.

In order to better serve the RCA population Contra Costa County has elected to accept annual funding projected to be approximately \$78,000 from the federal Office of Refugee Resettlement (ORR) for FFY 2016/2017. As a condition of receiving this funding, the County is required to submit an annual Refugee Services Plan to the California Department of Social Services (CDSS) that describes the County's employment service delivery system for its refugee populations.

COUNTY REFUGEE PROGRAM ADMINISTRATION

CONTRA COSTA COUNTY EMPLOYMENT & HUMAN SERVICES DEPARTMENT REFUGEE ASSISTANCE PROGRAM ORGANIZATION CHART



FUNDING SOURCES AND GENERAL PROGRAM DESCRIPTION

The goal of Refugee Services funded by RSS dollars in CCC is to engage all eligible refugees in social services and work activities that are specifically designed to address the language, cultural and other barriers refugees face in order to prepare them for employment, leading toward self-sufficiency. In order to achieve this, refugee participants will focus on employment and non-employment services.

Social and employment services will be provided to refugees who have been in the U.S. for 60 months or less, including refugees receiving RCA, other types of cash assistance such as General Assistance (GA), and refugees who are not being aided.

Refugee Services will be provided based on the following priorities:

- 1. All newly arriving refugees/asylees during their first year in the U.S. who apply for Services.
- 2. Refugees who are receiving cash assistance.
- 3. Unemployed refugees who are not receiving cash aid.
- 4. Employed refugees in need of services to retain employment or to attain economic independence.

CALWORKS AND RCA COMPLIANCE

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

COUNTY PLANNING PROCESS

In planning for CCC's RSS program, previous RSS programs in the County were reviewed and community partners who serve refugees were consulted to create a service strategy that would best support eligible refugees. Input was received from leadership, and program coordinators of Jewish Family and Community Services (JFCS), LFCD, and Monument Impact. Most of the individuals that were consulted participate in the Northern California Resettlement Agencies Community Consultation forum that meets quarterly to discuss concerns and share information. The forum has participants from the following agencies: the CCC Employment and Human Services Department (EHSD), Alameda County Workforce and Benefits Administration, CDSS, International Rescue Committee (IRC), JFCS, LFCD, Bay Area Legal Aid and Catholic Charities of the East Bay to name a few.

DEMOGRAPHICS

REFUGEE PROFILE AND CHARACTERISTICS

Resettled refugees have varying levels of education. The challenge is for the providers to address multi-level training to meet their needs. Some service providers have indicated that highly educated clients may have unrealistic expectations and do not understand the American job market. Clients with low education levels require more intensive assistance, especially in learning the language in a short period of time. Initial indications are that the incoming Syrian population will be more educated and be higher functioning than previous arrivals.

The highest number of arrivals from 2010-2014 had come from Iran and Iraq. Together these two groups comprised 78.61% of the total refugees that were resettled in Contra Costa.

The most recent arrival data from the June Quarterly Consultation meeting showed a very different pattern of arrivals. The three Resettlement Agencies in our area placed 347 Afghan refugees in Contra Costa and Alameda County, this accounts for 82.23% of the total refugee arrivals. This was followed by 21 arrivals from Burma (4.97%), 16 from Africa (Iritrea, Congo, Somalia) accounting for 3.79%. There were the same number of arrivals from Iraq (14), and Syria (14), with the Syrian arrivals being within the last several months. The highest number of future arrivals are projected to come from Afghanistan and Syria.

CONTRA COSTA COUNTY REFUGEE ARRIVAL DEMOGRAPHICS* FFY 2010 THROUGH 2014

Country	Number	Percent
Afghanistan	8	2.95%
Iran	105	38.76%
Iraq	108	39.85%
Former USSR	17	6.27%
Southeast Asia	20	7.38%
Africa	12	4.43%
Other	1	0.37%
Total	271	100%

^{*}Source: CA Department of Social Services - Refugee Program Bureau

CONTRA COSTA COUNTY ACTIVE REFUGEES ON PUBLIC ASSISTANCE* ETHNIC COMPOSITION OF REFUGEES

Ethnicity	Number	Percent
A.C. 1	1.7	40.200/
Afghan	15	48.39%
Iranian	4	12.90%
African	1	3.23%
Cuban	2	6.45%
Hispanic	3	9.68%
Other Asian	4	12.90%
White	2	6.45%
Total	31	100%

^{*}Source: Contra Costa County, Employment and Human Services Department – BI Report

TARGET POPULATION NEEDS ASSESSMENT

During consultations Community Partners provided the following input:

- 1. Identification of barriers for single adult refugees:
 - Lack of affordable housing
 - lack of work or credit history required by landlords
 - Low RCA Grant amounts
 - Short RCA timeframe of eight months from date of entry
 - High cost of living in Contra Costa and surrounding areas
 - Need for immediate healthcare
 - Refugees have high expectations related to:
 - Assistance services they will receive upon arrival (Some believe the U.S. should do more to assist them upon arrival.)
 - o Job prospects and ability to use foreign education

- o Living standards (not explained in overseas orientation)
- Cultural limitations for women from countries where education and employment is not encouraged
- Emotional/mental health related to trauma and medical issues, especially with LGBT
- Lack of education
- Limited computer literacy
- English proficiency
- Transportation
- 2. The following will assist refugees to become self-sufficient:
 - Affordable housing:
 - Subsidized housing for refugees
 - Credit waivers
 - o Incentives for landlords to rent to refugees
 - Make it clear that RCA/RSS an employment program designed to assist refugees in finding work within one year.
 - Employment Services & Training that include:
 - o Culture of the American workplace
 - Work ethics
 - Importance of reporting to work on time
 - Teamwork
 - Conflict resolution
 - Communication with supervisors and coworkers
 - Following safety regulations in the workplace
 - Assistance with completing job applications
 - o Resume writing
 - o Interviewing techniques
 - Networking
 - Computer skills
 - Social adjustment training
 - ESL classes for up to 60 months
 - Transportation assistance
 - Ongoing support/retention services
 - Referrals to assist them in improving language, career pathways, earn certifications
 - Reengage them quickly after job loss.
- 3. Supportive Services required:
 - Housing assistance
 - Mental health, and trauma informed, culturally competent medical treatment
 - Clothing
 - Referrals to local resources for refugees
 - Other retention services as needed
 - Health screenings and timely follow up care

LABOR MARKET ANALYSIS

CCC belongs to one of California's busiest urban centers, the San Francisco Bay Area. There are nine counties contributing to the economy of the Bay Area: Contra Costa, Alameda, Marin, Napa, Santa Clara, San Francisco, San Mateo, Solano and Sonoma. While there is a tremendous amount of growth and development in CCC, much of the land is still rural, providing many recreational opportunities. The western and northern area shorelines are highly industrialized, while the interior sections are residential, commercial and light industrial.

The current labor market information from EDD's Website states that CCC has an estimated labor force of 549,300 of which 525,600 are currently employed, leaving an unemployment rate of 4.3 percent for April of 2016.

The following is a list of Major Employers in CCC

Employer Name	Location	Industry
AAA NORTHERN CA NEVADA & UTAH	Walnut Creek	Automobile Clubs
BART	Richmond	Transit Lines
Bio-Rad Laboratories Inc	Hercules	Physicians & Surgeons Equip & Supls-Mfrs
Chevron Corp	Richmond	Service Stations-Gasoline & Oil
Chevron Corp	San Ramon	Oil Refiners (mfrs)
Chevron Global Downstream LLC	San Ramon	Petroleum Products (whls)
Chevron Technology Ventures	San Ramon	Technology Assistance Programs
Chevron-Corp	Not Available	Real Estate
Contra-Costa Regional Med Ctr	Martinez	Hospitals
Department of Veterans Affairs	Martinez	Clinics
Inspira Financial Co	Walnut Creek	Financial Advisory Services
Job Connections	Danville	Personnel Consultants
John Muir Medical Ctr	Walnut Creek	Hospitals
John Muir Medical Ctr	Concord	Hospitals
Kaiser Permanente Antioch Med	Antioch	Physicians & Surgeons
Kaiser Permanente Martinez Med	Martinez	Clinics
Kaiser Permanente Walnut Creek	Walnut Creek	Physicians & Surgeons
La Raza Market	Richmond	Grocers-Retail
Liberty Tax Svc	Antioch	Tax Return Preparation & Filing
San Ramon Regional Medical Ctr	San Ramon	Hospitals
Sutter Delta Medical Ctr	Antioch	Hospitals

Tesoro Golden Eagle Refinery	Pacheco	Oil Refiners (mfrs)
US Veterans Medical Ctr	Martinez	Outpatient Services
USS-POSCO Industries	Pittsburg	Steel Mills (mfrs)

^{*}Data from www.labormarketinfo.edd.ca.gov/majorer/countymajorer.asp

According to the EDD's Labor Market Information Report published January 2015, the occupations with the fastest rate of job growth for the period of 2012-2022 have been and are projected to continue in the following occupations.*

- Pipelayers
- Brickmasons and Blockmasons
- Personal Care Aides
- Dental Laboratory Technicians
- Market Research Analysts and Marketing Specialists
- Meeting, Convention, and Event Planners

CCC, JFCS, the IRC, Catholic Charities and CCC's contracted service provider, (TBD) work together to assist refugees in finding employment.

According to JFCS the entry level positions available to refugees are found mostly in retail, restaurants, childcare, caregiving roles, construction, transportation and security. Most of these jobs pay \$10-15 per hour, are mostly part-time and do not offer benefits. While these jobs are a step toward self-sufficiency for new refugee arrivals, the pay is not always enough to support a family without some form of assistance. Additionally, many of these entry level positions require a high level of English language proficiency that many refugee arrivals do not possess. There are very few jobs that will accommodate refugees who speak Afghani, Arabic, Persian, Assyrian, or Farsi – the languages most of the refugees in CCC speak.

Service providers will work with employers to develop job sites to accept refugees with limited English skills.

^{*}This data is for the Oakland-Hayward-Berkeley Metropolitan Division (Alameda and Contra Costa Counties) no information was available for Contra Costa County.

DESCRIPTION OF SERVICE COMPONENTS

SUPPORTED BY RSS FUNDS

RCA cases have been identified as the target group to receive RSS program services in FFY 2016/2017. The funding level is sufficient only for the RCA Case Management/Employment Services Component.

Program Operating Period

The RCA Case Management/Employment Services Program will be in operation from October 1, 2016 until September 30, 2017.

Program Description

RCA Case Management and employment services exclusively serves RCA eligible refugees. The contracted service provider's RCA-Case Manager (RCA-CM) receives referrals of RCA eligible participants from the intake worker within 30 days of RCA approval and provides the following services:

EMPLOYMENT

<u>Intake and Assessment</u>: Conduct orientation and initial assessment. Interview individual to assess participant's oral, reading and writing English Skill levels as well as review education, job skills and work experience to determine necessary supportive services and identify other personal needs. Explain to participants the objective of the program, which is to assist participants with finding employment and meeting the required program participation requirements, with the ultimate goal of finding self-sufficiency. Develop Individual Employability Plans/Family Self-Sufficiency Plans (FSSP) to identify and address barriers or needs. Complete referrals to other appropriate services.

<u>Job Search:</u> Develop a detailed curriculum for job services including how and where to look for a job, resume writing, completing job applications, interviewing techniques, work standards and behavior in the U.S. and problem resolution techniques for the workplace. Participants are assisted with job search activities and taken to or sent to job interviews.

<u>Job Placement:</u> Develop and maintain job placements within a reasonable geographic area from the participant's residence. Place participants in unsubsidized employment. Follow up with participants after job placement to identify ongoing needs and refer them to necessary services. Monitor employed refugee for 90 days after placement to assist as needed and promote job retention.

<u>English as a Second Language</u>: Participants with limited English proficiency will be referred to the Adult School for ESL classes.

<u>Case Management</u>: Assess and refer eligible participants to appropriate components to promote employability. An appraisal will also be completed to identify any barriers that may prevent them from finding or obtaining employment. Participants will be engaged in approved job services activities for the required number of participation hours. RCA-CM will meet with participants no less than monthly to monitor job search plan activities. Monitor and report

monthly to EHSD all participant activities and progress toward the goals stated in the Individual Employability plan/FSSP.

The RCA-CM will report non-cooperation to EHSD on a timely basis. Services include but are not limited to: outreach, linking refugees to available resources, advocacy, counseling and guidance, needs assessment, providing appropriate services, monitoring progress towards established goals and objectives, and ensuring that all services specified in the service plan are provided to the refugee.

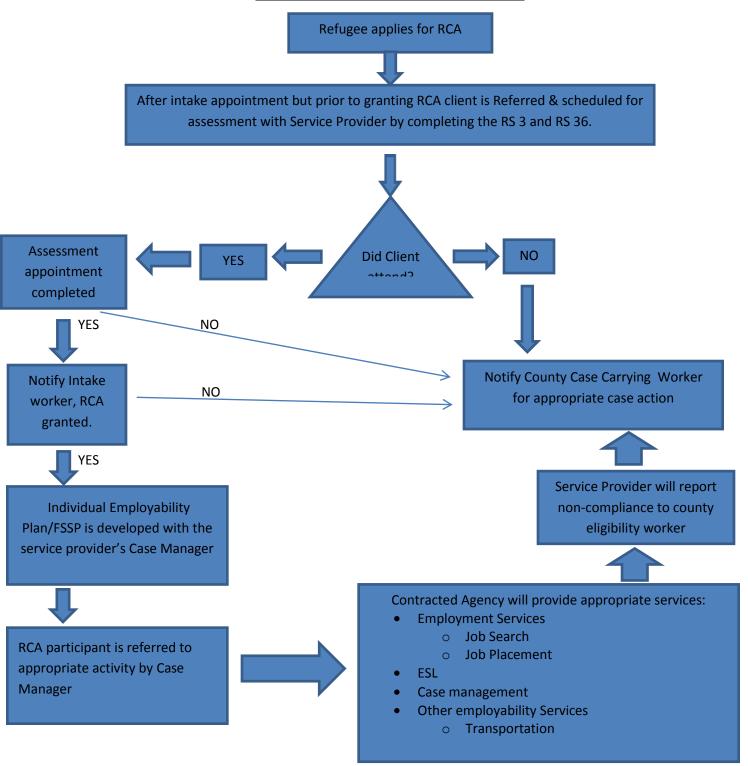
Other Employability Services: Other supportive service costs may be given to the refugee customer, if needed for employability purposes. This is assessed on a case by case basis and subject to the availability of funds.

<u>Transportation</u>: Eligible refugees will receive payments to cover the transportation costs attributable to their travel to and from their employment and education activities.

CALWORKS PROGRAM FLOW FOR REFUGEE FAMILIES

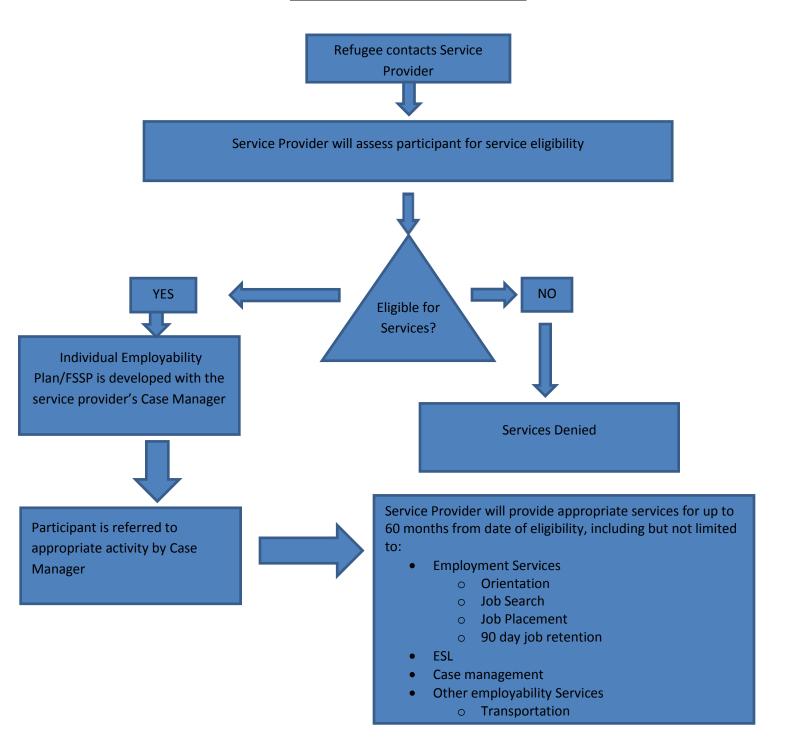
- 1. Refugee applies for benefits through My Benefits CalWIN (BCW) or in one of the Employment & Human Services Department offices.
- 2. CalWORKs refugees are referred for a Welfare-to-Work (WTW) orientation and appraisal within 10 days of their approval for benefits.
- 3. RSS dollars will only be used to serve RCA participants, not CalWORKs participants.

REFUGEE CASH ASSISTANCE FLOW



- All Employability activities and supportive services provided to RCA customers will be funded by RSS dollars.
- 2. Services will be provided to RCA participants for up to 8 months (after RCA eligibility, refugees may still receive services under the non-aided flow for up to 60 months after entry date.

NON-AIDED FLOW – REFUGEES



- 1. Employability activities provided by Contracted Service Provider to customers in the non-aided flow will be funded only by RSS dollars.
- 2. The non-aided flow will be for individuals who self-refer and may include those who have timed out from CalWORKs (48 months) or RCA (8 months), and GA clients.

CONTRA COSTA COUNTY REFUGEE SERVICES PLAN FFY 2016-2017 RSS BUDGET

FFY 2016-2017 RSS ALLOCATION

Employment Intake and Assessment Job Search Job Placement	\$ 35,000
Case Management	\$26,000
Other Employability Services	\$5,300
Subtotal	\$ 66,300
County Administration (15%)	\$ 11,700
Total FFY 2016-2017 Estimated RSS Funds	\$ 78,000

			FY	2016 A	nnual S	ervices	Plan		C	riginal (X)	Revision	n ()
Date:			Time Period Covered by Plan: 10/1/2016 - 9/30/2017										
County:				From		To:							
							Type of Agency* and Percent of Funds						
Description of Contracted or State-Provided Services		Contracted Amount by Funding Source	Total Number	0-12 Months	13-60 Months	A	В	С	D	E	F	G	Total (Should equal 100)
EXAMPLE	SS TAP Other	\$100,000.00	100 0 0	50	50	20%		20%		20%		40%	100%
	SS TAP TAD	\$35,000.00	25 0 0	20	5	20%	100%	20%		20%		40%	100%
ELT	SS TAP TAD		0 0 0										0%
OJT	SS TAP TAD SS		0 0	20									0%
Skills Training	TAP TAD	***************************************	25 0 0				100%						100%
Case Management	SS TAP TAD	\$26,000.00	25 0 0	20			100%						100%
Other (Employment)	SS TAP TAD	\$5,300.00	7 0 0	5			100%						100%
SUBTOTAL		\$66,300.00	82	65	17								
Non-Employment	SS TAP TAD ORDG		0 0										
	SS TAP TAD		*Type of Age A. State/Cou B. Ethnic Co	unty ommunity-B		zation	E. Adult Bas F. Other No	n-Profit Orga					
Grand Total	ORDG SS TAP TAD ORDG	\$78,000.00 \$0.00 \$0.00	C. Resettlem D. Communi 100%m - see	ty College	es		G						

ANNUAL OUTCOME GOAL PLAN FY 2016 PERFORMANCE GOALS AND ACTUALS State or County: **CONTRA COSTA COUNTY FY 2015 GOAL** FY 2015 ACTUAL **FY 2016 GOAL** 1. Caseload **TANF Recipients RCA Recipients** 20 No Federal Cash Assistance 0 25 Total 0 2. Entered Employment 33% Full Time Part Time #VALUE! 67% Total #VALUE! % 24% 2a. TANF Recipients Entered Employment **Full Time** Part Time Total % 2b. RCA Recipients Entered Employment Full Time 40% Part Time 60% Total 0 83% 2c. No Federal Cash Assistance Entered Employment Full Time 0% Part Time 100% Total 0 17% Cash Assistance Recipients Placed In Employment 3. Federal Cash Assistance Terminations 0% **TANF Recipients** 100% **RCA Recipients** Total 0 0 40% 4. Federal Cash Assistance Reductions **TANF Recipients** 0% 100% **RCA** Recipients Total 40% 5. Entered Full Time Employment Offering Health Benefits 0% **TANF Recipients** 100% **RCA** Recipients 0% No Federal Cash Assistance Total 0 0 50%

ANNUAL OUTCOME GOAL PLAN FY 2016 PERFORMANCE GOALS AND ACTUALS CONTRA COSTA COUNTY State or County: FY 2015 FY 2015 FY 2016 GOAL ACTUAL GOAL 6. Average Hourly Wage of Refugees Entering Full Time Employment 10.00 7. 90-Day Retention Rate 40% Percentage 7a. 90-Day Retention Rate Calculator Unduplicated # Unduplicated # of Entered of Retentions Employments Total The previous actual Retention Rate is calculated by dividing the total unduplicated number of retentions by the total unduplicated number of entered employments from July of the previous CY through June of the current CY. 8. Office of Refugee Resettlement Funding FY 2015 Actual FY 2016 Proposed Social Services Formula Funding 66,300 \$ Targeted Assistance Formula Funding Discretionary Grant Funding \$ \$ 66,300 Total Liquidated Funding Cost per Entered Employment 11,050.00 **Agency Point of Contact** Please provide the name, title and First and Last Name Title contact information for the agency staff CW Analyst/Refugee Coordinator John Rees person best equipped to respond to Telephone Number Email questions regarding your Annual 925-313-1621 jrees@ehsd.cccounty.us Outcome Goal Plan submission. Deadline for submission The completed FY 2016 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to rpbreports@dss.ca.gov by OCTOBER 23, 2015. For Office of Refugee Resettlement use only: Date submitted: Submission type: Initial Revision Status: Approved In process - clarification needed

PROCUREMENT PROCESS

All Refugee Social Service components will be subcontracted to successful bidders using the Request for Interest (RFI) process. The RFI process is completed in accordance with Federal, State and County regulations. Bidders must have bilingual staff and demonstrate the ability to meet program objectives and achieve goals as described in the County Plan. The bids submitted are evaluated by impartial, knowledgeable reviewers who have no conflict of interest or connection with any of the bidders. Bidders are rated according to fiscal, management, and programmatic standards.

The county acknowledges that ethnic community based organizations (ECBO)s have a special sensitivity for working with refugee clients who share similar cultures, languages, and life experiences. The County believes that such organizations are most qualified to provide Refugee Social Services. The ORR definition of an ECBO is as follows:

- 1. An organization legally incorporated as nonprofit; and
- 2. The organization has not less than 51 percent of its Board of Directors or Governing Board composed of current or former refugees/entrants.

All new contracts, and contract extensions require the approval of the Board of Supervisors.

Upon the CCC Board of Supervisors approval of this plan, the EHSD will follow the RFI process to select a service provider capable of providing the required services and meet the geographical needs of the incoming refugee population to be served.

Contra Costa County's service provider is	. Included below is the
contact information for the service provider and their Executive Director	•

EXAMPLE ONLY: International Refugee Resettlement Organization

Jack Hamner, Office Manager 2129 Cole Ct Antioch, CA 95380 Phone: 209-151-6632

Fax: 209-151-6633 JackHamner@IRR.ORG

International Refugee Resettlement Organization

Mona Lisa 405 14th St. Oakland, CA 94533 510-452-8222 Cell 415-222-1597 MonaLisa@ IRR.ORG

COUNTY MONITORING PLAN

Statistical analyses of the clients in the refugee service program are collected monthly. These analyses include the number of new clients entering the program and referrals to each service, the number of persons enrolled in contracted services, the number of persons accessing training and the type of training, the number of persons who entered employment, and the amount of ad reduced or terminated.

Monthly case reviews are to be conducted by the service provider's case managers to review progress, identify barriers, provide supportive services, and assure adherence to our update Employability Plans/FSSPs.

The overall fiscal and program monitoring of the CCC RSS program will be accomplished by the following means: audit claims, case reviews, electronic review, etc. At least one comprehensive monitoring review will be conducted onsite and within six months from the beginning of the program year. As part of our monitoring process, EHSD will verify and document 90-day follow-up job placements and will verify that records include all detailed requirements concerning the job placements as stated in the CDSS' County Refugee Program Guidelines, Section VII. Written reports on the reviews will be submitted to the CDSS, RPB no later than 45 days from the completion of the reviews.

The EHSD will complete the Service Participation and Outcome Report (RS 50) and Caseload Movement Report (RS 51) each trimester no later than the close of business, 20 days after the end of each trimester of the FFY, narrating major activities, accomplishments, and problems associated with the CCC RSS.

With the above reviews and reports, we will work toward meeting the program goals to insure fiscal expenditures are appropriate, and fiscal, statistical, and refugee determinations status data are accurate. In addition we will ensure that each employable refugee has an Employability Plan/FSSP developed.

Follow-up monitoring will include a review of previous corrective actions to ensure they have been corrected as specified and in a timely manner.

REQUIRED ASSURANCES

The CCC assures that the 2016-17 RSS Plan was developed in accordance with:

- California Department of Social Services Manual of Policies and Procedures
 - o Refugee Resettlement Program Regulations Division 69-200
 - o Cuban/Haitian Entrant Program Division 69-300
 - o Purchase of Services Regulations Division 23-600
- Code of Federal Regulations Title 45 Public Welfare
 - o Refugee Resettlement Program 45 CFR PART 400
 - o Cuban/Haitian Entrant Program 45 CFR PART 401
 - o Uniform Administrative Requirements 45 CFR PART 74
 - o Federal Procurement Standards 45CFR PART 92
- California Department of Social Services County Refugee Program Guidelines California Welfare and Institution Code Section 10850 Confidentiality of Records

BOARD RESOLUTION

(Reserved)