



CDSS

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EDMUND G. BROWN JR.  
GOVERNOR

July 20, 2018

Mr. Paul G. Lake, Director  
Sacramento County Department of Human Assistance  
2433 Marconi Avenue  
Sacramento, CA 95821

Dear Mr. Lake:

This letter is to inform you that the Sacramento County Refugee Services Plan covering the period of October 1, 2017 through September 30, 2020, has been reviewed and certified by the California Department of Social Services, Refugee Programs Bureau. A copy of the plan is enclosed for your reference.

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

Sincerely,

MARCELA RUIZ, Chief  
Immigration and Refugee Programs Branch

c: Michelle O'Camb, County Refugee Coordinator, SETA

**SACRAMENTO EMPLOYMENT AND TRAINING AGENCY (SETA)**

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SACRAMENTO, CA 95815  
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**SACRAMENTO COUNTY REFUGEE SERVICES PLAN  
FOR THE PROVISION OF  
REFUGEE SOCIAL SERVICES (RSS),  
TARGETED ASSISTANCE (TA), AND  
RSS SET-ASIDE FUNDED SERVICES TO OLDER  
REFUGEES (SOR)**

**PROGRAM YEARS COVERED**

2017-18, 2018-19, and 2019-20

(2017-18)

**SUBMITTED TO:**  
OFFICE OF REFUGEE PROGRAMS BUREAU (RPB)  
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES (CDSS)  
744 " P " STREET  
SACRAMENTO, CA 95814

APPROVED BY THE SETA GOVERNING BOARD: April 27, 2017

## TABLE OF CONTENTS

<b>ITEM</b>	<b>PAGE</b>
BACKGROUND/OVERVIEW .....	4
I. County Refugee Program Administration .....	4
II. Description of the Refugee Program .....	5
A. Funding Sources .....	5
B. General Program Description .....	5
– RCA Employment Services System .....	6
– CalWORKs Employment Services System .....	6
C. RCA and CalWORKs Compliance .....	7
D. County Planning Process .....	7
a. Identification of Target Populations .....	8
b. Labor Market Analysis .....	9
E. Additional Information .....	12
III. Description of Service Components and Service Priorities .....	12
A. RSS .....	13
1. VESL/ES – English Language Training .....	13
2. VESL/VT – Skills Training .....	14
3. SA & CO – Non-employment Services .....	15
4. Services to Older Refugees (SOR) – Non-employment Services .....	16
5. SETA Referral/Verification .....	16
6. Supportive Services .....	17
B. TA .....	17
1. VESL/ES – English Language Training .....	17
2. VESL/OJT – On-the-Job Training .....	19
4. Employment Services (ES) Stand Alone- Employment .....	19
5. SETA Referral/Verification .....	20
6. Supportive Services .....	20
IV. Budgets .....	21
A. RSS .....	21
B. RSS – In-House Direct Cost for Referral/Verification .....	22
C. TA .....	23
D. TA – In-House Direct Cost for Referral/Verification .....	24
E. RSS Set-aside .....	25

**TABLE OF CONTENTS (continued)**

<b>ITEM</b>	<b>PAGE</b>
F. RSS – Carryover .....	28
G. TA – Carryover .....	27
V. Annual Service Plan .....	29
VI. Annual Outcome Goal Plan .....	31
VII. Appendices .....	34
A. Procurement Process.....	34
B. Monitoring Process .....	34
VIII. Required Assurances .....	35
IX. County Board of Supervisors Resolutions .....	39
X. Optional County Information .....	44
<b>Attachment A:</b> Integration in the Sacramento Works America’s Job Centers of California (SWAJCC) System	
<b>Attachment B:</b> SWAJCC Site List	
<b>Attachment C:</b> Refugee Program Flow Chart	
<b>Attachment D:</b> Consultation Mailing List	
<b>Attachment E:</b> Letters from Public Hearing - <b>None Received</b>	

## **BACKGROUND/OVERVIEW**

The Sacramento Employment and Training Agency (SETA) is a joint powers agency of the city and county of Sacramento. On May 10, 1983, the Sacramento County Board of Supervisors authorized SETA to act on behalf of the county to plan and administer the U.S. Department of Health and Human Services (HHS), Administration for Children and Families (ACF)--Office of Refugee Resettlement (ORR) Targeted Assistance (TA) grant. In 1988, when AB 2635 transferred the management responsibilities of the ORR Refugee Social Services RSS funds to the county, SETA was designated by the Sacramento County Board of Supervisors to administer the funds. The purpose of the TA and RSS funds is to provide direct services intended to result in the economic self-sufficiency and reduced public assistance dependency of refugees, asylees, Special Immigrant Visa (SIV) holders, Cuban/Haitian entrants, and certified victims of trafficking through employment.

In addition to RSS and TA grant programs, SETA is also the grant recipient of U.S. Department of Labor (DOL), Workforce Innovation and Opportunity Act (WIOA) funding, U.S. U.S. DHHS, ACF—Head Start, and Community Services Block Grant (CSBG) programs. SETA also receives a variety of grants from Sacramento County Department of Human Assistance (DHA), California Department of Corrections and Rehabilitation (CDCR), and the California Employment Development Department (EDD).

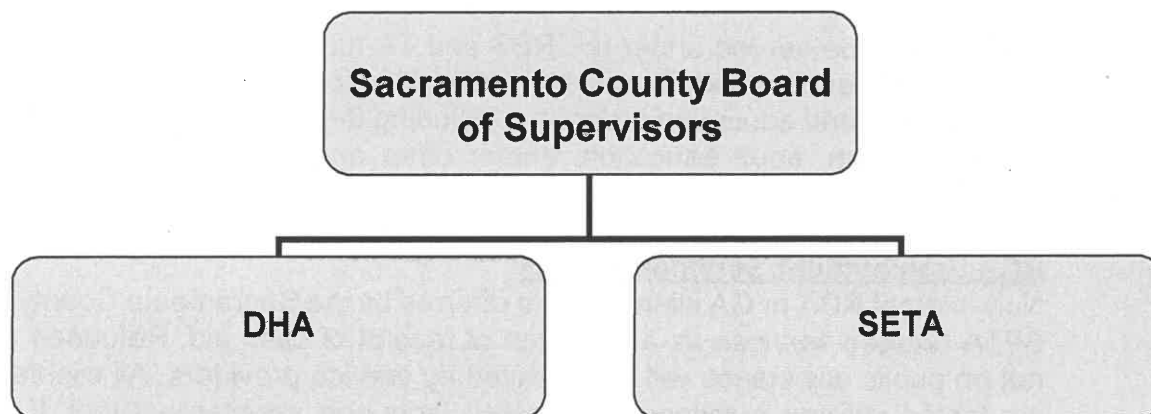
This plan was developed in preparation for the continuance of RSS and TA services in Sacramento County (including services funded by ORR discretionary grants) after current services end on September 30, 2017. The plan is for the three-year period beginning October 1, 2017 and ending September 30, 2020.

If funds are available for Program Years 2018-2019/2019-2020 and procured, funded service providers meet contractual service levels and performance goals, SETA, in its sole discretion, may extend subgrant agreements annually for up to two additional years, consistent with funding limitations and applying the same terms and conditions.

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

In Sacramento, the Sacramento County Board of Supervisors has selected SETA to administer all RSS and TA funded programs. Refugee-funded services are coordinated by a Manager in SETA's Workforce Development Department who is also the Sacramento County Refugee Coordinator, and the Workforce Development Analyst Supervisor of Refugee Programs.

The SETA Workforce Development Department, in collaboration with the Sacramento County DHA, is responsible for RSS and TA grant planning, the procurement of service providers, RSS and TA funded service delivery, and program oversight, accountability and reporting. SETA's Fiscal Department is responsible for fiscal monitoring and claims reimbursements. DHA provides cash assistance, refers refugees to SETA for employment services, and is responsible for imposing sanctions on non-exempt mandatory California Work Opportunity and Responsibility to Kids (CalWORKs) and Refugee Cash Assistance (RCA) recipients for non-participation/non-cooperation.



**II. Description of the County’s Refugee Program**

**A. Funding Sources**

Recognizing the needs of refugees in acculturation and meeting economic self-sufficiency, SETA will utilize the majority of RSS and TA funds for employment-related services. These components are designed to assist newly arrived refugees in the CalWORKs, RCA, or General Assistance (GA) programs, and longer term refugees who have been in the country for less than five years, in getting a job in a short period of time.

**B. General Program Description**

Employment services for refugees over the next three-year period will be provided either through Vocational English-as-a-Second Language (VESL) combined with Employment Services (ES) or provided through ES (Stand Alone). This plan includes additional service components that SETA does not anticipate funding unless future RSS and TA grant allocations to Sacramento County increase significantly. These higher cost service components are VESL combined with On-the-Job Training (OJT) and VESL combined with Vocational Training (VT).

In addition to employment services, refugees are in need of services that assist in adjusting in a new society. In the next three-year period, SETA will offer non-employment services, referred to as Social Adjustment and Cultural Orientation (SA & CO), which include translation/interpretation; crisis intervention, individual/group counseling, information/access to existing services such as public assistance, personal financial literacy, housing, health, education, legal, human relations, small business assistance, citizenship/naturalization, public transportation system/driver education, and an introduction to services available at/through the SWAJCC system.

All services will be provided in a manner that is culturally and linguistically compatible with a refugee's culture and language background. Refugee women will have the same opportunity as refugee men to participate in refugee-funded services, and ensure to the maximum extent possible that funded service providers hire bicultural and bilingual women to support service delivery.

refugees will be served under the RSS and TA funded programs. RSS and TA funded staff and providers will be provided information on other workforce development and education programs, including the county CalWORKs program, WIOA program, adult education, and/or other employment and social service programs.

### **RCA Employment Services System**

Non-exempt RCA or GA clients will be referred by the Sacramento County DHA to SETA refugee services as a condition of receipt of cash aid. Refugees who are not on public assistance will be recruited by service providers. All clients will be pre-tested utilizing a recognized English language assessment tool. If a cash client's Student Performance Level (SPL) is 3 or above, the client may enroll directly into an employment activity. Clients registering a SPL 2 or below will be enrolled in VESL to improve English language proficiency and attain job search skills.

Sacramento County is mandated to serve all non-exempt RCA applicants or recipients. All RCA clients are required to register with a RSS or TA funded employment service provider within thirty days of receipt of cash assistance. Prior to enrollment, an Agency Participant Agreement is reviewed with a refugee in the participant's native language to ensure the participant understands service obligations prior to signing the agreement. The agreement includes the purpose of the agreement, the provider's obligations, participation standards, the participant's obligations, the length of participation, and supportive services. Complaint/grievance procedures are also explained in the participant's native language. The refugee participant's Family Self-Sufficiency Plan (FSSP) is developed, which contains the description of services to be provided to all employable, adult family members, the activities that will be undertaken by the participant in order to achieve short and long-term employment and earning's goal, indicates barriers that may be faced the participant in reaching those goals, and identifies other needs of the participant.

Non-participation/non-cooperation of non-exempt RCA or GA participants will be reported to DHA for good cause determination. Failure to participate or cooperate by a non-cash participant or non-mandatory cash participant may result in ninety days ineligibility for refugee-funded services, beginning from the date the participant is notified.

RCA or GA participants will be terminated in SETA's participant tracking system on the ninetieth day after the first placement into unsubsidized employment, or when the program year ends, whichever comes first.

### **CalWORKs Employment Services System**

The CalWORKs program was implemented in Sacramento in January 1998. As the administrator of WIOA funds, SETA has collaborated closely with the Sacramento County DHA in designing programs to serve non-exempt CalWORKs recipients, including refugees. Non-exempt CalWORKs recipients in Sacramento, therefore, are served through many different programs, such as WIOA, CalWORKs, and RSS and TA. Due to RSS and TA funding limitations, some

CalWORKs refugees will be served in the County and SETA CalWORKs programs. In developing the programs serving CalWORKs recipients, SETA follows DHA's regulations and reporting requirements.

The CalWORKs Employment Services System provides employment-related services to mandatory, as well as non-mandatory, employable CalWORKs refugees in the county. The cash status of voluntary CalWORKs clients will be verified by the SETA Referral Liaison. Non-exempt mandatory CalWORKs refugees will be referred from DHA to the SETA Referral Liaison. All clients will be oriented, assessed, and referred to an appropriate program. Clients will be advised of individual rights and responsibilities prior to referral. When referred to a service provider prior to enrollment, the Participant Agreement will be explained and agreed to by the client.

The Participant Agreement includes the purpose of the agreement, the provider's obligations, participation standards, the participant's obligations, the length of participation, and supportive services. Failure of the client to participate/cooperate will result in non-cooperation/non-participation and will be reported to the DHA for good cause determination.

**C. RCA and CalWORKs Compliance**

SETA assures that the provision of RSS and TA funded activities and services to mandatory and voluntary CalWORKs Welfare-to-Work (WTW) participants and RCA recipients 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 Section 42-700 and 69-200, respectively, and other applicable CalWORKs and RCA policy guidance issued by CDSS.

CDSS Required Assurances are incorporated under section VIII of this plan.

**Certification**

This plan has been developed in coordination with DHA and in accordance with the appropriate federal, state and county regulations; specifically, the County Guidelines issued by the CDSS. All applicable regulations and federal notices will be followed during implementation and execution of the plan.

**D. County Planning Process**

On March 6, 2017, SETA held a public input hearing to solicit input for the three-year RSS and TA Plan, PYs 2017-18 through 2019-20. In developing the plan, SETA coordinated with the CDSS, the Sacramento County DHA, the Sacramento Works, Inc. (SWI), Sacramento's Local Workforce Development Board (LWDB), refugee resettlement agencies, refugee service providers, Ethnic Community-Based Organizations (ECBOs), Community Based Organizations (CBOs), and other local public and private entities in the refugee resettlement community.

Attendees at the hearing provided the following input for consideration in the development of the plan:

1. Primary goals of newly arriving refugees are to attain or improve English



- language proficiency, adjust socially, and obtain employment.
2. Transportation continues to be a major challenge for refugees in Sacramento. The public transportation system is difficult to understand and navigate. Discounted bus passes from Regional Transit would be helpful.
  3. VESL classes are impacted in many locations, demonstrating that more funding is needed for VESL classes. Teaching students with multiple levels of English language ability in one class is difficult. Eight months of instruction for an RCA refugee is an insufficient amount of time for refugees to become sufficiently proficient in English. It would be beneficial if daily VESL was offered with no holiday breaks or extended office closures. Social adjustment and cultural orientation integrated into the VESL instruction would be helpful.
  4. There is a continued need to assist refugees with housing, culturally appropriate and intermittent childcare, immigration, legal and medical appointments, translation and interpretation, and other services. In some cases, there are large geographic distances between employment service providers and the areas in which resettlement agencies house newly arrived refugees. More collaboration is needed between resettlement agencies and employment services providers as new populations arrive in order to provide a more timely response to new populations arriving in the Sacramento area.
  5. More extended services, especially mental health services, are needed to address the trauma many refugees have experienced. Trauma has been observed in children and youth in the Sacramento schools. When accessing health care, refugees also face transportation, cultural and language barriers.
  6. There is a need for extended case management--SA&CO beyond the 90 days required by the partner resettlement agencies. Employment service providers often assist with acculturation issues and are not funded for it.
  7. There is a need for broader career development services to meet the unique needs of professional refugees and SIVs including translation of transcripts and credentials, advanced ESL, long term career pathways development, and entrepreneurship/self-employment training.

### **Identification of Target Populations**

Applying RSS and TA grant priorities, the target populations for Sacramento County as of March 2017 are refugees from the countries of origin noted below. This information was gathered from arrival and MEDs reports on CDSS's RPB website and Sacramento resettlement agencies' 2016-2017 abstracts. Target populations are as follows:

- Afghan
- Iranian
- Iraqi
- Syrian
- Refugees from Former Soviet Nations, including Armenia, Kazakhstan, Kyrgyzstan, Ukraine, Belarus, Moldova, and Russia.

The majority of arrivals in the past five years (2011 to 2016) have been from Middle Eastern countries, including Iraq, Iran, Syria, and Afghanistan. During this

period, 2,208 refugees from Middle Eastern countries arrived in Sacramento County, however, with secondary migration, that number is estimated to be much higher. In addition, 3,775 SIVs from Iraq and Afghanistan arrived in Sacramento County during the same 5 year period. Refugees from the Former Soviet Union continued to represent the second largest arrival population with 1,625 arrivals during the same five-year period.

The basic needs of the newly arrived refugees are social adjustment and acculturation services, English language training, basic and vocational education and training, ancillary supports, such as transportation assistance, and job placement and retention services. Trauma-informed care and cultural adjustment continue to be primary needs of the arriving populations, especially as seen with the Middle Eastern populations over the last 5 years. RSS and TA funds allocated by SETA will assist refugees in adjusting to a new society through the SA & CO component, and acquire or increase English language proficiency through VESL, and obtain employment through ES combined with VESL or ES stand alone. If future funding allocations increase significantly, SETA will direct funds to VESL combined with OJT or VT, which are higher cost components.

SETA is a founding member of the Sacramento Rescue & Restore Victims of Human Trafficking Coalition. The coalition was founded in 2007 in partnership with Opening Doors and the U.S. Attorney's Office Eastern District of California. In April 2009, SETA was awarded funding through a cooperative agreement with the U.S. Department of Health and Human Services, Office of Refugee Resettlement (ORR) to build the Rescue & Restore Victims of Human Trafficking (VOT) Regional Program to raise public awareness of trafficking and increase the identification of victims. In July 2014, SETA stepped aside from the management of the Coalition and administration of the local ORR VOT to enable Opening Doors, Inc., an active partner in the Coalition and subcontractor of SETA's ORR VOT grant, to take the reins in managing the Coalition and administering the ORR funded program. SETA is still an active member of the Coalition, bringing refugee employment services and resources, including those available through the SWAJCC system, to the table to ensure VOTs are aware of education, training and employment opportunities available to them.

SETA also participates on the Sacramento Refugee Forum, which convenes refugee services stakeholders on a quarterly basis, including RSS and TA funded service providers, resettlement agencies, DHA, County Refugee Health, refugee impacted school districts, and the public. The refugee forum helps to build relationships between stakeholders, address local/regional issues, avoid duplication/gaps in service from resettlement through employment, provide training opportunities, and otherwise coordinate service delivery.

### **Labor Market Analysis**

Sacramento's unemployment rate for February 2017, as posted by the California Employment Development Department was 5.2%, which is down from 5.5% in February 2016.

### ***Industry and Occupational Employment Trends***

High growth industry sectors/clusters targeted and adopted by SETA and the SWI in September 2016, include: Advanced Manufacturing, Clean Energy, Education and Knowledge Creation, Food and Agriculture, Information and Communications Technology, Life Sciences, Health Services, and Construction. The eight priority industry sectors adopted by the SWI are consistent and significantly overlap with those identified in Valley Vision's Next Economy Cluster Research Workforce Needs Assessment-- Sacramento Capital Region, August 2016, as well as those identified in the Employment Development Department's Regional Economic Analysis Profile—Sacramento Economic Market, May 2015, and show the greatest potential for increased wages and career opportunities in the region.

According to the 2016 Next Economy Cluster Research, the largest sector for employment in Sacramento County is Public Administration, which employs 120,743 workers. The next largest sectors are Health Care and Social Assistance, and Retail Trade, employing 102,728 and 64,896 workers respectively. Sectors with the highest job growth, over the last 5 years include Health Care and Social Assistance with 30,463 new jobs, Accommodation and Food Services, with 10,297 new jobs, and Construction with 9,666 new jobs. Sacramento County employment is expected to increase by 40,590 jobs over the next ten years, with Health Care and Social Assistance expected to be the fastest growing sector, increasing by approximately 21,040 jobs, followed by Professional, Scientific, and Technical Services with 4,819 new jobs, and Educational Services with 4,329.

The newly arrived refugees are characterized by having limited English proficiency, unfamiliarity with a new society and lack of or limited transferable skills in the U.S. labor market. Therefore, regardless of the labor market in the region, refugees still find it difficult to compete with the general population in high skilled jobs.

In coordination with the California EDD, and based on an analysis of and experience with trends in regional business activity, as well as historical refugee employment, SETA has listed the following occupations from the eight high demand industry sectors noted previously that are target occupations for refugees in Sacramento County:

- Air Conditioning/Heating/Refrigeration Technician
- Automotive Body Repair Technician
- Automotive Service Technician
- Baker
- Bookkeeper/Accountant
- Teacher Assistant, Pre-school Teacher, Child Care Worker
- Clerk (Stock, Grocery, Filing)
- Computer Operator
- Cosmetologist/Barber
- Customer Service Representative
- Counselor/Case Worker
- Food Service Worker (customer and kitchen)
- General Office Clerk
- Groundskeeper

- Home Health Care Worker and In-facility Direct Care
- Janitorial Service Worker
- Housekeeping
- Management and Assistant Management Positions (multiple industries)
- Manufacturing and Production Technician/Associate
- Mechanical Engineer
- Medical Laboratory Technician
- Medical Office Assistant
- Nurse's Aide
- Office Assistant/Technician
- Payroll Clerk
- Short Order Cook
- Translator (medical, education, judicial)
- Truck Driver
- Welding/Fabrication Occupations

Many refugee and SIV arrivals in the past couple of years have been educated professionals, specifically in the fields of medicine, translation/interpretation, and engineering. In Sacramento County, there is a need for these types of industry specific and transferrable skills in all of the identified In-Demand Industry Sectors. Due to increasing immigrant and refugee populations, there is a high need for translation/interpretation services throughout all industry sectors, especially those that serve immigrant and refugee populations and the general public. The last two program years have seen translation/interpretation related placements in Healthcare and Social Assistance, Education, and other industry sectors including positions as para educators, teaching assistants, and medical translators.

Some professional refugees have experienced difficulties in returning to their occupational fields due to barriers in obtaining credential translation and verification and to recertification. In the medical field, where re-certification faces the most barriers, medical professional refugees and SIVs have begun their career pathways as Phlebotomists after short term training, and continue training on the job to work their way into becoming physician's assistants or entering other medical occupations.

SETA requires RSS and TA funded service providers to introduce and provide orientation to all enrolled participants on SWAJCC system services and resources. Through WIOA funding and other SWAJCC system resources, vocational training subsidized employment opportunities can offer refugee professionals a pathway to recertify, and/or re-enter occupations within their industry sector. Partners within the SWAJCC, including WIOA Title II and Adult Education Block Grant (AEBG) partners, offer adult basic education and high school completion and equivalency services, as well as Career Technical Education courses that result in the attainment of industry-valued credentials the field of study. WIOA Title II and AEBG services can be especially beneficial for the English Language Learner (ELL) population whom possess low English language proficiency and/or are basic skills deficient in their own native language.

## **E. Additional Information**

Refugee men and refugee women will have equal opportunities for services in the refugee programs operated in Sacramento County. When developing participant FSSPs, providers will include all employable, adult family members. Participant spouses will be encouraged to participate in training or employment services in order to increase the family income and shorten the path to economic independence.

## **III. Description of Service Components and Service Priorities**

SETA receives both RSS and TA formula funding and provides employment services and case management to refugees, asylees, SIVs, and certified victims of human trafficking in both programs. Over the next three-year period, cash aid and non-cash aid clients will be served with VESL combined with ES (VESL/ES) or ES (Stand Alone) services. If funding levels increase significantly, cash aid and non-cash aid clients may be provided VESL combined OJT (VESL/OJT) and/or VESL combined with VT (VESL/VT). Some participants may be eligible for OJT or VT through leveraged WIOA and/or CalWORKS funds and programs and will be co-enrolled if appropriate.

SETA will also provide other employability services including transportation and interpreter services, employability assessment services, skills recertification, assistance in obtaining employment authorization documents, and other services that relate to employment.

Social adjustment and cultural orientation needs, which are identified through service provider assessments or FSSPs, will be provided through the SA & CO component.

With the exception of SA & CO services, all participants served by RSS and TA funds must have been in the country 60 months or less.

All non-exempt RCA recipients are required to enroll in employment programs within thirty days of receipt of aid.

Priority of services in the RSS program will be given to:

- Newly arriving refugees during their first year in the country
- Cash aid clients (refugees, asylees, SIVs, and certified victims of human trafficking)
- Employed cash aided refugees, asylees, SIVs, and certified victims of human trafficking in need of services to retain employment or to obtain economic self-sufficiency; and employed non-cash refugees, asylees, SIVs, and certified victims of human trafficking

Priority of services in the TA program will be given to:

- Long term cash assistance recipients (refugees, asylees, SIVs, and certified victims of human trafficking)
- Unemployed refugees, asylees, SIVs, and certified victims of human trafficking who are not receiving cash assistance
- Employed refugees, asylees, SIVs, and certified victims of human trafficking in need of services to retain employment or to attain economic self-sufficiency

## A. Refugee Social Services (RSS)

The RSS program consists of the following components:

- Vocational English-as-a-Second Language/Employment Services (VESL/ES) – English Language Training
- Vocational English-as-a-Second Language/Vocational Training (VESL/VT) – Technical and Vocational Skills Training
- Social Adjustment and Cultural Orientation (SA & CO) – Non-employment Services
- SETA Referral/Verification/SWAJCC Services
- Supportive Services

### 1. Vocational English-as-a-Second Language/Employment Services (VESL/ES)

This component will be offered over the next three-year period and is designed to provide VESL in concurrence with ES. VESL instruction is focused on the linguistic and cultural competencies related to employment. Types of VESL include general, occupational-clusters, and occupational-specific VESL.

General VESL instruction will focus on the linguistic and cultural competencies for getting a job, keeping a job, and advancing on a job. The competencies are cross-vocational, applying to several or all occupations. Topics include employment applications, employment interviews, transportation, want ads, and on-the-job communication (following directions, clarifying instructions).

Occupational-clusters VESL instruction will focus on the linguistic and cultural competencies common to a group of occupations. Occupations may be grouped by industry, common communication needs, or technical/basic skill needs. Public contact occupations and health occupations would be two examples of clusters.

Occupation-specific VESL instruction will focus on the linguistic and cultural competencies necessary in a specific occupation, such as auto mechanic or electronic technician. The competencies may include those necessary for succeeding in a training class, getting a job, and/or functioning on a job.

The ES component is aimed at providing direct employment assistance services to cash aid and non-cash aid refugees. The following services are available under this component

ES shall include the following:

- a. Employability assessment testing and counseling
- b. Labor market information/occupational career and vocational exploration
- c. Pre-employment Skills Training (PEST) program, which includes
  - Job search assistance
  - Job seeking skills training
  - Upward mobility
  - Employee rights
  - Job interviewing/resume writing

- Job holding and survival skills training
  - Employer rights (layoff)
- d) Job development and job placement in which the service provider will develop service strategy plans for refugee job search activities. In the development of these plans, all reported employable family members will be included. At a minimum, the service provider will require the participant to:
- Take part in an assessment of skills, abilities and aptitudes and develop short and long term employment goals and a strategy to attain those goals.
  - Every two weeks, complete/submit employment applications with ten employers that have the type of job openings identified as appropriate for the participant in the plan.
  - Every two weeks, identify the names, addresses and phone numbers of three businesses (which the participant has not previously contacted) offering the type of job in which the participant is attempting to obtain. Documentation of those job search efforts must be brought to the on-site visit with the job developer every two weeks.

In addition, each service provider will:

- Create a job bank in order to facilitate job search and familiarize participants with seeking employment on their own.
- Develop unsubsidized jobs with private and public sector employers.
- Introduce participants to a SWAJCC and services available through the SWAJCC system.

In order to enhance a participant's participation in unsubsidized employment, the participant will be assisted in the enrollment in low-income programs and or translation/interpretation services.

## 2. **Vocational English-as-a-Second Language/ Vocational Training (VESL/VT)**

This component, which will only be offered over the next three-year period if funding levels increase significantly, offers short term instructional training to provide voluntary CalWORKs or non-exempt CalWORKs or RCA refugees with the technical skills required to perform a specific job. The VESL training will be required as a prerequisite and/or in conjunction with vocational skills training categories. This training is conducted in a real or simulated institutional setting where participants learn the skills necessary to perform the same type of job. Training may be provided by the proposer or through a joint proposal with another vocational training institution that has the ability to train limited English proficient clients.

The focus of the VT activity is to provide entry-level work skills to participants who have completed VESL training, and to enhance and upgrade the skills of those individuals identified as being marginally employable.

Due to the diversification of identifiable skills among the refugee, SIV and asylee population, VT programs must be in occupations which are projected to be high-demand in the region. As mentioned previously, the SWI has identified and approved eight high demand industry sectors in the region. The goal of VT providers will be to ensure vocational training provided to participants will result in the attainment of industry-valued credentials/certificates ensuring participants possess the skills

necessary to be competitive in the current labor market. Agencies who do not propose vocational training in the high demand industry sectors approved by the SWI will be required to justify the demand for the proposed occupation in Sacramento.

The VESL curriculum must include a minimum of 40 hours of PEST and requires each participant to submit 10 employment applications with at least three employers every two weeks. After training is completed, the service provider must provide job development and placement services to assist participants in obtaining unsubsidized jobs, followed by 90 days of job retention and follow-up services

The length of training for a VESL/VT program shall be an average of 480 hours.

### **3. Social Adjustment and Cultural Orientation (SA & CO) – Non-Employment Services**

These services will be offered over the next three-year period and are defined as activities directed at assisting refugees to understand and effectively utilize daily living skills and problem solving skills. Services may be provided on an individual basis, in workshops or through the use of print or electronic media. Services may include any of the following:

- a. Translation/Interpretation;
- b. Crisis Intervention;
- c. Individual/Group Counseling;
- d. Information/Access to other services, including:
  - CalWORKs/SSI – an understanding of public assistance programs and the client's rights and responsibilities as an applicant/recipient.
  - Personal Finance – Financial literacy including, banking, taxes, interest, contract purchases (e.g., home mortgages), identity protection.
  - Housing – Landlord/tenant relations, leases, rental agreements, home mortgage issues (e.g. foreclosure avoidance), utilities and utility deposits, appliance usage, safety, maintenance and local housing standards.
  - Health – Mental health and health services needs and referral to the programs available to address those needs, provide information regarding program requirements and methods of accessing such programs.
  - Education – Provide information regarding organizations and the content of educational programs, their operations and availability, rights and responsibilities of administrators, teachers, parents and students in those programs.
  - Legal – Role of law enforcement agencies, local/state/federal laws structured to protect citizens and civil rights. Safe vehicle operation, consumer protection, and fish and game laws.
  - Human Relations – Appropriate interaction with employer and co-workers, how to avoid and/or deal with neighborhood conflicts, family conflicts, parent/child conflicts, generational conflicts, etc.
  - Small Business – Information provided may include how to develop a business plan, marketing of a business, licensing and regulatory requirements, and how to apply for a small business loan from the Small Business Administration (SBA) or from other government and non-government organizational



assistance programs.

- Citizenship/Naturalization – Information on citizenship/immigration issues including an understanding of the application process, availability of classes, and rights and responsibilities as a citizen/resident.
- Sacramento Works America's Job Centers of California (SWAJCC) System– Information on services available through the SWAJCC system
- Youth and Refugee School Impact (RSI) services to assist refugee youth.
- Childcare resources that are culturally appropriate and will meet refugee parent needs.
- Public Transportation System/Driver Education – Information and referrals to agencies that can assist with use of the public transportation system and educating individuals on driving/operating a vehicle in California.
- Local Customs.

#### **4. Services for Older Refugees (SOR)**

The RSS SOR program, provides services to eligible clients 60 years of age or over, and consists of the following components:

- Citizenship/Naturalization Services; and
  - Linking Older Refugees to the Local Area 4 Agency on Aging (A4AA) and Other Services.
- a. **Citizenship/Naturalization Services:** Older clients enrolled in the SOR program may receive citizenship/naturalization services, which include citizenship classes, citizenship fairs, assistance with immigration documentation, applications, and troubleshooting issues, and interpretation/translation assistance with interviews when applicable.
- b. **Linking Older Refugees to the Local Area 4 Agency on Aging (A4AA) and Referral to Other Services:** Older clients enrolled in the SOR program will be linked to A4AA and community services, which provide access to legal/ombudsman assistance in matters such as disability, SSI, welfare, immigration, Medicare, conflict mediation, individual counseling, group counseling, senior programs, utility billing, taxes, banking housing, deposits, housing repairs, rate reduction programs, community health providers, medical procedures, preventative medicine, dental care, community health fairs/free health screening programs. In addition, translated information will be provided on low-income energy assistance, Universal Lifeline Telephone Service, citizenship eligibility, transportation, nutrition, elder abuse and prevention, etc. Interpretation and limited transportation to citizenship classes and other appointments will be provided, if needed.

#### **5. SETA Referral /Verification**

In collaboration with the County DHA, non-exempt refugees who are in the CalWORKs or RCA programs will be referred from DHA to refugee employment service providers or the SETA Referral Liaison. Referral will be based on the client's

home zip code. Additionally, SETA's Liaison approves enrollments for services through verification of dates of entry, county residency, and refugee status.

## **6. Supportive Services**

Supportive services are essential to the program and are designed to facilitate participation of RCA participants in training activities, job search and retention of employment. Specific supportive services to be provided include the following:

- a. **Transportation:** Payments for bus passes or gasoline when such assistance is related to participation in available training activities and/or employment, as well as covering fees for California driver licenses.
- b. **Ancillary Expenses:** Cash allowances for job-related expenses, which are essential to job performance such as books, tools, uniforms, union fees, etc.
- c. **Translation/Interpretation Services:** Services that assist participants in understanding communications in their own languages.
- d. **Referral for Personal Counseling:** Activities that provide information and refer participants to the available resources for personal therapy/counseling
- e. **Assistance in obtaining employment authorization documents.**
- f. **Credential Verification and Translation and Skills Recertification:** Activities that provide information, reimbursement, and refer participants to available resources to verify and translate diplomas, degrees, and other professional certifications, and/or to obtain skills recertification.

Supportive services for RCA and GA participants are administered by the employment service provider (some restrictions apply for GA recipients). Supportive services for CalWORKs participants will be paid by the County DHA.

## **B. Targeted Assistance (TA)**

The Targeted Assistance (TA) program consists of the following components:

- Vocational English-as-a-Second Language/Employment Services (VESL/ES) – English Language Training;
- Vocational English-as-a-Second Language/On-the-Job Training (VESL/OJT) – On-The-Job Training;
- Employment Services (ES) Stand Alone;
- SETA Referral/Verification/SWAJCC System Services; and
- Supportive Services.

### **1. Vocational English-as-a-Second Language/Employment Services (VESL/ES)**

This component will be offered over the next three-year period and is designed to provide VESL in concurrence with ES. VESL instruction is focused on the linguistic and cultural competencies related to employment. Types of VESL include general, occupational-clusters, and occupational-specific VESL.

General VESL instruction will focus on the linguistic and cultural competencies for getting a job, keeping a job, and advancing on a job. The competencies are cross-vocational,

applying to several or all occupations. Topics include employment applications, employment interviews, transportation, want ads, and on-the-job communication (following directions, clarifying instructions).

Occupational-clusters VESL instruction will focus on the linguistic and cultural competencies common to a group of occupations. Occupations may be grouped by industry, common communication needs, or technical/basic skill needs. Public contact occupations and health occupations would be two examples of clusters.

Occupation-specific VESL instruction will focus on the linguistic and cultural competencies necessary in a specific occupation, such as auto mechanic or electronic technician. The competencies may include those necessary for succeeding in a training class, getting a job, and/or functioning on a job.

The ES component is aimed at providing direct employment assistance services to cash aid and non-cash aid refugees. The following services are available under this component.

ES shall include the following:

- a. Employability assessment testing and counseling;
- b. Labor market information/occupational career and vocational exploration;
- c. Pre-Employment Skills Training (PEST) program, which includes
  - Job search assistance
  - Job seeking skills training
  - Upward mobility
  - Job interviewing/resume writing
  - Job retention skills training
  - Employer rights (layoff)
  - Employee rights
- d. Job development and job placement: The service provider will develop service strategy plans for refugee job search activities. In the development of these plans, all reported employable family members will be included. At a minimum, the service provider will require the participant to:
  - Take part in an assessment of skills, abilities and aptitudes and develop short and long term employment goals and a strategy to attain those goals.
  - Every two weeks, complete/submit employment applications with ten employers that have the type of job openings identified as appropriate for the participants in the plan.
  - Every two weeks, identify the names, addresses and phone numbers of three businesses (which the participant has not previously contacted) offering the type of job in which the participant is attempting to obtain. Documentation of those job search efforts must be brought to the on-site visit with the job developer or ES staff every two weeks.

In addition, each service provider will:

- Create a job bank in order to facilitate job search and familiarize participants with seeking employment on their own.
- Develop unsubsidized jobs with private and public sector employers.

- Introduce the SWAJCC system, its services and their delivery system to the refugee participants.

## **2. Vocational English-as-a-Second Language/On-the-Job Training (VESL/OJT)**

This component, which will only be offered over the next three-year period if funding levels increase significantly, is designed to provide VESL combined with OJT. Types of VESL include general, occupational-cluster and occupational-specific VESL. The VESL curriculum includes a minimum of 40 hours PEST.

The purpose of this OJT program is to provide a participant with job experience through hands-on training. The employer providing the training makes a commitment to hire the participant upon successful completion of training. The design of the OJT component shall focus on four basics:

- Seeking out and contracting with eligible employers who demonstrate the interest and ability to train and retain individuals following completion of subsidized training;
- Offering OJT opportunities to refugees who lack the related educational training or work experience for the job for which training is offered;
- Offering training to refugees who may have related education training or work experience when no other suitable employment opportunities are available in unsubsidized employment or within the employment training system;
- Emphasizing the unsubsidized retention of OJT employees by the employer at the completion of the contracted OJT period.

Under OJT, the participant is hired first by the employer and receives training in productive work, which provides knowledge and skills essential to the full and adequate performance of a particular job. Depending on the skill level of the participant, employer reimbursement may be up to 100 percent of the participant's wages (but not fringe benefits) and represents the difference between the cost of training and the lower productivity associated with employing an OJT participant. The employer's reimbursement is included in the cost per participant.

After the completion of VESL, providers are required to assist participants in completing/submitting 10 employment applications with employers every two weeks until an OJT contract is developed. Documentation of those job search efforts must be kept in the participant case file. Programs are required to comply with SETA's OJT policies and procedures and implement SETA's standardized contract.

## **3. Employment Services (ES) Stand Alone**

The ES Stand Alone component will be offered over the next three-year period and is aimed at providing direct employment assistance services to cash aid and non-cash aided refugees. The following services are available under this component:

ES shall include the following:

- a) Employability assessment testing and counseling;
- b) Labor market information/occupational career and vocational exploration;
- c) Pre-employment Skills Training (PEST) program, which includes

- Job search assistance
  - Job seeking skills training
  - Upward mobility
  - Job interviewing/resume writing
  - Job retention skills training
  - Employer rights (layoff)
  - Employee rights
- d) Job development and job placement: The service provider will develop service strategy plans for refugee job search activities. In the development of these plans, all reported employable family members will be included. At a minimum, the service provider will require the participant to:
- Take part in an assessment of skills, abilities and aptitudes and develop short and long term employment goals and a strategy to attain those goals;
  - Every two weeks, complete/submit employment applications with ten employers that have the type of job openings identified as appropriate for the participants in the plan and
  - Every two weeks, identify the names, addresses and phone numbers of three businesses (which the participant has not previously contacted) offering the type of job in which the participant is attempting to obtain. Documentation of those job search efforts must be brought to the on-site visit with the job developer or ES staff every two weeks.

In addition, each service provider will:

- Create a job bank in order to facilitate job search and familiarize participants with seeking employment without supervision;
- Develop unsubsidized jobs with private and public sector employers; and
- Introduce refugees to the SWAJCC system and its services, specifically for additional job development and placement assistance services.

Service time includes the length of the program from the participant's enrollment date up to employment. This continues through employment and ninety day retention, or the ending date of the program year, whichever comes first.

#### **4. SETA Referral/Verification**

The same as described in the RSS program.

#### **5. Supportive Services**

The same as described in the RSS program.

**IV. Budgets**

**AMENDMENT #2**

**EXHIBIT 1**

**A. Summary of RSS, PY 2017-18 Final Allocation\***

<b><u>Component</u></b>	<b><u>Amount</u></b>	<b><u>Percentage</u></b>
<b>Employment:</b>		
• VESL/ES	\$1,600,767	100%
• ES Stand Alone	\$0	0%
<b>Case Management:</b>		
• Referral/Verification	\$0	0%
<b>Other:</b>		
• SA & CO	\$0	0%
<b>Subtotal Services</b>	<b>\$1,600,767</b>	<b>100%</b>
<b>County Administration</b>	<b>\$282,488</b>	
<b>Total Projected Allocation for County</b>	<b>\$1,883,255</b>	

\* If final allocation is different, this budget will be modified accordingly.

IV. Budgets (continued)

AMENDMENT #2

EXHIBIT 1

B. Summary of TA PY 2017-18 Final Allocation\*

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
<b>Employment:</b>		
• VESL/ES	\$0	0%
• ES Stand Alone	\$617,681	94%
<b>Case Management:</b>		
• Referral/Verification/AJCC Services	\$37,029	6%
<hr/>		
<b>Subtotal Services</b>	<b>\$654,710</b>	<b>100%</b>
<b>County Administration</b>	<b>\$115,537</b>	
<b>Total Projected Allocation for County</b>	<b>\$770,247</b>	

\*If final allocation is different, this budget will be modified accordingly.

IV. Budgets (continued)

C. Summary of Projected TA 2017-18 In-House Component Budget

Direct Cost for Referral/Verification/SWAJCC Services

Salaries	\$0
Fringe Benefits	\$0
Other incidental and direct services cost	<u>\$0</u>
Scholarships/Individual Training Accounts	<u>\$0</u>
Total	\$0



IV. Budgets (continued)

AMENDMENT #2

EXHIBIT 1

D. Summary of RSS Set-aside Services to Older Refugees, PY 2017-18 \*

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
Citizenship Services:	\$11,456	100%
Subtotal Services	\$11,456	100%
County Administration @ 15%	\$2,022	
Total Allocation for County	<b>\$13,478</b>	

\*If final allocation is different, this budget will be modified accordingly.

IV. Budgets (continued)

AMENDMENT #2

EXHIBIT 1

E. Summary of RSS Carry Over

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
<u>Employment:</u>		
VESL/ES	\$480,712	100%
<b>Subtotal Services</b>	<b>\$480,712</b>	
<b>County Administration @ 15%</b>	<b>\$84,831</b>	
<b>Total Allocation for County</b>	<b>\$565,543</b>	

\*If final allocation is different, this budget will be modified accordingly.

IV. Budgets (continued)

AMENDMENT #2

EXHIBIT 1

F. Summary TA Carryover

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
<u>Employment:</u>		
ES Stand Alone	\$196,002	100%
<b>Subtotal Services</b>	\$196,002	
<b>County Administration @ 15%</b>	\$34,589	
<b>Total Allocation for County</b>	\$230,591	

SETA will FIFO this amount in PY 2017-18.

#### IV. ANNUAL SERVICE PLAN



**ANNUAL OUTCOME GOAL PLAN  
FY 2018  
PERFORMANCE GOALS AND ACTUALS**

State or County:		Sacramento					
		FY 2017 GOAL		FY 2017 ACTUAL		FY 2018 GOAL	
<b>1. Caseload</b>							
TANF Recipients		349		736		560	
RCA Recipients		449		795		615	
No Federal Cash Assistance		200		274		225	
<b>Total</b>		<b>998</b>		<b>1,805</b>		<b>1,400</b>	
<b>2. Entered Employment</b>							
Full Time		450	88%	672	90%	577	90%
Part Time		59	12%	71	10%	67	10%
<b>Total</b>		<b>509</b>	<b>51%</b>	<b>743</b>	<b>41%</b>	<b>644</b>	<b>46%</b>
2a. TANF Recipients Entered Employment							
Full Time		156	90%	255	91%	203	90%
Part Time		17	10%	25	9%	23	10%
<b>Total</b>		<b>173</b>	<b>34%</b>	<b>280</b>	<b>38%</b>	<b>226</b>	<b>35%</b>
2b. RCA Recipients Entered Employment							
Full Time		160	90%	282	91%	230	90%
Part Time		18	10%	29	9%	26	10%
<b>Total</b>		<b>178</b>	<b>35%</b>	<b>311</b>	<b>42%</b>	<b>256</b>	<b>40%</b>
2c. No Federal Cash Assistance Entered Employment							
Full Time		134	85%	135	89%	144	89%
Part Time		24	15%	17	11%	18	11%
<b>Total</b>		<b>158</b>	<b>31%</b>	<b>152</b>	<b>20%</b>	<b>162</b>	<b>25%</b>
<b>Cash Assistance Recipients Placed In Employment</b>							
		351		591		482	
<b>3. Federal Cash Assistance Terminations</b>							
TANF Recipients		31	35%	52	47%	43	35%
RCA Recipients		57	65%	58	53%	80	65%
<b>Total</b>		<b>88</b>	<b>25%</b>	<b>110</b>	<b>19%</b>	<b>123</b>	<b>26%</b>
<b>4. Federal Cash Assistance Reductions</b>							
TANF Recipients		53	75%	65	93%	72	75%
RCA Recipients		18	25%	5	7%	24	25%
<b>Total</b>		<b>71</b>	<b>20%</b>	<b>70</b>	<b>12%</b>	<b>96</b>	<b>20%</b>
<b>5. Entered Full Time Employment Offering Health Benefits</b>							
TANF Recipients		62	35%	131	37%	110	35%
RCA Recipients		62	35%	173	48%	110	35%
No Federal Cash Assistance		54	30%	54	15%	93	30%
<b>Total</b>		<b>178</b>	<b>40%</b>	<b>358</b>	<b>53%</b>	<b>313</b>	<b>54%</b>

**ANNUAL OUTCOME GOAL PLAN  
FY 2018  
PERFORMANCE GOALS AND ACTUALS**

**State or County:** Sacramento

**FY 2017  
GOAL**

**FY 2017  
ACTUAL**

**FY 2018  
GOAL**

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

\$ 11.13

\$ 11.75

\$ 11.68

**7. 90-Day Retention Rate**

Percentage 88%

86%

87%

**7a. 90-Day Retention Rate Calculator**

Unduplicated #  
of Retentions

Unduplicated #  
of Entered  
Employments

Total 602

703

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 2017 Actual	FY 2018 Proposed
Social Services Formula Funding	\$ 1,334,039	\$ 1,600,767
Targeted Assistance Formula Funding	\$ 609,622	\$ 617,681
Discretionary Grant Funding	\$ -	\$ -
<b>Total Liquidated Funding</b>	\$ 1,943,661	\$ 2,218,448
<b>Cost per Entered Employment</b>	\$ 2,615.96	\$ 3,444.80

**Agency Point of Contact**

*Please provide the name, title and contact information for the agency staff person best equipped to respond to questions regarding your Annual Outcome Goal Plan submission.*

First and Last Name	<u>Jennifer Fischer</u>	Title	<u>WDA Supervisor</u>
Telephone Number	<u>(916) 263-5400</u>	Email	<u>Jennifer.Fischer@seta.net</u>

**Deadline for submission**

The completed FY 2018 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to [GPRA@ACF.hhs.gov](mailto:GPRA@ACF.hhs.gov) by **November 15, 2017**.

**For Office of Refugee Resettlement use only:**

Date submitted: \_\_\_\_\_

Submission type:  Initial  Revision

Status:  Approved  In process - clarification needed

## **VII. Appendices**

### **A. Procurement Process**

Services are procured through a Request for Proposals (RFP), which is developed with the input of the public and interested parties involved in refugee resettlement in Sacramento County. After the RFP is approved by the SETA Governing Board, it will be released to the public along with the planning calendar. An offeror's conference is held to answer all questions related to the RFP.

Proposals are evaluated by a team comprised of SETA and DHA staff, and based on the evaluation criteria outlined in the RFP, including program goals and objectives, program management, service delivery system, program design, demonstrated ability to provide service, budget summaries, and demonstrated performance. Staff funding recommendations are advisory only and are presented to the SETA Governing Board for final approval. The RFP contains provisions for protest procedures to resolve procurement disputes. SETA adheres to the provisions of 54954.2 and 54954.3 of the California Government Code, generally known as the Brown Act, and members of the public may address the SETA Governing Board on any matter under the Board's jurisdiction.

In accordance with the provisions of California Government Code, section 84308 and Regulations of the California Fair Political Practices Commission, each respondent to the RFP must fully complete the "Party Disclosure Form" and "Participant Disclosure Form". Each respondent is also required to attach to the RFP a Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion, Lower Tier Covered Transactions form and a Certification Regarding Lobbying form.

### **B. Monitoring Process**

SETA will perform a comprehensive, onsite monitoring review of the RSS and TA funded programs at least once per year, to be conducted no later than six months from the beginning of the program year. SETA will forward a copy of the monitoring report to CDSS no later than 45 days from the completion date of the review. The monitoring system is a vehicle to determine program compliance and effectiveness. All activities will be monitored with the goal of providing an accurate, current and complete assessment of program activities and expenditures. Positions responsible for performing fiscal and program monitoring include Accountant IIs and Workforce Development Analyst (WDA) IIIs.

The monitoring process consists of desk and onsite reviews, interviews with program director/coordinators, instructors, counselors, accountants, participants and other personnel, as necessary. At a minimum, activities evaluated and/or verified are as follows:

- The extent to which program goals are being met;
- Appropriateness of fiscal expenditures and accuracy of reported fiscal data;
- Accuracy of reported statistical data;



- Accuracy of determination of refugee status;
- Extent to which priority groups are served; and
- Extent to which the FSSPs have been developed for each employable family member.

Corrective action will be taken when the performance of a program falls below contractual service levels or other deficiencies are found. SETA will verify that program deficiencies have been corrected in accordance with the provider-specific corrective action plan.

On a trimester basis, SETA reports to the CDSS, RPB through the RS-50 reporting process. Semi-annual reports are also submitted during the program year for the SOR program.

In compliance with the referral and sanction procedures for mandated participants, an electronic participant tracking system is utilized to track mandatory clients referred by the County DHA. Information on client non-cooperation/non-participation will be sent to the County DHA for "good cause" determinations.

Prior to enrollment, a Participant Agreement will be explained and agreed to by the participant in a language the participant understands. In addition, Complaint/Grievance Procedure materials has been translated in many different languages for program use.

SETA assures that all limited English proficient individuals will receive language assistance when they access services, and no refugee, SIV, asylee, or certified victim of human trafficking shall be subject to discrimination on the basis of sex, color or national origin as provided under Title VI of the Civil Rights Act of 1964.

## **VIII. Required Assurances**

SETA assures the following statements:

- "That the planning process was developed through a meaningful consultation process with the private sector employers, affected public agencies including the CWD, the refugee/entrant community, local service providers serving refugees and other interested parties."
- "That continuation of existing components will be in accordance with CDSS guidelines."
- "That no project found deficient in its performance will be awarded, continued or expanded unless the CDSS gives prior approval of a county corrective action plan for such project."
- "That the TA and RSS administrative budgets are in accordance with 45 CFR Part 95, Subpart E, the county cost allocation plan."
- "That all requested salaries and fringe benefits for county administration and for

services the county is proposing to deliver directly reflect the current county wage and benefit scales.”

- “That the county will comply with all statistical/fiscal reporting requirements on a timely basis.”
- “That TA/RSS services will be provided in accordance with individual employability plans for each refugee and that such employability plans shall be, where applicable, part of an overall family self-sufficiency plan.”
- “That refugee women will have the same opportunities as refugee men to participate in all refugee-funded services, including job placement services.”
- “That the county will comply with the requirements governing the targeted population priorities contained in section III, Section A., Items 2 and 3 of these guidelines.”
- “That all services will be provided by qualified providers (public or private non-profit or for-profit agencies or individuals) in accordance with state and federal regulations, policies and guidelines.”
- “That the county will establish client priorities for RSS-funded services in accordance with 45 CFR 400.147 and for TA-funded services in accordance with 45 CFR 400.134.”
- “That RSS and TA funds will be used primarily for employability services which directly enhance refugee employment potential, have specific employment objectives, and are designed to enable refugees to obtain jobs with less than one year’s participation in RSS and TA-funded services.”
- “That except for referral, interpretation, naturalization/citizenship, and other social adjustment services, eligibility for RSS and TA services will be limited to refugees who have been in the U.S. 60 months or less.”
- “That the county will take into account the reception and placement services provided by resettlement agencies in order to assure the provision of seamless services that are not duplicated.”
- “That to the maximum extent feasible bilingual/bicultural women are used on service agencies staffs to ensure adequate service access by refugee women.”
- “That where applicable, strategies for multiple wage earner cases and for helping employed refugees remain employed or move to better employment will be utilized.”
- “That to the maximum extent feasible, RSS and TA funded services must be provided in a manner that is culturally and linguistically compatible with a refugee’s language and cultural background.”
- “That non-exempt RCA clients will be required to participate in employment services within 30 days from receipt of aid.”

- “That the county will ensure that in the procurement of services from MAA providers that not less than 51 percent of the MAA Board of Directors are refugees or former refugees and that both refugee men and women are included.”
- “That the priority for funding will be given to MAAs for RSS and TA funds not put into CalWORKs.”
- “That the delivery of RSS and TA services will be coordinated to avoid duplication.”
- “That the CWD will be notified regarding the client’s participation and employment status and provided information regarding all TA and RSS supportive services payments made to RCA recipients participating in TA and RSS-funded services.”
- “That the county’s procurement process will be carried out in accordance with the provisions of the Management and Office Procedures, Purchase of Services, (Chapter 23-600) section of DSS EAS Manual; and that the procurement process will provide for priority consideration for funding refugee community-based organizations which demonstrate the capacity, comparable to that of other competitors who qualify for funding, to implement the proposed services.”
- “That the TA/RSS-funded RCA Services System will include the following activities:
  - Verification/documentation of refugee status;
  - Determination of eligibility for services;
  - Assessment of refugee service needs;
  - Development of client employability plan which meets the requirements of section 400.79 of the Federal Refugee Regulations;
  - Referrals of all non-exempt RCA applicants and recipients for participation in available appropriate employment and training programs; and
  - Tracking/reporting client progress (including non-cooperation participation) to the CWD.”
- “That accountability for supportive services payments will be maintained by documenting 1) eligibility/need for supportive services and 2) verification of client participation; and separating the functions of certifying client participation and disbursing supportive services payments.”
- “That the county will establish policies/procedures designed to assure compliance with the mandatory work registration/sanctioning requirements.”
- “That the county will comply with CDSS monitoring guidelines regarding requirements on frequency of monitoring, submission of reports, 90-day follow-up on employed participants, and corrective action related to program deficiencies.”
- “That this 3-Year Plan was developed in accordance with County Guidelines issued by CDSS.”

- “That the county assures that the provision of activities and services to mandatory and voluntary CalWORKs Welfare-to-Work (WTW) participants and RCA recipients, funded by the ORR monies and allocated by 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 Section 42-700 and 69-200, respectively, and other applicable CalWORKs and RCA policy guidelines issued by CDSS.”

**IX. COUNTY BOARD OF SUPERVISORS RESOLUTIONS**

APPROVED  
BOARD OF SUPERVISORS

DATE: MAY 10, 1983

MAY 10 1983

BOARD OF SUPERVISORS

*[Handwritten Signature]*  
OFFICE

DENNIS B. HART, Welfare Director  
DAVID MARTINEZ, Sacramento Employment & Training Agency Director

RE: REFUGEE TARGETED ASSISTANCE GRANT  
(New Lien-Consent Item)

RECOMMENDATIONS:

It is recommended that your Board invite the Sacramento Employment and Training Agency (SETA) to act on behalf of the county in planning for, acquiring and distributing a Federal allocation of funds into a Refugee Targeted Assistance Grant in the amount of \$1.187 million. We further recommend the SETA Governing Board act on behalf of the County Board of Supervisors in developing policy, facilitating public input, and making administrative decisions relative to implementation of the grant.

DISCUSSION:


During March, 1983, the Federal administration announced the availability special funds, the Targeted Assistance Grant, to support employment services for refugees. The total amount to be allocated nationwide is \$20 billion. In order to receive part of this allocation, communities must be considered eligible for part of the allocation, and must apply for it.

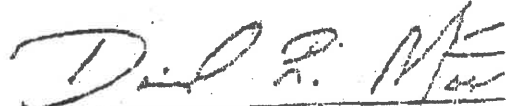
Sacramento is considered eligible for \$1.187 million in Targeted Assistance Grant funding. This amount may be adjusted downward if other communities in the nation not currently considered eligible are able to justify being included among the eligible localities.

Our application will have to demonstrate a need in our target population, specify employment objectives, and contain a detailed description of proposed activities, number of clients to be served, and how the proposed activities will be integrated or coordinated with existing services. Participation of SETA in the planning and application processes is vital, since the Agency plays an important role in the development of training programs for Sacramento.


BOARD OF SUPERVISORS

SETA is currently involved with the Private Industry Council in the development of private sector training slots for Comprehensive Emplo. Training Act programs. The Agency has worked with our refugee people in the past, and has indicated a willingness to participate in the development of a plan for the utilization of Targeted Assistance Grant, funds and preparation of the required application.

  
DENNIS B. HART

  
DAVID P. Mc...

APPROVAL RECOMMENDED:

  
BRIAN R. KILMER  
County Executive

DBX:dc

cc: County Executive  
Welfare Director  
SETA Director

(37674)

RESOLUTION NO. 88-2088

RESOLUTION OF THE SACRAMENTO COUNTY BOARD OF SUPERVISORS REGARDING TRANSFER OF MANAGEMENT RESPONSIBILITY (TMR) LEGISLATION; AB2635, RELATIVE TO REFUGEE EMPLOYMENT SOCIAL SERVICES (RESS) FUNDS DERIVED FROM THE FEDERAL REFUGEE ACT OF 1980 (PUBLIC LAW 96-212).

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WHEREAS, AB2635, Statutes of 1987, established Transfer of Management Responsibility (TMR) Legislation; and,

WHEREAS, the State of California has decided to implement TMR under the auspices of the State Department of Social Services (SDSS), Office of Refugee Services (ORS); and,

WHEREAS, the above office has contacted counties through their Local Boards of Supervisors; and,

WHEREAS, the above office has outlined to each County Board of Supervisors a series of alternatives to select from in deciding how to implement TMR locally; and,

WHEREAS, TMR invests each county with the option of direct administration of Refugee Employment Social Services (RESS) funds as well as planning provisions for overall refugee services; and,

WHEREAS, this matter is presented through a regularly scheduled public hearing;

NOW, THEREFORE, BE IT RESOLVED AND ORDERED that the Chairman of the Sacramento County Board of Supervisors does hereby approve the following with regard to TMR:

1. The Sacramento County Board of Supervisors will opt to elect Alternative Number IV as outlined in SDSS-ORS correspondence of October 2, 1987.
2. RESS funds shall be administered locally by the Sacramento Employment and Training Agency (SETA).
3. The Chairperson of the Governing Board of the Sacramento Employment and Training Agency (SETA) is authorized to sign, enter into and execute the State contract as well as subsequent amendments for Refugee Employment Social Services (RESS) as approved by this Board.
4. The State shall contract directly with SETA for purposes of accomplishing the transfer of TMR funds to the County.
5. SETA will subcontract with providers for most direct services.



On a motion by Sacramento County Board of Supervisors member, I. COL  
seconded by J. STRENG, the foregoing resolution was passed and  
this 27th day of September, 1988, by the following vote to wit:

AYES: <u>4</u>	Supervisors: <u>Collin, G. Johnson, Smoley, Stron</u>
NOES: <u>0</u>	Supervisors: <u>None</u>
Absent: <u>1</u>	Supervisors: <u>T. Johnson</u>

James Streng  
 Chairman of the Board of Supervisors of  
 Sacramento County, California



[Signature]  
 Clerk of the Board of Supervisors

RECEIVED BY THE CLERK OF THE BOARD OF SUPERVISORS OF SACRAMENTO COUNTY, CALIFORNIA, ON SEPTEMBER 27, 1988.

SEP 27 1988

FILED

SEP 27 1988

BOARD OF SUPERVISORS

BY [Signature]  
 CLERK OF THE BOARD

[Signature]  
 Board Clerk

The integrity of a correct copy of a resolution adopted by the Board of Supervisors, Sacramento County, California

on September 27, 1988  
 at Sacramento, California  
 Date SEP 27 1988 46'

**X. OPTIONAL COUNTY INFORMATION**

**Attachment A:** Refugee and the Sacramento Works America's Job  
Centers of California (SWAJCC) System

**Attachment B:** SWAJCC) Site List

**Attachment C:** Refugee Program Flow Chart

**Attachment D:** Consultation Mailing List

**Attachment E:** Letters from Public Hearing  
-None Received

**ATTACHMENT A**  
**INTEGRATION IN THE SACRAMENTO WORKS AMERICA'S JOB CENTER**  
**(SWAJCC) SYSTEM**

**INTEGRATION IN THE SACRAMENTO WORKS**  
**AMERICA'S JOB CENTERS OF CALIFORNIA (SWAJCC) SYSTEM**

The SWAJCCs are physical sites, which offer services for job, education and training seekers that include, but are not limited to eligibility self-screening, resource referral, job service/employment information, labor market information, intake/assessment and unemployment insurance. Services for employers consist of a directory of services, job applicant data bank, resource referral, labor market information, economic development, and rapid response and plant closure assistance.

SWAJCCs in the Sacramento area are a result of the collaborative efforts of many government and county agencies and community based organizations including: Sacramento County DHA, Sacramento Housing and Redevelopment Agency (SHRA), California EDD, Sacramento County Department of Health and Human Services (HHS), Sacramento City Unified School District (SCUSD), Sacramento County Office of Education (SCOE), City of Sacramento Neighborhood Services Department, and the Sacramento County Adult Education Learning Network.

The SWAJCC system is home to 12 Job Centers. At each SWAJCC, refugees can access employment, training, education, social services, unemployment insurance, and financial assistance under many different programs such as the Workforce Innovation and Opportunities Act (WIOA), Regional Occupational Program (ROP), California EDD, Vocational Rehabilitation, Community College, WTW, Head Start, and CSBG.

SWAJCCs are geographically distributed through out the County and work to assist low-skilled job seekers secure "middle skills" jobs in high demand industry sectors through education, training, job placement and retention services available through the SWAJCC system.

**ATTACHMENT B**  
**SWAJCC SITE LIST**



Sacramento  
Employment and  
Training  
Agency

**GOVERNING BOARD**

**LARRY CARR**  
Councilmember  
City of Sacramento

**PATRICK KENNEDY**  
Board of Supervisors  
County of Sacramento

**DON NOTTOLI**  
Board of Supervisors  
County of Sacramento

**JAY SCHENIRER**  
Councilmember  
City of Sacramento

**SOPHIA SCHERMAN**  
Public Representative

**KATHY KOSSICK**  
Executive Director

925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

Main Office  
(916) 263-3800

Head Start  
(916) 263-3804

Website: <http://www.seta.net>

**SPECIAL MEETING OF THE  
SETA GOVERNING BOARD**

**DATE:** Thursday, April 27, 2017

**TIME:** 10:30 a.m.

**LOCATION:** SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

While the SETA Governing Board welcomes and encourages participation in the Governing Board meetings, it would be appreciated if you would limit your comments to five minutes so that everyone may be heard. Matters under jurisdiction of the SETA Governing Board and not on the posted agenda or any off-agenda matters may be addressed by the general public following completion of the regular agenda. The SETA Governing Board limits testimony on matters not on the agenda to five minutes per person and not more than fifteen minutes for a particular subject. Meeting facilities are accessible to persons with disabilities. Requests for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3827. This document and other Board meeting information may be accessed through the Internet by accessing the SETA home page: [www.seta.net](http://www.seta.net).

**A G E N D A**

**PAGE NUMBER**

- I. Call to Order/Roll Call/Pledge of Allegiance**
- II. Consent Items**
  - A. Approval of Minutes of the April 6, 2017 Regular and April 10, 2017 Special Board Meetings 1-7
  - B. Approval of Claims and Warrants 8
  - C. Approval to Add Leaders Evolving, Inc. to SETA's Vendor Services (VS) List (Marianne Sphar) 9-10
- III. Action Items**
  - A. GENERAL ADMINISTRATION/SETA**
    - 1. Approval of Selection of Janitorial Companies and Authorize the Executive Director to Negotiate with each Vendor and Execute each Agreement (Denise Lee) 11-12

***“Preparing People for Success: in School, in Work, in Life”***

2. Ratification of Executive Director's Deviation from Insurance Requirements Concerning Notices of Cancellation for Workers' Compensation Insurance in Recently Executed Contracts (Kathy Kossick) 13-14

**B. WORKFORCE DEVELOPMENT DEPARTMENT**

Community Services Block Grant: None.

Refugee Services:

1. Approval of the 3-Year Plan for the Provision of Refugee Social Services (RSS), Targeted Assistance (TA), and RSS Set-Aside Funded Services to Refugees Program Years (PYs) 2017-2020 (Michelle O'Camb) 15-17
2. Approval to Release a Request for Proposals (RFP) for the Refugee Social Services (RSS), Targeted Assistance (TA), and RSS Set-Aside Funded Programs, Program Year (PY) 2017-18 (Michelle O'Camb) 18-19

One Stop Services:

3. Ratification of the Acceptance of Strong Workforce Program (SWP) Funding From the Los Rios Community College District to Provide Job Development Services, and the Execution of the Contract by the Executive Director (Michelle O'Camb) 20

**C. CHILDREN AND FAMILY SERVICES (Denise Lee)**

1. Approval of Annual Self Assessment for 2016-2017 and Resulting Program Improvement Plan SETA-Operated Program 21-35
2. Approval of Program Year 2017-2018 Head Start/Early Head Start Refunding Application 36
3. Approval of Program Year 2017-2018 Head Start/Early Head Start Budget 37
4. Approval of 2017-2018 Sacramento County Program Options/ Grantee and Delegate Agencies 38-43
5. Approval of 2017-2018 Training/Technical Assistance Plan for the SETA Head Start/Early Head Start Program, as Aligned with Established Five-Year Goals and Objectives 44-53

6.	Approval of Program Year 2017-2018 Early Head Start-Child Care Partnership and Expansion Refunding Application	54-75
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**IV. Information Items**

A.	Report on American Express Corporate Account Rewards Points Program as of March 31, 2017 (Loretta Su)	76-77
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B.	Fiscal Monitoring Reports (Loretta Su)	78-88
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- Golden Sierra JTA
- Goodwill Industries of Sacramento Valley & Northern Nevada, Inc.
- Greater Sacramento Urban League
- Sacramento Area Emergency Housing Center
- Volunteers of America

C.	Employer Success Stories and Activity Report (William Walker)	89-96
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D.	Dislocated Worker Update (William Walker)	97-99
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E.	Head Start Reports (Denise Lee)	100-108
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F.	Presentation: Overview of the Community Services Block Grant Program (Julie Davis-Jaffe)	
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<b>V. <u>Reports to the Board</u></b>		<b>109</b>
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- A. Chair
- B. Executive Director
- C. Deputy Directors
- D. Counsel
- E. Members of the Board
- F. Public

**VI. Adjournment**

**DISTRIBUTION DATE: THURSDAY, APRIL 20, 2017**



**SPECIAL MEETING OF THE  
SACRAMENTO EMPLOYMENT AND TRAINING AGENCY  
GOVERNING BOARD**

Minutes/Synopsis

SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

Thursday, April 27, 2017  
10:30 a.m.

- I. Call to Order/Roll Call:** Mr. Schenirer called the meeting to order at 10:34 a.m. The roll was called. A quorum established at 10:35 a.m. with the arrival of Mr. Nottoli at 10:35 a.m.

Members Present:

Jay Schenirer, Chair, Governing Board; Councilmember, City of Sacramento  
Sophia Scherman, Public Representative  
Don Nottoli, Member, Board of Supervisors (arrived at 10:35 a.m.)  
Patrick Kennedy, Vice Chair; Member, Board of Supervisors (arrived at 10:44 a.m.)

Member Absent:

Larry Carr, Councilmember, City of Sacramento

**II. Consent Items**

- A. Minutes of the April 6, 2017 Regular and April 10, 2017 Special Board Meetings
- B. Approval of Claims and Warrants
- C. Approval to Add Leaders Evolving, Inc. to SETA's Vendor Services (VS) List

The consent items were reviewed; no questions or comments.

Moved/Scherman, second/Nottoli, to approve the consent items as follows:

- A. Approve the April 6 and April 10, 2017 minutes.
- B. Approve claims and warrants for the period 3/31/17 through 4/20/17.
- C. Approve the addition of Leaders Evolving, Inc. to SETA's VS List.

Roll call Vote:

Aye: 3 (Nottoli, Schenirer, Scherman)

Nay: 0

Abstentions: 0

Absent: 2 (Carr and Kennedy)

**III. Action Items**

**A. GENERAL ADMINISTRATION/SETA**

1. Approval of Selection of Janitorial Companies and Authorize the Executive Director to Negotiate with each Vendor and Execute each Agreement

Ms. Denise Lee reviewed this item and stated that eight proposals were received and reviewed by a committee. Ms. Lee stated that over the year it was found that the companies that provided the lower quotes were not able to provide the services. When looking at the janitorial services, the reviewers looked at minimum wage, which has changed twice over the last contract period, the cost of each item that is required cleaning, and possible profit for the company. Staff looked at the top three companies and negotiated costs for Agency needs. The review committee looked at the top companies and the realistic costs of providing services in that particular group. If the cost was realistic, the group reviewed labor costs and supply costs and wanted to make sure a company was chosen that can provide the services within the allocated budget.

Mr. Kennedy arrived at 10:44 a.m.

Moved/Nottoli, second/Scherman, to approve the selection of companies for each group for janitorial services for the SETA Head Start/Early Head Start centers and central kitchen, and authorize the Executive Director to negotiate and execute each agreement.

Roll call Vote:

Aye: 4 (Kennedy, Nottoli, Schenirer, Scherman)

Nay: 0

Abstentions: 0

Absent: 1 (Carr)

2. Ratification of Executive Director's Deviation From Insurance Requirements Concerning Notices Of Cancellation For Workers' Compensation Insurance In Recently Executed Contracts

There were no questions or comments on this item.

Moved/Scherman, second/Schenirer, to ratify the Executive Director's deviation from the Insurance Requirements with respect to the lack of a non-cancellation endorsement under Workers' Compensation policies for three contractors – Vavrinek, Trine, Day and Co.; The Hacker Lab; and the Sacramento Metropolitan Chamber of Commerce.

Roll call Vote:

Aye: 4 (Kennedy, Nottoli, Schenirer, Scherman)

Nay: 0

Abstentions: 0

Absent: 1 (Carr)

**B. WORKFORCE DEVELOPMENT DEPARTMENT**

Community Services Block Grant: None.

Refugee Services:

1. Approval of the 3-Year Plan for the Provision of Refugee Social Services (RSS), Targeted Assistance (TA), and RSS Set-Aside Funded Services to Refugees Program Years (PYs) 2017-2020

There were no questions or comments on this item.

Moved/Nottoli, second/Scherman, to approve the 3-year Draft Plan for the Provision of Refugee Social Services (RSS), Targeted Assistance (TA), and RSS Set-aside Funded Services to Refugees, Program Years 2017-2020.

Roll call Vote:

Aye: 4 (Kennedy, Nottoli, Schenirer, Scherman)

Nay: 0

Abstentions: 0

Absent: 1 (Carr)

2. Approval to Release a Request for Proposals (RFP) for the Refugee Social Services (RSS), Targeted Assistance (TA), and RSS Set-Aside Funded Programs, Program Year (PY) 2017-18

There were no questions or comments on this item.

Moved/Nottoli, second/Kennedy, to approve the release of the Request for Proposals (RFP) for the Refugee Social Services (RSS), Targeted Assistance (TA), and RSS Set-aside Funded Programs, Program Year 2017-2018.

Roll call Vote:

Roll call Vote:

Aye: 4 (Kennedy, Nottoli, Schenirer, Scherman)

Nay: 0

Abstentions: 0

Absent: 1 (Carr)

One Stop Services

3. Ratification of the Acceptance of Strong Workforce Program (SWP) Funding From the Los Rios Community College District to Provide Job Development Services, and the Execution of the Contract by the Executive Director

There were no questions on this item.

Moved/Nottoli, second/Kennedy, to ratify the acceptance of SWP funding in the amount of \$125,000 from the Los Rios Community College District to provide job development and follow-up services to graduating CTE students for the period of

April 1, 2017 through September 30, 2017, and the execution of the Contract with the Los Rios Community College District by SETA's Executive Director.

Roll call Vote:

Aye: 4 (Kennedy, Nottoli, Schenirer, Scherman)

Nay: 0

Abstentions: 0

Absent: 1 (Carr)

**C. CHILDREN AND FAMILY SERVICES**

Mr. Schenirer asked that the board consider and take action on the CFS items as a block.

1. Approval of Annual Self Assessment for 2016-2017 and Resulting Program Improvement Plan SETA-Operated Program

No questions or comments on this item.

2. Approval of Program Year 2017-2018 Head Start/Early Head Start Refunding Application

No questions or comments on this item.

3. Approval of Program Year 2017-2018 Head Start/Early Head Start Budget  
No questions or comments on this item.

4. Approval of 2017-2018 Sacramento County Program Options/Grantee and Delegate Agencies

Mr. Nottoli asked if there were any anticipated site location changes. Ms. Lee replied there will be no changes to center locations however, there will be 265 Head Start slots that will be converting to 78 Early Head Start slots. The Early Head Start services will expand at Vineland, Laverene Stewart, Job Corps, Grizzly Hollow, American Legion, Home-based and for the first time with Twin Rivers USD at Morey Avenue Elementary. Ms. Lee will send Mr. Nottoli a complete list of slot changes and an Executive Summary of the grant application.

5. Approval of Program Year 2017-2018 Head Start/Early Head Start Training/Technical Assistance Grant Application to be in Alignment with Established Five-Year Goals

No questions or comments on this item.

6. Approval of Program Year 2017-2018 Early Head Start-Child Care Partnership and Expansion Refunding Application

No questions or comments on this item.

Moved/Kennedy, second/Scherman, to approve items 1-6 as follows:

1. Approve Program Year 2016-2017 Self-Assessment and resulting Program Improvement Plan for the Head Start/Early Head Start program and the EHS-Child Care Partnership/Expansion program.
2. Approve the Program Year 2017-2018 Head Start/Early Head Start Refunding Application.
3. Approve the Program Year 2017-2018 Head Start/Early Head Start Budget in the amount of \$53,613,447 for Basic and Training/Technical Assistance funds.
4. Approve the Head Start/Early Head Start countywide program options and center locations for the 2017-2018 program year.
5. Approve the Program Year 2017-2018 SETA Head Start/Early Head Start Training/Technical Plan as aligned with established five-year goals and objectives.
6. Approve the Program Year 2017-2018 Early Head Start-Child Care Partnership and Expansion refunding application in the amount of \$1,533,185 for Basic and Training/Technical Assistance.

Roll call Vote:

Aye: 4 (Kennedy, Nottoli, Schenirer, Scherman)

Nay: 0

Abstentions: 0

Absent: 1 (Carr)

#### **IV. Information Items**

- A. Report on American Express Corporate Account Rewards Points Program as of March 31, 2017: No questions.
- B. Fiscal Monitoring Reports: No questions.
- C. Employer Success Stories and Activity Report: No questions.
- D. Dislocated Worker Update: No questions.
- E. Head Start Reports: No questions.
- F. **Presentation:** Overview of the Community Services Block Grant Program

Ms. Julie Davis-Jaffe provided an overview of the Community Services Block Grant program. This program utilizes \$1.7 million to provide Safety-Net and Self-Sufficiency services. The board expressed the need for information on the amount of leveraged funds, as it would be helpful in articulating the effectiveness of the CSBG program. In addition, the board requested a report back on the amount of administrative funds utilized by the program. Mr. Nottoli would like to see some success stories where CSBG funds have actually helped customers.

Ms. Scherman left at 11:26 a.m.

**V. Reports to the Board**

- A. Chair: No report.
- B. Executive Director: No report.
- C. Deputy Directors: No report.
- D. Counsel: No report.
- E. Members of the Board: No report.
- F. Public: No report.

**VI. Adjournment:** The meeting was adjourned at 11:34 a.m.