BOARD OF SUPERVISORS

Attachment C

Doug Chaffee
Chairman
Fourth District

Katrina Foley
Vice Chair
Fifth District

Janet Nguyen
Supervisor
First District

Vicente Sarmiento
Supervisor
Second District

Donald P. Wagner
Supervisor
Third District

ORANGE COUNTY REFUGEE SERVICES PLAN
FEDERAL FISCAL YEARs 2027-2029
October 1, 2026 – September 30, 2029

Prepared by:
County of Orange
Social Services Agency
September 29, 2026

An Tran, Director
Social Services Agency

Gail Araujo, Director
Family Self-Sufficiency & Adult
Services Division

Table of Contents

I. COUNTY REFUGEE PROGRAM ADMINISTRATION 1

A. Refugee Social Services/ Services to Older Refugees Flow Chart – Includes TCVAP 1

B. County of Orange Social Services Agency Organization Chart 2

C. SSA Family Self-Sufficiency & Adult Services Division Organization Chart 3

II. DESCRIPTION OF REFUGEE PROGRAM 4

A. General Program Description 4

B. CalWORKs/Refugee Cash Assistance (RCA) Compliance 6

C. County Planning Process 6

D. Demographics of the Target Population 8

E. Identification of Target Population Needs 8

F. Labor Market Information 9

III. DESCRIPTION OF SERVICE COMPONENTS 12

A. Refugee Social Services (RSS) Program 12

B. Services to Older Refugees (SOR) 17

IV. BUDGETS 19

A. Refugee Social Services (RSS) 19

B. Services To Older Refugee (SOR) 20

V. ANNUAL SERVICES PLAN – 21

VI: ANNUAL OUTCOME GOAL PLAN – 22

VII: APPENDICES 24

A. Procurement Process 24

B. County Monitoring Process 24

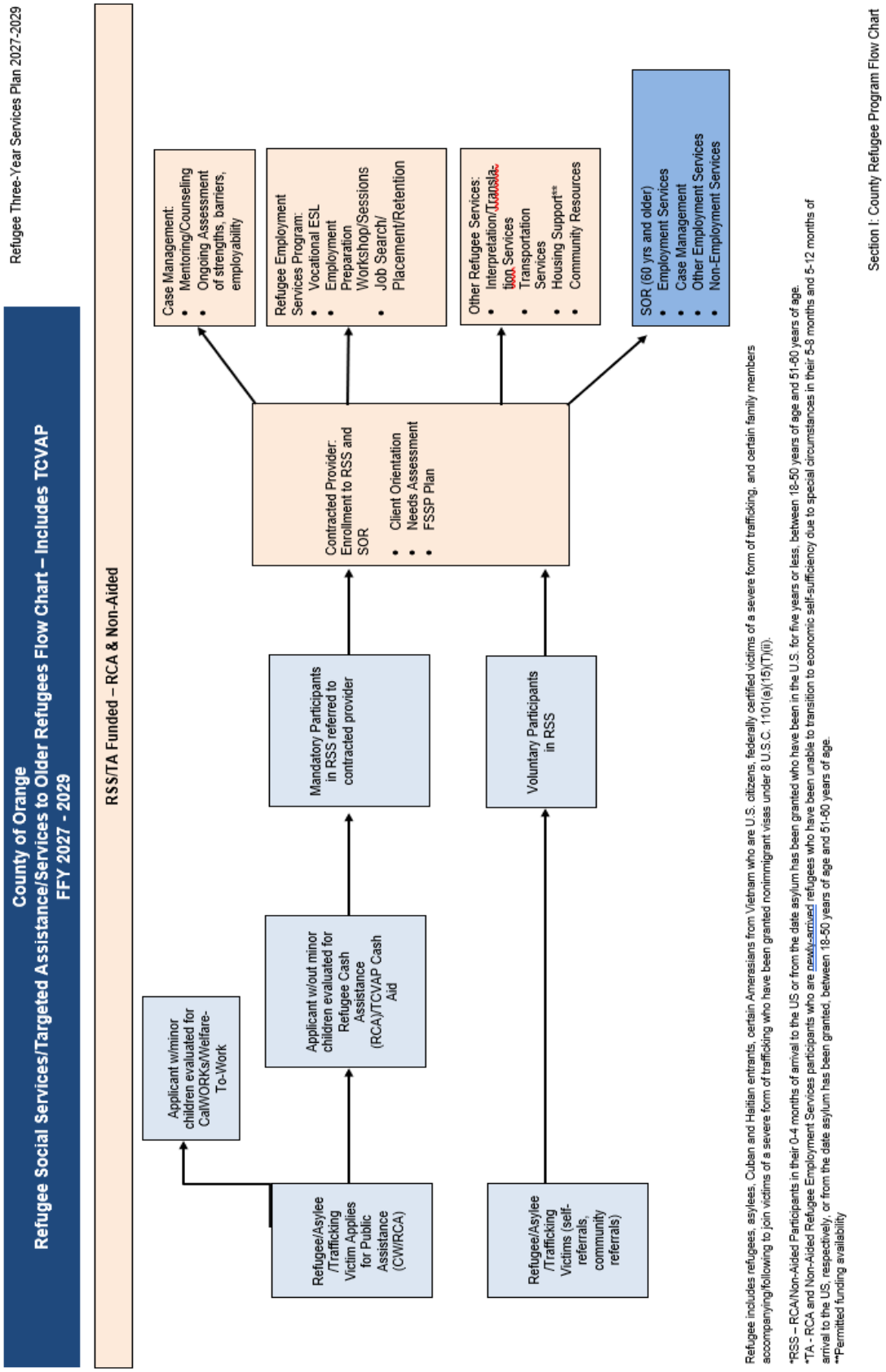
VIII: REQUIRED ASSURANCES 29

IX: COUNTY BOARD OF SUPERVISOR RESOLUTION 30

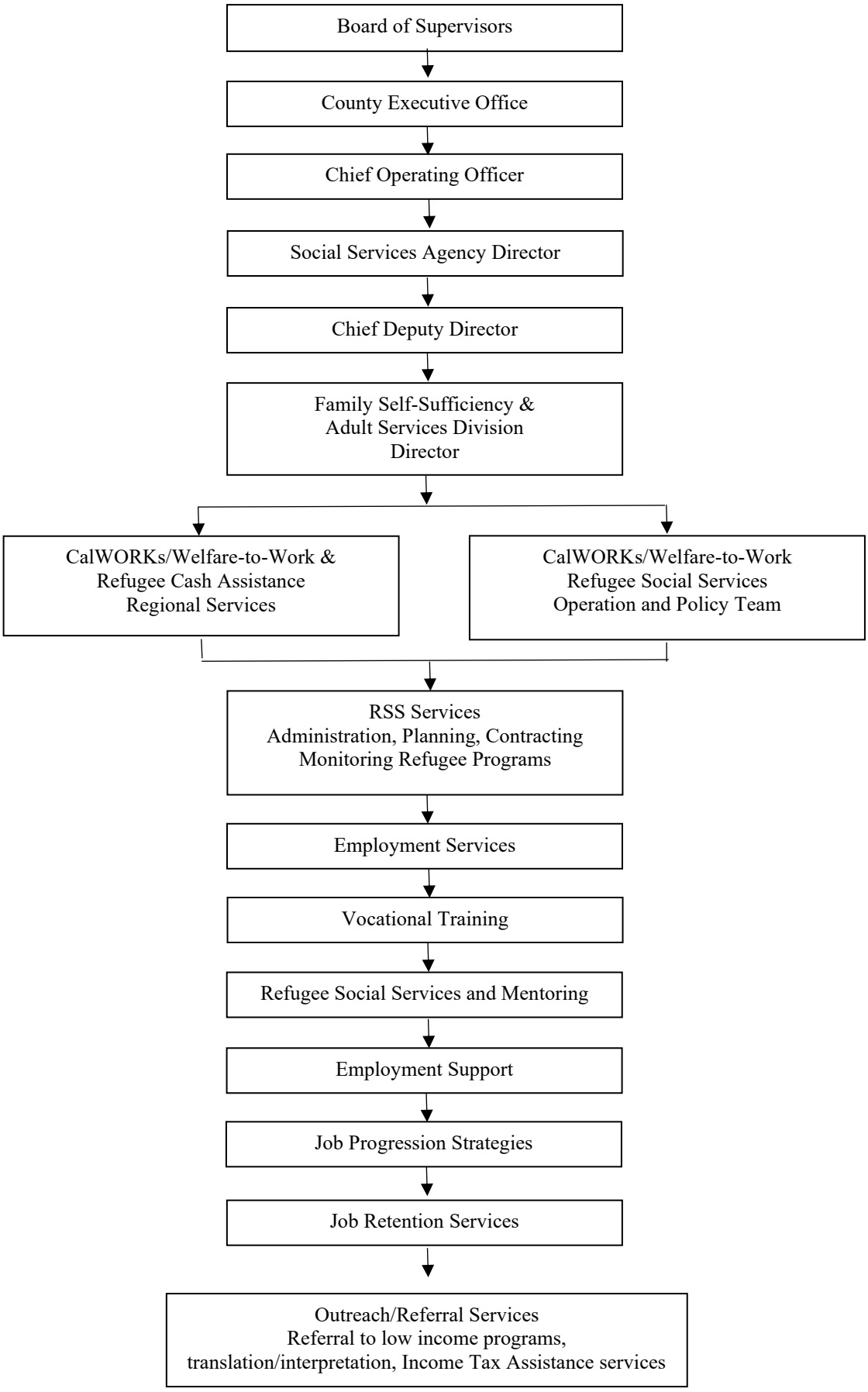
X: ADDITIONAL COUNTY INFORMATION 31

I. COUNTY REFUGEE PROGRAM ADMINISTRATION

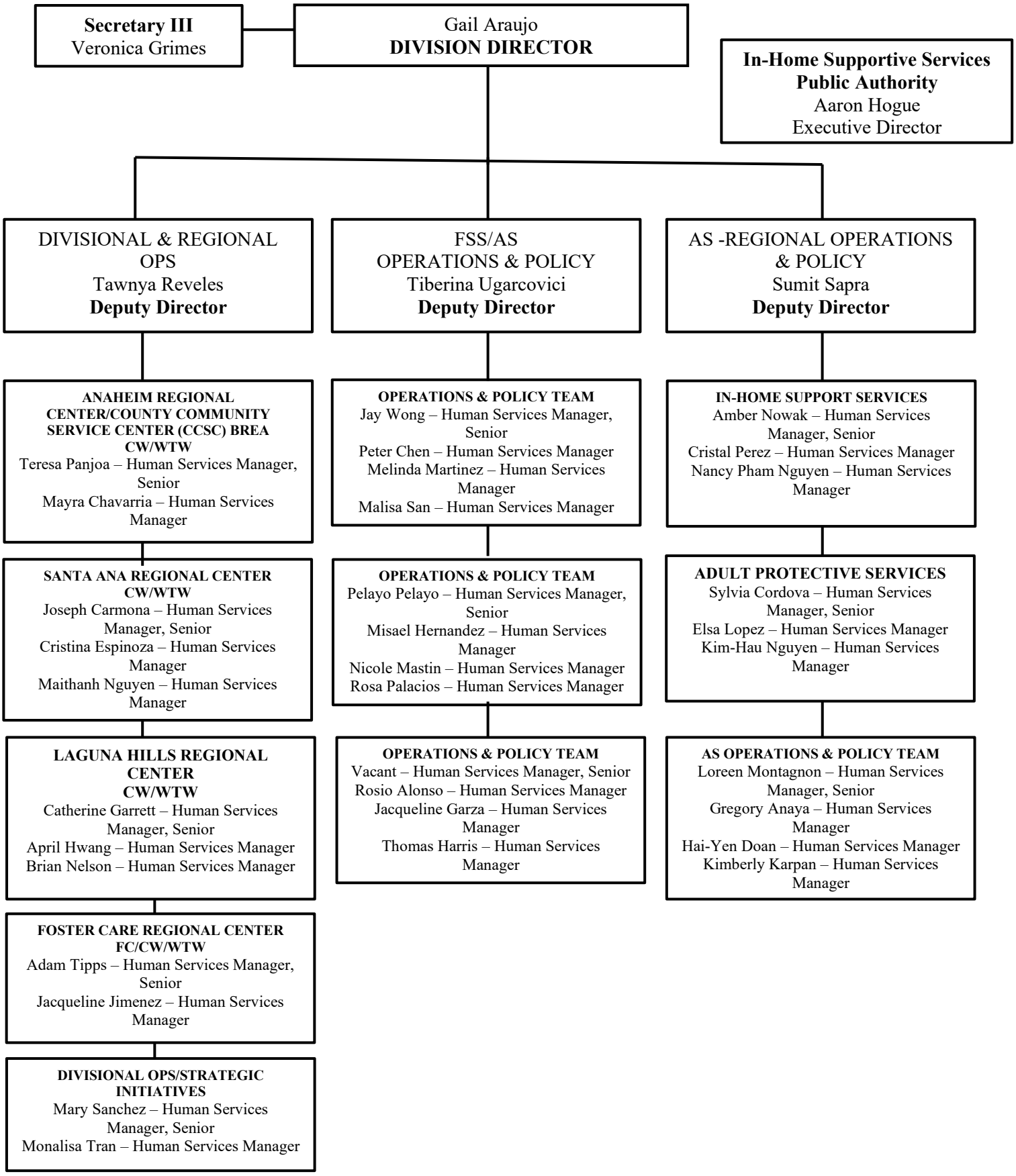
A. Refugee Social Services/ Services to Older Refugees Flow Chart – Includes TCVAP



B. County of Orange Social Services Agency Organization Chart



C. SSA Family Self-Sufficiency & Adult Services Division Organization Chart



II. DESCRIPTION OF REFUGEE PROGRAM

A. General Program Description

Purpose of Refugee Social Services (RSS)

The primary purpose of the County of Orange (County) RSS program is to assist refugees and other Office of Refugee Resettlement (ORR)-eligible populations in achieving economic self-sufficiency as quickly as possible after arrival in the United States (U.S.) consistent with the requirements of the Refugee Act, 45 Code of Federal Regulations (CFR) Part 400, and California Department of Social Services (CDSS) Refugee Program guidelines.

For purposes of this County Refugee Services Plan, the term "refugee" includes all ORR-eligible populations, including refugees, asylees, Cuban and Haitian entrants, certain Amerasians from Vietnam, Iraqi and Afghan Special Immigrant Visa (SIV) holders, federally certified victims of a severe form of trafficking and certain eligible family members, and other populations designated as eligible for ORR-funded services.

The County will utilize RSS funding to provide refugee-specific employment supportive services designed to assist eligible individuals in obtaining employment within one year of enrollment, retain employment, advance toward economic independence, and address barriers that may prevent successful integration into the community. RSS services will be prioritized in accordance with federal requirements, with priority given to newly arriving refugees during their first year in the U.S., refugees receiving cash assistance; and unemployed refugees who are not receiving cash assistance and require services to regain and maintain employment or achieve economic independence.

RSS will continue to be provided through a contracted refugee service provider, contingent upon the availability of federal funding. The County's contracted provider will deliver services in a culturally and linguistically appropriate manner and will ensure that services are accessible to participants regardless of language proficiency, cultural background, gender, or other barriers. Whenever feasible, bilingual and bicultural staff will be utilized to support effective communication and engagement with refugee participants.

Service Delivery Model

The County coordinates with refugee-serving organizations, including federally funded Resettlement Agencies (RAs), community-based organizations, and other community partners to support continuity of services for eligible refugees and other ORR-eligible populations. RAs provide initial reception and placement services for newly arrived refugees, including assistance with immediate resettlement needs and linkages to community resources. As refugees transition beyond the initial resettlement period, eligible individuals may access RSS employment and supportive services to promote economic self-sufficiency, employment retention, and community integration.

The County is responsible for program administration, oversight, contract management, and coordination with

CDSS and community partners. Direct refugee services are provided through the County's contracted refugee service provider in accordance with applicable federal and state requirements. The provider will be responsible for assessment, case management, service coordination, employment services, supportive services, documentation, participant tracking, and reporting activities required by the County and CDSS.

The County will continue to collaborate with community partners, refugee-serving organizations, workforce development agencies, and other stakeholders to strengthen service coordination and maximize available resources for refugee individuals and families. Services will be delivered in a manner that promotes economic self-sufficiency, family stability, and successful integration into Orange County communities.

Employment Services for Aided and Non-Aided Refugees

Employment services are designed to assist participants in obtaining employment, increasing earning capacity, retaining employment, and achieving self-sufficiency. Each participant receiving employment-related RSS services will receive an individualized assessment of employment readiness, including English proficiency, education, work history, skills, employment interests, barriers to employment, financial resources, and supportive service needs.

Additional Employment Service components are noted in Section III Description of Services Components, under Employment Services.

Outreach and Referral for Low Income Programs and Community Resources

The County will provide outreach, information, referral, and supportive services to eligible refugee populations to increase access to resources that promote stability, community integration, and economic independence. Based on individual and family assessments, participants may receive assistance accessing available programs and resources, including but not limited to, CalFresh, Medi-Cal, child care resources, housing assistance programs, food assistance resources, legal services, health-related services, and other community-based resources.

Supportive services may include interpretation and translation services, transportation assistance when necessary to participate in employment-related activities or other eligible services, assistance navigating community systems, and referrals to appropriate agencies. These services are intended to address barriers that may interfere with employment, family stability, and successful resettlement.

Additional Refugee Support Services

Subject to the availability of federal and state funding, the County may implement additional refugee support programs to address emerging resettlement needs identified by ORR and CDSS. These programs may include housing stabilization assistance, utility assistance, short-term food assistance, or other supportive services authorized under applicable funding guidance. Additional information is noted in section III Description of Services Components, under Non-Employment Services.

Services for Older Refugees (SOR)

The SOR Program provides services to eligible refugees and other ORR-eligible individuals who are sixty

(60) years of age or older. The goal of SOR is to promote successful community integration, reduce isolation, and assist older refugees in accessing citizenship and naturalization preparation services and other supportive resources.

Additional SOR services are noted in Section III Description of Services Components, under B Services for Older Refugees.

B. CalWORKs/Refugee Cash Assistance (RCA) Compliance

The County administers RSS which follows the Refugee Act, 45 CFR Part 400, California Welfare and Institutions Code, CDSS policy guidance, and applicable Welfare-to-Work (WTW) and RCA regulations.

The County's contracted refugee service provider will verify eligibility, complete an employability assessment, develop a Family Self-Sufficiency Plan (FSSP), and provide or coordinate employment and supportive services based on each participant's assessed strengths, barriers, employment goals, and service needs. Employment-related services may include Vocational English as a Second Language (VESL), employment preparation, job development, job placement, employment retention services, case management, and supportive services necessary to promote economic self-sufficiency.

Participants determined to be exempt will be referred to appropriate supportive services and community resources based on assessed needs. Referrals may include healthcare, mental health services, housing resources, food assistance, legal services, interpretation and translation services, transportation assistance, and other available community programs designed to promote stability and successful integration.

Program participation, good cause determinations, supportive services, participation tracking, and reporting requirements will continue to be administered in accordance with applicable CDSS policies governing Welfare-to-Work and Refugee Cash Assistance programs. The County will maintain communication with its contracted refugee service provider to monitor participation, document client progress, and ensure compliance with all state and federal program requirements.

C. County Planning Process

The County Social Services Agency (SSA), in collaboration and with input from the Office of Immigration and Refugee Affairs (OIRA), developed this Refugee Services Plan through an ongoing planning process that incorporated refugee participation, community input, consultation with the contracted RSS provider, and collaboration with community partners serving ORR-eligible populations.

Development of the plan was informed through a variety of meetings and discussions held throughout the planning period rather than through a single planning event. Input was obtained from the contracted RSS provider, refugee-serving community-based organizations, refugee community members, County staff, and other stakeholders to identify emerging needs, service gaps, and opportunities to strengthen refugee services in Orange County. Feedback gathered through these consultations was considered in the development of program priorities, service delivery strategies, and resource planning.

SSA continues to meet regularly with the contracted RSS provider to review program performance, discuss operational issues, monitor contract requirements, evaluate client outcomes, and identify emerging service needs. OIRA contributes to the planning process by engaging with refugee and immigrant communities, participating in interagency and community discussions, identifying trends affecting ORR-eligible populations, and sharing information regarding community needs and available resources.

Organizations and agencies consulted during the planning process may include refugee-serving community-based organizations, local government agencies, healthcare providers, educational institutions, legal service organizations, workforce development partners, faith-based organizations, ethnic community-based organizations, and other organizations serving refugee and immigrant communities. A list (Appendix D), of stakeholder meetings, organizations consulted, and participants will be maintained by the County and included as required under the County Refugee Services Plan requirements.

Client Satisfaction Survey

To further inform development of this Refugee Services Plan, SSA conducted a Client Satisfaction Survey (Exhibit 1) of participants receiving RSS through the County's contracted provider, Access California Services. The survey was conducted during September and October 2025 to obtain direct feedback regarding participant experiences, service satisfaction, and ongoing service needs.

Survey invitations were mailed to current and former RSS participants and included a Quick Response (QR) code linking to an anonymous online survey. The survey was available in English, Spanish, Ukrainian, Dari, and Pashto to encourage participation from clients with varying language needs. A total of 42 participants responded, representing approximately 8% of the 536 clients invited to participate. Although the response rate was limited, the survey provided valuable information regarding participant experiences and priorities and was considered alongside stakeholder input, provider feedback, and program performance data during development of this plan.

Overall, respondents reported a high level of satisfaction with RSS services. Approximately 90% of respondents indicated they were satisfied or very satisfied with the services received, and 86% stated they would recommend Access California services to others. Translation services, employment assistance, mentoring, and English language instruction were identified as among the most helpful services supporting successful integration into Orange County.

Participants also identified opportunities for improvement. Survey responses indicated a continued need for employment services that better align job referrals with participants' skills and experience, expanded résumé and interview preparation, improved transportation assistance, and additional employment opportunities for individuals with limited English proficiency. Respondents also emphasized the importance of housing stabilization, financial assistance, and language access services during the resettlement process.

The County's refugee planning process is continuous and intended to ensure that services remain responsive to changing refugee populations, evolving federal and state requirements, labor market conditions, and the identified needs of refugee individuals and families. Information gathered through ongoing collaboration

supports continuous program improvement and informs future Refugee Services Plan updates.

The Client Satisfaction Survey findings were incorporated into the County's identification of target population needs and service planning priorities described in this plan. In particular, participant feedback regarding the alignment of job referrals with individual skills and experience, résumé and interview preparation, transportation assistance, employment opportunities for individuals with limited English proficiency, housing stabilization, financial assistance, and language access reinforced the need for individualized employment planning and supportive services. These findings support the County's continued emphasis on job development and placement services that consider participants' skills, experience, and employment goals; employment preparation and interview assistance; VESL and other language services; transportation assistance; housing stabilization resources; and referrals to financial and community resources. The survey results will continue to be considered, along with provider feedback, stakeholder input, participant outcomes, and labor market information, to inform ongoing program improvements and future Refugee Services Plan updates.

D. Demographics of the Target Population

Participants in RSS come from different countries, with different educational backgrounds and English proficiencies. Upon program entry, all participants take a test to determine their English language proficiency or Student Performance Level (SPL). There are up to seven SPL levels, with level four initiating an individual's participation into the program's full range of Employment Services, excluding Vocational English as a Second Language. In terms of English proficiency, among the RCA population, less than 1% of participants scored SPL 0, 1.7% at SPL 1, 5.7% at SPL 2, 10.2 % at SPL 3, 13.0 % at SPL 4, 34% at SPL 5, 13.6% at SPL 6, and 21.8% at SPL 7.

For the first nine months of FFY 2026, the largest group of refugees enrolled in RSS-funded employment services in Orange County were from Ukraine (41.3%), followed by Afghanistan (24.4%), Russia (11%), and South Africa (6.4%). The remaining 16.9% of enrolled refugees came from other countries.

Among the RCA population receiving RSS employment services, 15.7% were between 18 and 21 years of age, 24.4% were between 22 and 33 years of age, 37.2% were between 34 and 44 years of age, 9.3% were between 45 and 50 years of age, and 13.4% were 51 years of age or older. Of RSS participants, 42.4% were male and 57.6% were female.

Assessment statistics for the above period reflected a wide range of educational backgrounds among RSS participants. Of those assessed, 1.7% reported no formal schooling, 12.7% had some elementary or secondary education but had not earned a high school diploma, 18.0% held a high school diploma, 16.3% had some college, 34.9% held a bachelor's degree, and 16.4% held a master's or doctoral degree.

E. Identification of Target Population Needs

The needs of Orange County's refugee population continue to evolve based on changes in global displacement patterns, federal refugee admission priorities, and the populations eligible for resettlement in

the United States. Refugees and other ORR-eligible populations served through RSS may have varying educational backgrounds, employment histories, English language proficiency levels, professional credentials, and resettlement experiences depending on their country of origin and circumstances prior to arrival.

Historically, many refugees have experienced barriers related to limited English proficiency, unfamiliarity with the U.S. labor market, limited U.S. work experience, challenges obtaining employment authorization documents, difficulties navigating public systems, housing instability, transportation barriers, and the effects of trauma or interrupted education. These barriers may impact a refugee's ability to obtain employment, maintain employment, and achieve economic self-sufficiency.

At the same time, some newly arriving refugee populations may enter the United States with higher levels of education, professional experience, or specialized skills. These participants may require different types of support, including assistance with credential recognition, professional licensing requirements, translating prior work experience into the U.S. labor market, career pathway development, and connections to employment opportunities aligned with their skills and qualifications.

Due to the changing composition of the refugee population, RSS service delivery must remain flexible and responsive to the individual needs of participants. Through comprehensive assessments and FSSP, the County's contracted refugee service provider will identify each participant's strengths, employment goals, barriers, and supportive service needs. Services will be tailored accordingly and may include employment preparation, job development, vocational English language instruction, skills training referrals, employment retention services, case management, transportation assistance, interpretation and translation services, housing support, and referrals to community resources.

Refugee families may also require assistance with community integration, navigating available benefits and services, accessing health and mental health resources, and understanding systems that support long-term stability. The County will continue to collaborate with refugee-serving organizations, Resettlement Agencies, community-based organizations, workforce partners, and other stakeholders to identify emerging needs and ensure services remain culturally and linguistically appropriate.

F. Labor Market Information

Orange County maintains a diverse labor market with employment opportunities across a wide range of industries. According to the California Employment Development Department (EDD), the unemployment rate in Orange County was 4.1% in June 2026, compared to 5.2% statewide and 4.4% nationally. During the same period, Orange County reported approximately 1,695,500 non-farm jobs, reflecting a broad employment base across multiple industry sectors.

Employment opportunities in Orange County are concentrated across industries that provide both entry-level and career pathway opportunities for individuals with varying levels of education, work experience, and English language proficiency. As of June 2026, some of the largest employment sectors included professional and business services (316,700 jobs), private education and health services (294,000 jobs), trade,

transportation, and utilities (254,900 jobs), and leisure and hospitality (245,200 jobs).

Several industries relevant to refugee employment demonstrated continued growth. Between June 2025 and June 2026, private education and health services increased by 13,600 jobs, including growth of 10,400 jobs in health care and social assistance. Leisure and hospitality increased by 7,200 jobs during the same period, and professional and business services increased by 2,000 jobs. These industries represent potential employment opportunities for RSS participants while also requiring targeted workforce preparation, language development, and employment support.

The refugee population served through RSS enters the labor market with diverse educational backgrounds, occupational experience, English language proficiency levels, and transferable skills. Some participants possess professional credentials, specialized skills, and substantial work experience obtained outside of the United States. These experiences may include skills that are transferable to occupations and career pathways within Orange County's diverse labor market. However, participants may require assistance with credential recognition, licensing requirements, workplace expectations, and translating prior education and employment experience into the U.S. labor market. The County's employment service strategy therefore seeks to recognize and build upon participants' existing skills and experience while providing individualized support to help them identify appropriate employment opportunities, pursue career advancement, and contribute to the local workforce and economy.

In addition to the employment barriers that may affect workforce participation, RSS participants bring significant educational backgrounds, prior work experience, and transferable skills that represent valuable workforce assets for Orange County. Assessment data for the first nine months of FFY 2026 indicate that 68.5% of RSS participants completed college, while 17.1% had a high school diploma and 11.5% reported a seventh-through twelfth-grade level of education. Participants also enter the program with varied occupational experience, professional skills, and knowledge gained in their countries of origin. These educational and professional backgrounds may provide opportunities for participants to pursue employment beyond entry-level positions when appropriate career pathways, credential recognition, licensing assistance, skills translation, and employer connections are available.

Consistent with the goals of RSS, the County's employment service strategy is designed to connect participants with available employment opportunities while addressing barriers that may impact successful workforce participation. Through individualized assessments and FSSP, participants receive services based on their skills, employment goals, and identified needs. Services may include employment preparation, résumé assistance, interview preparation, job development, job placement, VESL, skills training referrals, and employment retention services.

Orange County's high cost of living, particularly housing costs, remains an important consideration when assisting refugee households in achieving economic self-sufficiency. Employment services therefore emphasize not only rapid workforce entry, but also employment retention, wage progression, career advancement, and connection to supportive services that promote long-term stability.

The County and its contracted refugee service provider will continue to utilize labor market information from

EDD, workforce partners, employer engagement activities, and participant assessments to ensure RSS services remain responsive to local employment conditions and the evolving needs of refugee individuals and families.

III. DESCRIPTION OF SERVICE COMPONENTS

A. Refugee Social Services (RSS) Program

RSS employment services are provided through the County's contracted service provider, Access California Services, and are designed to assist eligible refugees and other ORR-eligible populations in achieving economic self-sufficiency as quickly as possible. Services are individualized based on each participant's employment readiness, English language proficiency, work history, education, vocational skills, family circumstances, and identified barriers to employment.

Following referral or self-enrollment, participants receive intake, eligibility verification, orientation, comprehensive assessment, and development of a FSSP and Individual Employability Plan, as applicable. The FSSP identifies employment goals, supportive service needs, referrals, and strategies to address barriers while promoting long-term family stability and economic independence. Case management is provided throughout participation and includes ongoing assessment, service coordination, referrals, progress monitoring, and follow-up.

Each RCA applicant/recipient is referred to the contracted refugee provider to register for employment services unless determined to be exempt. The provider accepts all mandatory referrals from the RCA program and verifies the client's refugee status to ensure eligibility for services and:

- Explain mandatory work registration and participation requirements to RCA participants.
- Administer an English ability assessment test to determine all participants' Student Performance Level (SPL).
- Conduct an orientation to explain program policies and procedures and participants' rights and responsibilities.
- Assess the participant's job skills, work history, and family needs.
- Assign a case manager to each participant to more accurately assess the participant's or family's strengths, barriers to employment, and potential need for specialized services.
- Develop a FSSP, which is a comprehensive service and employability plan with goals for self-sufficiency for each participant and employable household members.

Participants with an SPL level of three (3) or lower are enrolled in VESL concurrent with employment preparation and job counseling. Participants with an SPL level of four (4) or higher participate in employment services, job search, and skills development activities consistent with their employment goals. Participants enrolled in VESL receive English instruction related to finding, obtaining, and maintaining employment.

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

The employment service components described below are operated by the County's contracted refugee service provider, Access California Services.

Employment Services

1. Family Self-Sufficiency Plan/Individual Employment Plan
   This is a comprehensive employability plan that includes a family budget and specific steps that will be taken to ensure success in achieving short-term and long-term goals, with a realistic 12-month timeframe for every employable individual/family member over the age of 16. The Family Self-Sufficiency Plan also addresses any social barriers that might impede financial self-sufficiency and takes into consideration the needs and barriers of all household members.

2. Employment Workshops
   Employment preparation workshops provide training on how to complete job applications and interview skills. These 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.

3. Job Search Assistance, Counseling, Development, and Placement
   Participants receive ongoing job search assistance, employment counseling, and job development services to support successful placement into unsubsidized employment. Participants are expected to actively participate in job search activities and, when required, submit applications to potential employers and maintain regular communication with the provider to review employment goals and monitor progress.

   Job counselors and job developers provide individualized support, including assistance with job applications, interview preparation, identifying employment opportunities, and connecting participants with potential employers. The provider works with mainstream and refugee-serving employers to identify appropriate employment opportunities aligned with participant skills, experience, and employment goals.

   Job development activities may include employer outreach, job leads, job screenings, job fairs, and assistance with transportation or interpretation needs during the application and interview process. The provider may utilize strategies such as employer-sponsored transportation options, carpooling, staggered work schedules, and other approaches to address employment barriers and support successful placement.

4. Employment Support/Job Retention
   Job retention services are available to participants who become employed for up to 12 months. 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 participants to secure full-time positions.

   b) Referral for VESL and/or Vocational Training classes conducted by local educational providers to promote continued education that assists participants to improve English language

skills, learn new skills, or upgrade present job skills to increase earning potential.

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

d) Conducting post-placement follow up by contacting the participants or making home visits to assess the individual or family's progress toward the goal of self-sufficiency.

5. English Language Learning and Skills Training

English Language Learning, including VESL, is provided to assist participants in developing the language skills necessary to obtain, retain, and advance in employment. Based on the participant's assessed English proficiency level, employment goals, and individual service plan, participants may be enrolled in VESL concurrently with employment preparation and other employment-related activities.

VESL instruction focuses on employment-related language skills and workplace communication, including terminology and skills necessary for job searching, completing employment applications, participating in interviews, understanding workplace expectations, and communicating effectively on the job. Instruction may also incorporate cultural and workplace adjustment topics to support successful integration into the local workforce.

Participants may also be assessed and referred to short-term skills training, vocational education, adult education programs, regional occupational programs, community colleges, and other training providers based on their employment goals, skills, experience, and local labor market opportunities. Training activities may include opportunities to enhance existing skills, develop new occupational skills, and increase opportunities for employment advancement and increased earning potential.

The contracted provider monitors participant progress in English language and skills training activities and coordinates with training providers, as appropriate, to support completion of activities and successful transition into employment.

6. Case Management

Case management activities include:

- Explaining employment and training requirements.
- Developing an individual employability plan for every employable individual/family member over the age of 16. The plan includes a budget, specific steps that will be taken, and a realistic timetable.
- Identifying any employment as well as social barriers that might impede financial self-sufficiency.
- Providing assistance during follow-up home visits or phone calls to ensure success in reaching the plan goals.
- Tracking the refugee's participation in the plan activities. Utilizing home visits to more accurately assess strengths and barriers to employment.
- Documenting the activities and information in the case record.

7. Other Employability Services

   The provider integrates additional employability services into the RSS service model to address barriers that may impact a participant's ability to obtain and maintain employment. Services may include employment-related social adjustment topics such as cultural orientation, workplace expectations, work safety, employee rights, citizenship and immigration-related assistance, housing, health care, nutrition, household budgeting, and other supportive services necessary to promote economic self-sufficiency. When possible, case management services are provided by staff who speak the participant's preferred language, or interpretation and translation services are arranged as needed. The provider also assists participants with transportation needs related to employment activities, including transportation planning, public transportation awareness, employer-sponsored transportation options, and other strategies to support successful employment outcomes.

Non-Employment Services

The County's contracted refugee service provider provides non-employment supportive services to assist eligible refugees and other ORR-eligible populations in addressing barriers that may impact successful employment, economic self-sufficiency, family stability, and community integration. Services are provided based on individual and family needs identified through assessment and case management and may include referrals, coordination with community resources, supportive assistance, interpretation and translation, transportation, housing assistance, and other services authorized by CDSS and available funding.

1. Case Management and Service Coordination - The provider assigns case management staff to assess participant needs, identify barriers, develop service plans, coordinate referrals, and monitor progress toward self-sufficiency goals. Case management services include identifying and addressing barriers related to language access, health care, mental health, housing instability, transportation, family needs, and other social service needs.

   The provider maintains communication with participants and community partners to ensure referrals are completed and services are effectively coordinated. Case management activities may include follow-up contacts, home visits when appropriate, documentation of services provided, and updates to participant service plans.

2. Information, Referral, and Linkages to Community Resources - The provider assists participants in accessing available community resources and public benefit programs that support self-sufficiency and family stability. Services may include assistance with applications, referrals, and follow-up for programs and resources included, but not limited to:
   a) Health care programs, including Medi-Cal and other health coverage resources;
   b) Nutrition assistance programs, including CalFresh and local food resources;
   c) Child care and family supportive services;
   d) Education and training opportunities;
   e) Workforce development and community-based services, and
   f) Other local, state, and federally funded programs.

The provider works with community-based organizations, public agencies, and other service partners to maximize available resources and reduce barriers to successful integration.

3. Interpretation and Translation Services – The provider provides interpretation and translation services, or coordinates referrals for language assistance, to ensure participants with limited English proficiency can access needed services. Language assistance may include support with completion of forms, medical appointments, government agency visits, immigration-related appointments, and other essential service interactions.

4. Transportation Services – The provider assists participants with transportation needs that may impact participation in RSS activities or access to essential services. Transportation assistance may include coordination of transportation resources, assistance accessing public transportation, carpooling arrangements, and other transportation solutions based on participant needs and available resources.

5. Housing Assistance and Support Services – The provider may provide housing-related supportive services, such as the Refugee Housing Support Program (RHSP), to eligible RSS participants when funding and program authority are available. Additional details of the programs noted below:

   a) RHSP is available to eligible ORR populations residing in Orange County whose ORR eligibility begins on or after October 1, 2024, subject to applicable federal and state requirements and available funding. Eligible populations may include refugees, certain Special Immigrant Visa holders, asylees, Cuban and Haitian entrants, certain Amerasians, and certified victims of human trafficking. Priority will be given to eligible populations that did not receive Reception and Placement assistance through a local resettlement agency. Individuals receiving other housing assistance, participating in the ORR Matching Grant program, or otherwise not meeting applicable financial need or program participation requirements may not be eligible for RHSP.

      Eligible households may receive assistance for up to 12 months or until available program funds are fully expended, whichever occurs first. Assistance may include an initial security deposit, rental assistance, and utility assistance, subject to program requirements. Rental and utility assistance may be provided for up to 12 months and may cover the allowable monthly rental or utility cost. The program will also provide housing stabilization planning, case management, housing search assistance, landlord engagement, and referrals to other community housing resources, as appropriate.

      The primary applicant is required to engage in employment service activities that support job readiness and employment, consistent with applicable program requirements. Participant eligibility and housing needs will be reassessed at regular intervals to determine continued eligibility for assistance. The County and its contracted provider will maintain documentation of eligibility, housing costs, financial need, employment service participation, assistance provided and required participant notices in accordance with CDSS and federal requirements.

      RHSP is intended to complement RSS employment and supportive services by addressing housing instability that may otherwise interfere with employment participation, family stability, and successful integration into Orange.

6. Short Term Food Assistance (STFA) - The County will implement STFA using RSS base funding to

provide temporary food assistance to eligible ORR populations experiencing qualifying short-term barriers to food access. STFA is intended to address urgent, short-term nutritional needs that cannot be adequately met through locally available resources while participants work toward accessing longer-term food and household supports.

Eligible participants must be enrolled in RSS or newly enrolled for purposes of receiving STFA and must be within the applicable 60-month RSS eligibility period. Participants must attest to a qualifying short-term barrier to food access, including an inability to access the full CalFresh benefit for which they are generally eligible or an inability to secure housing that permits food preparation. The County will also assess whether the household has an urgent, short-term nutritional need that cannot be met through available community resources, such as food banks, food pantries, mutual aid organizations, or other local assistance.

STFA assistance may be provided for up to three (3) months per Federal Fiscal Year, subject to applicable program requirements and available funding. Assistance will be provided through monthly food-only gift cards based on household size. STFA will be coordinated with RSS case management and referrals to CalFresh, community food resources, housing assistance, and other supportive services to promote household stability and reduce barriers to successful resettlement and economic self-sufficiency. The County will maintain documentation of eligibility, the identified food access barrier, the urgent nutritional need determination, and the issuance of assistance in accordance with applicable federal and state requirements.

B. Services to Older Refugees (SOR)

Subject to the availability of federal and state funding, the County will provide SOR through its contracted refugee service provider. SOR services are designed to assist eligible older refugees in achieving greater independence, accessing needed resources, increasing social integration, and navigating services available within the community.

1. Outreach, Information/Referrals and Linkages: The provider will conduct outreach activities to inform older refugees of available programs and services. Participants will receive assistance with accessing community resources, including local aging services, health care programs, social service programs, and other resources that promote independence and well-being.

2. English Language Learner: The provider will offer English language learning opportunities designed to assist older refugees, including those preparing for naturalization. Instruction will focus on improving English language skills needed for daily activities, community participation, and successful completion of citizenship-related requirements.

3. Citizenship/Naturalization and Legal Services: The provider will provide citizenship preparation services that include instruction in American history and civics, preparation for the United States Citizenship and Immigration Services interview, and assistance understanding the rights and responsibilities of U.S. citizenship.

   Services may include assistance with naturalization applications, referrals for required fingerprinting and photographs, scheduling of citizenship examinations, and coordination of accommodations for older refugees with special needs.

4. Translation and/or Interpretation Services: The provider will provide language assistance to help older refugees access essential services and complete necessary documents. Translation and interpretation services may include assistance with medical appointments, Social Security Administration visits,

immigration-related appointments, public benefit applications, and other community service interactions.

5. Counseling, Wellness, and Socialization Activities: The provider will offer opportunities that promote social connection, emotional well-being, and successful aging among older refugees. Services may include individual counseling, group activities, wellness workshops, and socialization opportunities that address the biological, psychological, and social changes associated with aging.

6. Transportation Assistance: The provider will assist older refugees with transportation needs related to accessing SOR services, citizenship activities, medical appointments, Social Security Administration visits, community resources, and other activities that support independence and social engagement.

IV. BUDGETS

A. Refugee Social Services (RSS)

FFY 2024 – RSS FORMULA ALLOCATION

ITEM	AMOUNT
1. Employment Services	$594,000
2. English Language Training	$216,000
3. Case Management Services	$162,000
4. Other (Employment)	$108,000
5. Housing	$370,974
6. Short-Term Food Assistance	$125,000
SUBTOTAL	$1,575,974
6. County Administration	$291,750
TOTAL FFY 2024 RSS ALLOCATION	$1,867,724

FFY 2025 – RSS FORMULA ALLOCATION

ITEM	AMOUNT
1. Employment Services	$335,942
2. English Language Training	$122,161
3. Case Management Services	$91,620
4. Other (Employment)	$61,080
SUBTOTAL	$610,803
6. County Administration	$107,789
TOTAL FFY 2025 RSS ALLOCATION	$718,592

B. Services To Older Refugee (SOR)

FFY 2024 – 2025 SOR ALLOCATION

ITEM	AMOUNT
1. FFY 2024 – Case management, transportation, referrals, etc.	$24,108
3. FFY 2025 – Case management, transportation, referrals, etc.	$22,647
SUBTOTAL	$46,755
6. County Administration	$8,251
TOTAL FFY 2024-25 SOR ALLOCATION	$55,006

In addition to the funding identified above, the County of Orange Social Services Agency hereby attests that California Work Opportunity and Responsibility to Kids (CalWORKs) Single Allocation funding will be used to serve refugee CalWORKs clients, especially for supportive services (e.g., child care, transportation, etc.)

V. ANNUAL SERVICES PLAN –

Annual Service Plan

(Instructions/additional details are under each section as applicable.)

ORR-6
OMB Control No. 0970-0036
Expires 12/31/2025

1. State/Grantee:	Orange	2. Fiscal Year:	2025	3. Date:	10/17/2025

4. Previous FFY Report (Program Participants) 45 CFR §§ 400.154 and 400.155	Total FY Unduplicated
a) Employment	406
b) Employability assessment	406
c) On-the-job training	3
d) English language instruction	226
e) Vocational Training	5
f) Skills recertfication	0
g) Day care for children	0
h) Transportation	283
i) Translation and Interpreter Services	312
j) Case management	406
k) EAD assistance	245
l) Information and referral	406
m) Outreach services	441
n) Social adjustment	352
o) Citizenship and naturalization	245
ASA RSS services only	
p) ASA housing	0
q) ASA immigration-related legal assistance	0
5. Total Unduplicated	406

6. Previous FFY report services participation (45 CFR §§ 400.154 and 400.155)	Total Number
a) Report number of service participants at the end of FFY who are 0-12 months since arrival in the US	292
b) Report number of service participants at the end of FFY who are 13-60 months since arrival in the US	114

7. Previous FFY set-aside programs services participation	RSI	SOR	YM	RHP	ARSI S2S	Other
a) Report number of service participants at the end of FFY who are 0-12 months since arrival in the US		4				
b) Report number of service participants at the end of FFY who are 13-60 months since arrival in the US		13				

Plan for upcoming FY 8. Description of State-provided or Contracted Services	9. Grant	10. Contracted Amount by Funding Source	11. Program Participants 0-12 Month	13-60 Month	Total Number	12. Type of Agency and Percent of Funds A. State or County	B. Mutual Assistance Association	C. Refugee Agency	D. Community College	E. Adult Basic Education	F. Non Profit Organization	G. School District	H. Area Agency on Aging	I. Other	J. Total
a. Employment Services	RSS	$594,000	292	114	406						100%				100%
b. English Language Instruction	RSS	$216,000	190	36	226						100%				100%
c. On-the-Job Training	RSS		3	0	3										0%
d. Vocational Training	RSS		4	1	5										0%
e. ASA Housing	RSS				0										0%
f. ASA Immigration-Related Legal	RSS				0										0%
g. Other Services	RSS	$1,115,184			0						100%				100%
	RSS-RSI				0										0%
	RSS-SOR	$28,293	4	13	17						100%				100%
	RSS-YM				0										0%
	RSS-RHP				0										0%
	RSS-ARSI S2S				0										0%
	Other/HAU	$172,825	45	96	141						100%				100%

VI: ANNUAL OUTCOME GOAL PLAN –

1. Fiscal Year	2025		
3. State/Grantee:	Orange County	4. Date:	10/17/2025

1. Caseload

	FY 2025 Goal	FY 2025 Actual	FY 2026 Goal
TANF Recipients	3	42	3
RCA Recipients	184	277	189
No Federal Cash Assistance	1	87	1
TOTAL	188	406	193

2. Entered Employment

	FY 2025 Goal		FY 2025 Actual		FY 2026 Goal	
Full Time	26	70%	56	31%	26	70%
Part Time	11	30%	127	69%	11	30%
TOTAL	37	20%	183	45%	37	19%

2a. TANF Recipients Entered Employment

	FY 2025 Goal		FY 2025 Actual		FY 2026 Goal	
Full Time	0	0%	3	12%	0	0%
Part Time	0	0%	23	88%	0	0%
TOTAL	0	0%	26	6%	0	0%

2b. RCA Recipients Entered Employment

	FY 2025 Goal		FY 2025 Actual		FY 2026 Goal	
Full Time	26	70%	28	31%	26	70%
Part Time	11	30%	62	69%	11	30%
TOTAL	37	20%	90	22%	37	19%

2c. No Federal Cash Assistance Entered Employment

	FY 2025 Goal		FY 2025 Actual		FY 2026 Goal	
Full Time	0	0%	25	37%	0	0%
Part Time	0	0%	42	63%	0	0%
TOTAL	0	0%	67	17%	0	0%

Cash Assistance Recipients Placed in Employment

	FY 2025 Goal	FY 2025 Actual	FY 2026 Goal
TOTAL	37	116	37

3. Federal Cash Assistance Terminations

	FY 2025 Goal		FY 2025 Actual		FY 2026 Goal	
TANF Recipients	0	0%	0	0%	0	0%
RCA Recipients	11	100%	24	100%	11	100%
TOTAL	11	30%	24	21%	11	30%

4. Federal Cash Assistance Reductions

	FY 2025 Goal		FY 2025 Actual		FY 2026 Goal	
TANF Recipients	0	0%	0	0%	0	0%
RCA Recipients	2	100%	17	100%	2	100%
TOTAL	2	5%	17	15%	2	5%

1. Fiscal Year	2025		
3. State/Grantee:	Orange County	4. Date:	10/17/2025

5. Entered Full Time Employment Offering Health Benefits

	FY 2025 Goal		FY 2025 Actual		FY 2026 Goal	
TANF Recipients	0	0%	1	13%	0	0%
RCA Recipients	5	83%	5	63%	5	83%
Federal Cash Assistance	1	17%	2	25%	1	17%
TOTAL	6	3%	8	2%	6	3%

6. Average Hourly Wage of Refugees Entering Full Time Employment

	FY 2025 Goal	FY 2025 Actual	FY 2026 Goal
Average Hourly Wage	$16.50	$20.59	$16.90

7. 90-Day Retention Rate

	FY 2025 Goal	FY 2025 Actual	FY 2026 Goal
Percentage	87%	81%	87%

7a. 90-Day Retention Rate Calculator

	Unduplicated # of Retentions	Unduplicated # of Entered Employments
TOTAL	136	168

8. Office of Refugee Resettlement Funding

	FY 2025 Actual	FY 2026 Proposed
Social Services Formula Funding	$ 247,500.00	$ 2,098,009.00
Total Liquidated Funding	$ 247,500.00	$ 2,098,009.00
Cost per Entered Employment	$ -	$ -

Agency Point of Contact

In the available fields, enter the name, title, and contact information of the agency staff person best equipped to respond to questions regarding your Annual Outcome Goal Plan submission.

Name:	Rosa Palacios
Title:	Human Services Manager
Phone Number:	714-541-7816
Email:	Rosa.Palacios@ssa.ocgov.com

VII: APPENDICES

A. Procurement Process

SSA has an agreement with Access California Services to provide direct Refugee Social Services and Support program to refugees. The provider was selected through the Request for Proposal (RFP) process for Refugee Social Services. Proposals were evaluated by a panel consisting of members who have had experience working with the refugee population or providing employment services. Evaluation criteria included experience, program management, service delivery system, program design, demonstrated ability to provide service, budget summaries, and demonstrated performance.

Provider's staff, and if applicable, partnering agencies (including partners), 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. Provider's staff and the instructors employed by local educational providers to provide VESL and Vocational Training instruction 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

County staff provide ongoing contract administration through regular communication with the contracted provider, review of program performance, technical assistance, and oversight of contract compliance. RSS program monitoring is conducted by the Operation and Policy Team and Contract Services staff as follows:

Program: Operations and Policy Team, SSA

Fiscal: Administrative Contracts & Procurement Services, SSA

2. Monitoring Process

Orange County will comply with CDSS guidelines regarding requirements on frequency of monitoring, submission of reports, and corrective action related to program deficiencies. The County assures there will be no conflict of interest when monitoring its own service providers.

Frequency**:** Program operations will be monitored through a site visit at a minimum of once each federal fiscal year.

Case Selection: A minimum of 10% of the total caseload (RCA/non-aided) will be selected at random and reviewed. 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.

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

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 provider for RCA and non-aided participants.

- 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 provider. Such reports will be compared to the provider's and County's Plan goals and objectives.

- Appropriateness of Fiscal Expenditures
  The appropriateness of fiscal expenditures and accuracy of reported fiscal data will be monitored by checking invoices submitted by the provider.

- Accuracy of Reported Statistical Data
  The accuracy of reported statistical data will be monitored at a minimum of once every twelve months through sample case tracking studies of participants served. Sample cases will be reviewed from the point of Intake/Assessment throughout program participation. The County will review the employment and supportive services provider's files and the documents contained in the case files, such as case narratives and attendance sheets documenting the client's participation and services provided.

- 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 twelve months.

- 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 provider.

- Family Self-Sufficiency Plan (FSSP)
  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 twelve months at the time of the on-site visit.

  In accordance with current CDSS requirements, the County utilizes an enhanced FSSP that incorporates expanded data collection and reporting requirements. The FSSP captures participant-specific information including enrollment and exit dates, English language proficiency, employment goals, employment outcomes, and other data elements required for federal and state reporting. The FSSP also includes an assessment of the needs of each member of the household, including children, when at least one adult is receiving RSS employability services. The County maintains a secure web-based FSSP system to facilitate case management, information sharing, reporting, and compliance with state and federal requirements. County staff provide training and technical assistance to contracted providers to support consistent implementation of FSSP requirements.

3. Corrective Action

Corrective action will be taken when the provider is found to be deficient in program performance. A Corrective Action Plan may include one or more of the following steps:

- Written documentation to provider outlining deficiencies and recommending corrective action as appropriate.
- Meeting with administrator of the provider to discuss deficiencies, corrective actions, and time frames.
- Confirmation correspondence to provider 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.

C. Contracted Service Provider

RSS Provider	Access California Services
Address	300 W. Carl Karcher Way Anaheim, CA. 92801
Phone Number	(714) 917-0440
Website	accesscal.org
Eligible Participant Population	Refugees, Asylees, Cuban/Haitian Entrants, Special Immigrant Visa (SIV) holders, Afghan and Ukrainian humanitarian parolees (as authorized), Amerasians, Certified Victims of Human Trafficking, and other ORR-eligible populations authorized under federal and state law.
Funding Source	Refugee Social Services (RSS) and other ORR and California Department of Social Services (CDSS) refugee funding allocations, subject to annual federal and state appropriations and County acceptance of funds.
Types of Service	See Section III, Description of Service Components.

D. Stakeholder Meetings

Stakeholder meeting	Date	Location
OIRA Immigration Summit	10/01/2025	Brea, CA
Monthly meeting with RSS provider Access California	10/15/2025	Teams
North SPA Monthly Case Manager Mtgs	11/11/2025	Zoom
Serving Immigrant Communities Across OC	11/12/2025	Orange, CA
Refugee Forum of Los Angeles	11/19/2025	Teams
Monthly meeting with RSS provider Access California	11/19/2025	Teams
Refugee State Advisory Council	12/11/2025	Zoom
Monthly meeting with RSS provider Access California	12/17/2025	Teams
OC Quarterly Consultation	12/18/2025	Zoom
Refugee Coordinator Quarterly Meetings – CDSS RPB	12/19/2025	Teams
Monthly Consultation w/OIRA	01/15/2026	Teams
Refugee Forum of Los Angeles	01/21/2026	Teams
Monthly meeting with RSS provider Access California	01/21/2026	Teams
Monthly meeting with RSS provider Access California	02/18/2026	Teams
Monthly Consultation w/OIRA	02/23/2026	Teams
Monthly meeting with RSS provider Access California	03/10/2026	Teams
Monthly Consultation w/OIRA	03/11/2026	Teams
Refugee Coordinator Quarterly Meetings – CDSS RPB	03/24/2026	Zoom
Refugee Forum of Los Angeles	03/25/2026	Teams
Monthly Consultation w/OIRA	04/07/2026	Teams
Monthly meeting with RSS provider Access California	04/21/2026	Teams
OC Refugee Housing Support Program Info Session	05/06/2026	Orange, CA
Monthly Consultation w/OIRA	05/13/2026	Teams

Monthly meeting with RSS provider Access California	05/20/2026	Teams
Refugee Forum of Los Angeles	06/17/2026	Zoom
Refugee Coordinator Quarterly Meetings – CDSS RPB	06/23/2026	Zoom
OC Quarterly Consultation	06/21/2026	Zoom
Monthly meeting with RSS provider Access California	06/24/2026	Teams
State Advisory Council (SAC) Quarterly Meeting	07/06/2026	Zoom
Uplift – Consultation	07/10/2026	Teams
Monthly meeting with RSS provider Access California	07/15/2026	Teams
Monthly Consultation w/OIRA	07/16/2026	Teams

E. Racial Impact Equity Assessment

Identification and Documentation of Racial Inequities

SSA is committed to ensuring equitable access to RSS for all eligible participants regardless of race, color, national origin, ethnicity, religion, disability, sex, age, or other protected characteristics. The County monitors program access and service delivery through participant demographic data, program utilization, performance outcomes, customer inquiries, and Civil Rights complaint processes to identify potential disparities and barriers to services.

SSA's Civil Rights Unit documents inquiries, requests, and complaints through the Hearing and Inquiry Tracking System, which allows the County to monitor trends and identify potential issues affecting equitable access to services. When allegations of discrimination or disparate treatment fall within Civil Rights jurisdiction, the Civil Rights Unit conducts investigations in accordance with applicable federal and state requirements and coordinates corrective actions when appropriate.

Efforts to Advance Equitable Access and Outcomes

The County incorporates equity considerations throughout the delivery of refugee services by ensuring that contracted providers maintain culturally and linguistically appropriate services, employ bilingual and bicultural staff whenever possible, and provide interpreter and translation services to participants with limited English proficiency. RSS services are delivered using trauma-informed, culturally responsive, and participant-centered approaches designed to reduce barriers to employment, self-sufficiency, and community integration.

The County also collaborates with OIRA, refugee-serving organizations, resettlement agencies, and other community partners to identify emerging needs, improve access to services, and strengthen outreach to eligible refugee populations. Input from these partners helps inform program planning and supports the County's efforts to provide equitable and culturally responsive services.

SSA employees complete mandatory annual Civil Rights and nondiscrimination training, including requirements related to Title VI of the Civil Rights Act, the Americans with Disabilities Act, and County nondiscrimination policies. The County also provides ongoing guidance and technical assistance to contracted providers regarding language access, cultural competency, and compliance with applicable Civil Rights requirements.

Measuring Progress

The County evaluates progress toward equitable service delivery through ongoing review of participant demographics, program participation, service utilization, employment outcomes, complaint trends, contract monitoring activities, and performance reporting. Findings from Civil Rights investigations, monitoring reviews, participant feedback, and program performance data are used to identify opportunities for continuous quality improvement and to strengthen equitable access to refugee services. When necessary, corrective actions,

Attachment C

policy revisions, additional staff training, or technical assistance are implemented to address identified concerns and improve program performance.

VIII: REQUIRED ASSURANCES

Orange County assures that this Refugee Social Services County Plan for FFY 2026–2029 has been prepared in accordance with applicable federal and state laws, regulations, and guidance governing the Refugee Social Services (RSS) Program, including but not limited to:

CDSS Manual of Policies and Procedures (MPP):

- Refugee Resettlement Program Regulations – Division 69-200
- Cuban/Haitian Entrant Program – Division 69-300

Code of Federal Regulations, Title 45 – Public Welfare:

- Refugee Resettlement Program – 45 CFR Part 400
- Cuban/Haitian Entrant Program – 45 CFR Part 401
- Applicable federal administrative requirements

IX: COUNTY BOARD OF SUPERVISOR RESOLUTION

This place is reserved for County Board of Supervisor Resolution

X. ADDITIONAL COUNTY INFORMATION

Exhibit 1: Client Survey

In 2025, the County Social Services Agency (SSA) conducted a Client Satisfaction Survey to gather feedback from Refugee Support Services (RSS) participants regarding service experiences, satisfaction levels, and areas for improvement. Survey invitations were mailed to current and former RSS participants and included a QR code linking to an anonymous online survey. The survey was available in English, Spanish, Ukrainian, Dari, and Pashto. A total of 42 participants responded out of 536 individuals invited to participate.

A. Respondent Profile

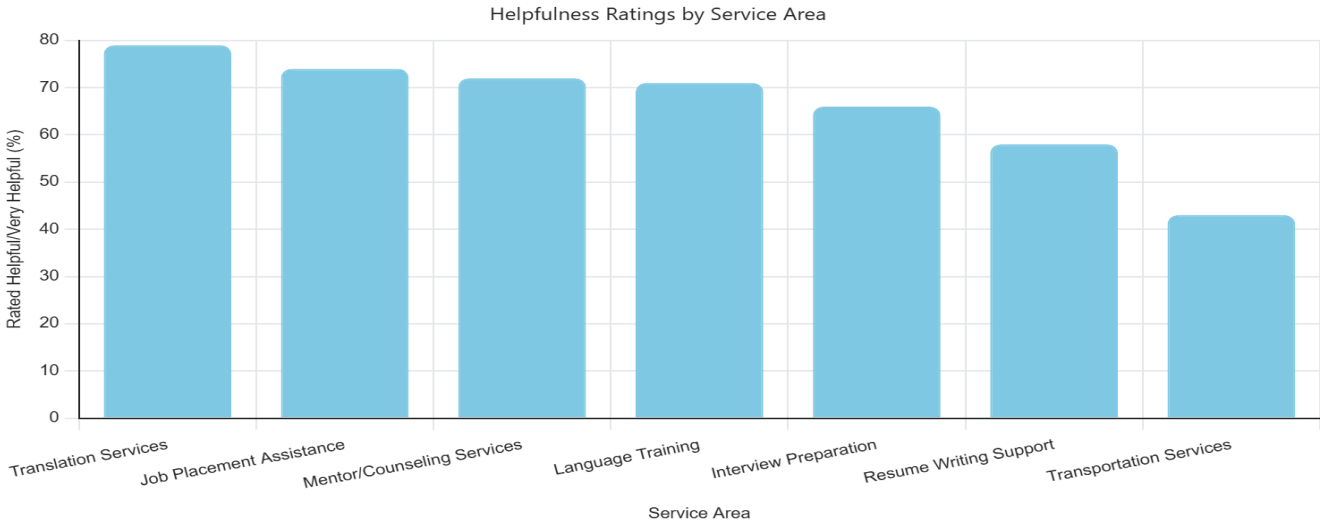
Survey Language	Number of Respondents
English	32
Spanish	4
Ukrainian	6
Dari	0
Pashto	0
Total	42

B. Overall Satisfaction with RSS Services

Satisfaction Level	Percentage
Satisfied or Very Satisfied	90%
Likely to Recommend Services	86%

Overall, respondents reported high satisfaction with RSS services. Approximately 90% of respondents indicated they were satisfied or very satisfied with services received, and 86% reported that they would recommend Access California Services to others.

C. Client-Reported Helpful Services



Respondents identified language access, employment assistance, and mentoring services as highly beneficial in supporting their adjustment to Orange County. Transportation services received the lowest helpfulness rating, indicating an area for continued review and improvement.

D. Workforce Preparation Outcomes

Outcome	Percentage
Felt prepared to enter workforce	75%
Increased confidence speaking English	72%
English lessons improved skills	76%

Survey results indicate that RSS employment services contributed positively to participants' workforce readiness and English language development. Most respondents reported increased confidence in their ability to communicate in English and pursue employment opportunities.

E. Employment Services Feedback

Finding	Percentage
Received no job referrals	73%
Received one referral	18%
Received two referrals	9%

While participants reported positive experiences with employment preparation services, survey results identified opportunities to strengthen job referral activities and ensure employment opportunities align more closely with participant skills, experience, and qualifications.

F. Reasons Participants Did Not Apply

Reason	Percentage of Comments
Did not receive information	54%
Limited English proficiency	15%
Already working/self-employed	15%
Applied independently	8%
No work permit	8%

G. Client Recommendations and Program Improvement Opportunities

Survey feedback identified the following areas for continued improvement:

- Improve alignment between job referrals and participant skills and interests.
- Expand résumé writing and interview preparation support.
- Continue addressing transportation barriers.

- Maintain accessible and culturally responsive services.
- Continue providing housing and financial stability referrals.

H. Program Planning Considerations

Survey findings were reviewed alongside provider feedback, stakeholder input, and program performance information to identify opportunities for continuous improvement. Results reinforce the importance of maintaining employment-focused services, language access, supportive services, and culturally responsive case management. The County and contracted provider will continue evaluating service delivery strategies to address identified barriers and support refugee participants in achieving economic self-sufficiency.