

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

925 DEL PASO BOULEVARD  
SACRAMENTO, CA 95815  
(916) 263-3800

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

**(DRAFT)**

**PROGRAM YEARS**

**2017-2018, 2018-2019 and 2019-2020**

**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
E. County Planning Process .....	7
– Identification of Target Populations.....	8
– Labor Market Analysis.....	9
F. 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. TAD .....	26
G. RSS – Carryover .....	27
H. TA – Carryover .....	28
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/TA/Discretionary grant programs, SETA is also the grant recipient of U.S. Department of Labor (DOL), Workforce Innovation and Opportunity Act (WIOA) funding, 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).

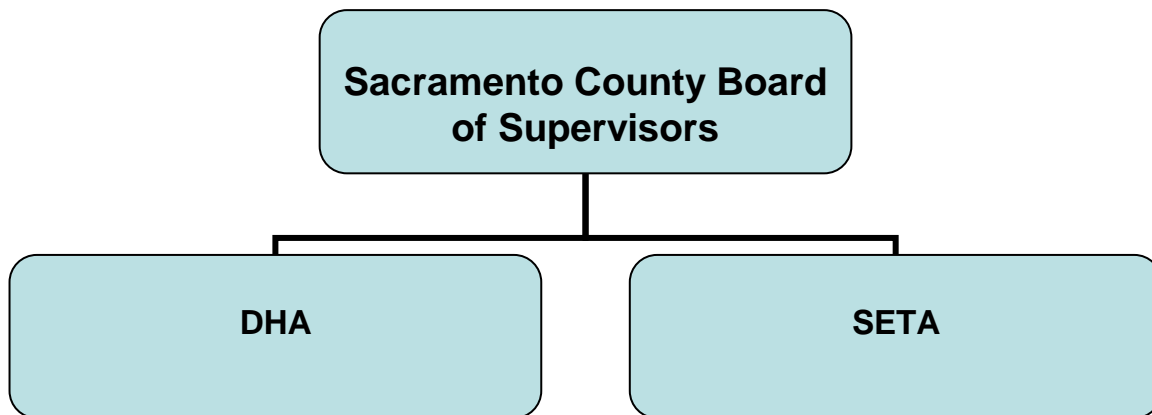
This plan was developed in preparation for the continuance of RSS and TA services in Sacramento County (including services funded by ORR discretionary grants) after current services end on September 30, 2017. The plan is for the three-year period beginning October 1, 2017 and ending September 30, 2020.

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. Due to limited RSS and TA funding, not all CalWORKs and eligible non-cash

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 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, Mutual Assistance Associations (MAAs), 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 Grant (RSIG) 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 ORD 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 ORD 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. **Child Care:** Payments for care of the participant's children who are under 13 years of age, if the participant needs such care to participate in the program.
- c. **Ancillary Expenses:** Cash allowances for job-related expenses, which are essential to job performance such as books, tools, uniforms, union fees, etc.
- d. **Translation/Interpretation Services:** Services that assist participants in understanding communications in their own languages.
- e. **Referral for Personal Counseling:** Activities that provide information and refer participants to the available resources for personal therapy/counseling
- f. **Assistance in obtaining employment authorization documents.**
- g. **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

##### A. Summary of Projected RSS FY 2017-2018 Allocation\*

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
<b>Employment</b>		
• VESL/ES	\$1,334,039	98.5%
<b>Case Management</b>		
• Referral/Verification	0	0
<b>Other</b>		
• SA & CO	<u>20,000</u>	<u>1.5%</u>
<b>Subtotal Services</b>	<b>\$1,354,039</b>	100%
<b>County Administration</b>	\$238,948	
<b>Total Projected Allocation for County</b>	<b>\$1,592,987</b>	

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

IV. Budgets (continued)

B. Summary Projected RSS FY 2017-2018 In-House Component Budget

Direct Cost for Referral/Verification/SWAJCC Services

NOT APPLICABLE

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)

**C. Summary of Projected TA FY 2017-2018 Allocation\***

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
<b>Employment:</b>		
• VESL/ES	\$0	0%
• ES Stand Alone	609,622	100%
 <b>Case Management:</b>		
• Referral/Verification	0	0%
<b>Subtotal Services</b>	<b>\$609,622</b>	<b>100%</b>
 <b>County Administration</b>	 \$107,580	

**Total Projected Allocation for County \$717,202**

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

**IV. Budgets (continued)**

**D. Summary of Projected TA 2017-2018 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)**

**E. Summary of Projected RSS Set-aside Services to Older Refugees, PY 2017-2018 Allocation\***

<b><u>Component</u></b>	<b><u>Amount</u></b>	<b><u>Percentage</u></b>
<b>Citizenship Services:</b>	\$ <u>10,650</u>	<u>100%</u>
<b>Subtotal Services</b>	\$ 10,650	100%
<b>County Administration @ 15%</b>	\$ 1,879	
<b>Total Allocation for County</b>	\$ <b>12,529</b>	

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

IV. Budgets (continued)

F. Summary of Projected Targeted Assistance Discretionary, PY 2017-2018 Allocation\*

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
<b>Employment:</b>		
VESL/ES	\$ 0	0%
ES Stand Alone	0	0%
	<hr/>	<hr/>
<b>Subtotal Services</b>	<b>\$ 0</b>	<b>0%</b>
<b>County Administration @ 15%</b>	<b>\$ 0</b>	
<b>Total Allocation for County</b>	<b>\$ 0</b>	

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

**IV. Budgets (continued)**

**G. Summary of Projected RSS, PY 2017-2018 Carryover Allocation\***

\*Final, additional, carryover allocations will be determined after the close of PY 2016-2017.

**IV. Budgets (continued)**

**H. Summary of Projected TA, PY 2017-2018 Carryover Allocation\***

\*Final, additional, carryover allocations will be determined after the close of PY 2016-2017.

V. **ANNUAL SERVICE PLAN**

FY 2017 Annual Services Plan						Original ( X ) Revision ( )							
Date: October 17, 2016			Time Period Covered by Plan:										
County: Sacramento			From: 10/1/16			To: 9/30/17							
Description of Contracted or State-Provided Services		Contracted Amount by Funding Source	Total Number	0-12 Months	13-60 Months	Type of Agency* and Percent of Funds							
						A	B	C	D	E	F	G	Total (Should equal 100)
EXAMPLE	SS	\$100,000.00	100	50	50								
	TAP		0										
	Other		0			20%		20%		20%		40%	100%
Employment	SS	\$1,334,039.00	591	355	236								
	TAP	\$609,622.00	407	204	203								
	TAD		0										0%
ELT	SS		0										
	TAP		0										
	TAD		0										0%
OJT	SS		0										
	TAP		0										
	TAD		0										0%
Skills Training	SS		0										
	TAP		0										
	TAD		0										0%
Case Management	SS		0										
	TAP		0										
	TAD		0										0%
Other (Employment)	SS		0										
	TAP		0										
	TAD		0										0%
<b>SUBTOTAL</b>		\$1,943,661.00	998	559	439								
Non-Employment	SS	\$20,000.00	100	50	50								
	TAP		0										
	TAD		0										
	ORDG	\$10,650.00	25		25								
County Admin (15% admin max)	SS	\$238,948.00	*Type of Agency A. State/County B. Ethnic Community-Based Organization C. Resettlement Agencies D. Community College E. Adult Basic Education F. Other Non-Profit Organization G. _____										
	TAP	\$107,580.00											
	TAD												
	ORDG	\$1,879.00											
Grand Total	SS	\$1,592,987.00	(The total percentage for each individual service (i.e., Employment, ELT, etc.) under Type of Agency and Percent of Funds must equal										
	TAP	\$717,202.00											
	TAD	\$0.00											
	ORDG	\$12,529.00											

**VI. ANNUAL OUTCOME GOAL PLAN**

**ANNUAL OUTCOME GOAL PLAN  
FY 2017  
PERFORMANCE GOALS AND ACTUALS**

**State or County:** **SACRAMENTO**

**FY 2016 GOAL**

**FY 2016 ACTUAL**

**FY 2017 GOAL**

**1. Caseload**

TANF Recipients	232	393	349
RCA Recipients	336	522	449
No Federal Cash Assistance	158	234	200
<b>Total</b>	<b>726</b>	<b>1,149</b>	<b>998</b>

**2. Entered Employment**

Full Time	296	88%	475	89%	450	88%
Part Time	39	12%	59	11%	59	12%
<b>Total</b>	<b>335</b>	<b>46%</b>	<b>534</b>	<b>46%</b>	<b>509</b>	<b>51%</b>

**2a. TANF Recipients Entered Employment**

Full Time	83	88%	164	90%	156	90%
Part Time	11	12%	19	10%	17	10%
<b>Total</b>	<b>94</b>	<b>28%</b>	<b>183</b>	<b>34%</b>	<b>173</b>	<b>34%</b>

**2b. RCA Recipients Entered Employment**

Full Time	121	88%	169	91%	160	90%
Part Time	16	12%	17	9%	18	10%
<b>Total</b>	<b>137</b>	<b>41%</b>	<b>186</b>	<b>35%</b>	<b>178</b>	<b>35%</b>

**2c. No Federal Cash Assistance Entered Employment**

Full Time	92	88%	142	86%	134	85%
Part Time	12	12%	23	14%	24	15%
<b>Total</b>	<b>104</b>	<b>31%</b>	<b>165</b>	<b>31%</b>	<b>158</b>	<b>31%</b>

**Cash Assistance Recipients Placed In Employment**

231	369	351
-----	-----	-----

**3. Federal Cash Assistance Terminations**

TANF Recipients	23	26%	24	33%	31	35%
RCA Recipients	65	74%	49	67%	57	65%
<b>Total</b>	<b>88</b>	<b>38%</b>	<b>73</b>	<b>20%</b>	<b>88</b>	<b>25%</b>

**4. Federal Cash Assistance Reductions**



**ANNUAL OUTCOME GOAL PLAN  
FY 2017  
PERFORMANCE GOALS AND ACTUALS**

**State or County:** **SACRAMENTO**

**FY 2016  
GOAL**

**FY 2016  
ACTUAL**

**FY 2017  
GOAL**

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

**\$ 10.23**

**\$ 10.91**

**\$ 11.13**

**7. 90-Day Retention Rate**

Percentage **90%**

**88%**

**88%**

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

Unduplicated #  
of Retentions

Unduplicated #  
of Entered  
Employments

Total **440**

**498**

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**

	<b>FY 2016 Actual</b>	<b>FY 2017 Proposed</b>
Social Services Formula Funding	\$ 1,026,332	\$ 1,334,039
Targeted Assistance Formula Funding	\$ 437,190	\$ 609,622
Discretionary Grant Funding	\$ 78,831	\$ -
Total Liquidated Funding	\$ 1,542,353	\$ 1,943,661
<b>Cost per Entered Employment</b>	<b>\$ 2,888.30</b>	<b>\$ 3,818.59</b>

**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	<b>Jennifer Fischer</b>	Title	<b>WDA Supervisor</b>
Telephone Number	<b>916-263-5400</b>	Email	<b><a href="mailto:Jennifer.Fischer@seta.net">Jennifer.Fischer@seta.net</a></b>

**Deadline for submission**

The completed *FY 2016 Annual Outcome Goal Plan: Performance Goals and Actuals* and *Performance Narrative* should be submitted via email to [rpbreports@dss.ca.gov](mailto:rpbreports@dss.ca.gov) by **OCTOBER 23, 2015**.

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

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

Submission type:  Initial  Revision

Status:  Approved  In process - clarification needed

## **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 ORD 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]*  
C. J. [unclear]

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

RE: REFUGEE TARGETED ASSISTANCE GRANT  
(New-Item-Concept 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, securing 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 of special funds, the Targeted Assistance Grant, to support employment services for refugees. The total amount to be allocated nationwide is \$20 million. In order to receive part of this allocation, communities must be considered eligible for part of the allocation, and must apply for it.

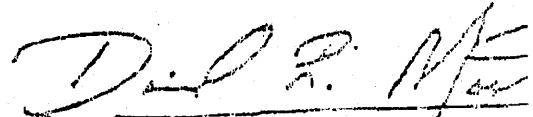
Sacramento is considered eligible for \$1.187 million in Targeted Assistance Grant funding. This amount may be adjusted downward if other communities in the nation not currently considered eligible are able to justify being included among the eligible localities.

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 has an important role in the development of training programs for Sacramento.




SETA is currently involved with the Private Industry Council in the development of private sector training slots for Comprehensive Employment Training Act programs. The Agency has worked with our refugee population 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 the preparation of the required application.

  
DENNIS B. HART

  
DANIEL R. MARTIN

APPROVAL RECOMMENDED:

  
BRIAN R. KILMER  
County Executive

DSK:dc

cc: County Executive  
Welfare Director  
SETA Director

(37674)

RESOLUTION NO. 88-2388

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)

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 1Y 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. CUI  
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, Streng</u>
NOES: <u>0</u>	Supervisors: <u>None</u>
Absent: <u>1</u>	Supervisors: <u>T. Johnson</u>

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



[Signature]  
 Clerk of the Board of Supervisors

RECEIVED - ADMINISTRATIVE SERVICES  
 COUNTY OF SACRAMENTO  
 SEP 27 1988

SEP 27 1988

[Signature]  
 COUNTY CLERK

FILED

SEP 27 1988

BOARD OF SUPERVISORS  
 BY [Signature]  
 CLERK OF THE BOARD

The foregoing is a correct copy of a resolution adopted by the Board of Supervisors, Section 2, Article 4, Chapter 1, Sacramento County, California.

[Signature]  
 Dated SEP 27 1988

**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 throughout 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**



## SACRAMENTOWORKS

A proud partner of America's Job  
Center of California™ Network

CENTERS	PHONE	PUBLIC ACCESS HOURS	ORIENTATIONS	LANGUAGES	SERVICES
<b>Asian Resources</b> ▪ 2411 Alhambra Blvd., Ste. 110 Sacramento, CA 95817	P: (916) 324-6202 F: (916) 324-6230	M- F 8:00 - 4:30	Walk-in basis MON-FRI 8:00 – 3:00	English, Chinese, Hmong, Mien, Spanish, Vietnamese, Russian	<ul style="list-style-type: none"> <li>• Job Announcements</li> <li>• Employer Recruitment Events</li> <li>• Workshops</li> <li>• Computers with Internet and WiFi access</li> <li>• Telephones</li> <li>• Fax Machines</li> <li>• Copiers</li> <li>• Reference Materials</li> <li>• Career Assessment</li> <li>• Coaching and Career Planning</li> <li>• Apprenticeship Opportunities</li> <li>• Youth Employment Services</li> <li>• Training Scholarships</li> </ul>
<b>Crossroads Diversified Services</b> ▪ 7011 Sylvan Road, Suite A Citrus Heights, CA 95610	P: (916) 676-2540 F: (916) 721-0288	M, W, TH 8:30 - 4:30 T 8:30 - 6:00 F 8:30 - 2:00	Training Orientation WED 1:00 – 3:00 Walk-in basis	English, Russian, Spanish, French, Portuguese	
<b>Elk Grove Unified School District</b> ▪ 8401 A Gerber Road Sacramento, CA 95828	P: (916) 525-4717 F: (916) 688-0984	M-TH 8:00 - 4:00 F 8:00-12:00	TUES @ 1:30	English, Punjabi, Spanish	
<b>Folsom Cordova</b> 10826 Gadsten Way Rancho Cordova, CA 95670	P: (916) 635-4337 F: (916) 361-8683	M - TH 9:00-4:30 F 9:00-12:00	Walk-in Basis MON-TH 9:00-4:30 F 9:00-12:00	English, Korean, Persian, Spanish, Russian	
<b>Franklin</b> ▪ 7000 Franklin Blvd., Ste. 540 Sacramento, CA 95823	P: (916) 563-5151 F: (916) 262-3202	M - TH 8:30 - 4:00 F 8:30 - 12:00	TUES @ 8:30	English, Hmong, Lao, Mien, Spanish, Tagalog, Thai	
<b>Galt</b> ▪ 1000 C Street, Ste. 100 Galt, CA 95632	P: (209) 744-7702 F: (209) 744-7719	M - TH 8:30 - 4:30 F 8:30 - 1:00	MON @ 9:00	English, Spanish	
<b>Greater Sacramento Urban League</b> 3725 Marysville Boulevard Sacramento, CA 95838	P: (916) 286-8600 F: (916) 614-9001 Resource Room: P: (916) 286-8623	M, T, TH 9:00-4:00 W 9:00-7:00 F 9:00-12:00	WED @ 10:00 (must pre-register)	English	



CENTERS	PHONE	PUBLIC ACCESS HOURS	ORIENTATIONS	LANGUAGES	SERVICES
<b>Hillsdale</b> ▪* 5655 Hillsdale Blvd., Ste. 8 Sacramento, CA 95842	P: (916) 263-4100 F: (916) 263-4076	M – TH 8:30 - 4:30 F 8:30 - 12:00	Walk-In Basis	Hindi, Hmong, Russian, Spanish, Ukrainian	<ul style="list-style-type: none"> <li>• Typing Tests (by appt. only)</li> <li>• Workforce Preparation Activities</li> <li>• English Language Acquisition</li> <li>• Supportive Services</li> <li>• Financial Literacy</li> <li>• Entrepreneurial Training</li> <li>• Occupational Skills Training</li> <li>• On the Job Training/Subsidized Employment</li> <li>• Pre-Employment Services</li> <li>• Business Information Centers (BIC)*</li> </ul>
<b>La Familia</b> 5523 34 <sup>th</sup> Street Sacramento, CA 95820	P: (916) 452-3601 F: (916) 452-7628	M,W,F 8:30-6:00 T, TH 8:30-7:00	WED @ 10:00 (must pre-register)	English, Spanish	
<b>Mark Sanders</b> ▪ 2901 50 <sup>TH</sup> Street Sacramento, CA 95817	P: (916) 227-0301 F: (916) 227-7937	M – F 8:00 - 5:00	Walk-In Basis	American Sign Language ( <i>by appt</i> ), Spanish	
<b>Mather Community Campus</b> 10638 Schirra Avenue Mather, CA 95655 (916) 876-4022	P: (916) 876-4022	M,W,TH, F 8:30-4:30 T 10:00-4:30	Orientations not available	English	
<b>Rancho Cordova</b> ▪ 10381 Old Placerville Rd., Ste. 150 Sacramento, CA 95827	P: (916) 563-5147 F: (916) 255-3932	M - TH 8:30 - 4:00 F 8:30 - 1:00	Walk-In Basis	Russian, Spanish	
<b>Sac City Unified School District</b> 5451 Lemon Hill Avenue Sacramento, CA 95824	P: (916) 433-2600 F: (916) 433-2635	M - TH 8:30 - 4:00 F 8:30 - 10:00	WED @ 8:15	Lao, Mandarin, Russian, Spanish, Thai, Vietnamese	

▪ Typing tests offered at these sites by appointment only. Please contact for more information.

\* BIC located at these sites.

### **JOB CENTER ACTIVITIES**

Access to activities is based on eligibility.

**Career Assessments:** *Quick Guide Skills Review* – Assessment to determine basic skills in Reading for Information, Locating Information and Applied Mathematics.

*CalJOBS* – Comprehensive skills assessment inventory that explores customer’s job skills, personal skills, work interests, work values, and more.

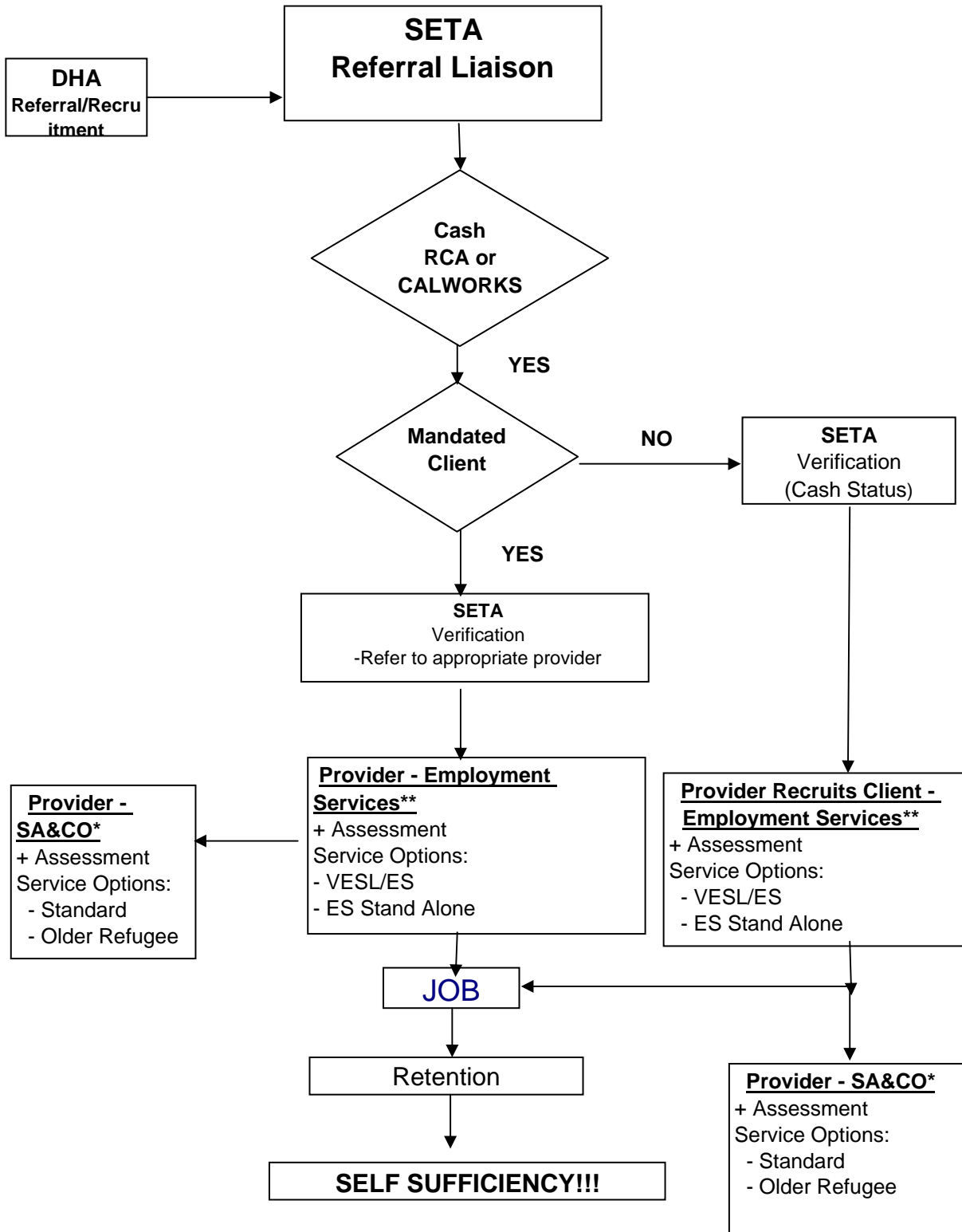
**Pre-Employment Services:** *Interview Workshop* - Learn powerful interview skills to put your best foot forward in interviews.

*Resume Workshop* – Interactive workshop on writing an effective resume and how to avoid common resume mistakes.

\***Business Information Center (BIC):** Sacramento Works Business Information Centers (BIC's) are your one-stop resource for technical assistance and information geared to help you start, operate and grow your business. Visit [www.sacramentoworks.org](http://www.sacramentoworks.org) for additional locations.

**ATTACHMENT C**  
**REFUGEE PROGRAM FLOW CHART**

**Sacramento Employment and Training Agency  
Refugee Program  
FLOW CHART**



**Sacramento Employment and Training Agency  
Refugee Program  
FLOW CHART**

**\*SA&CO services may be accessed independent of employment services.**

**\*\*Participants enrolled in RSS/TA employability programs receive services until one of the following conditions occur:**

- The 90<sup>th</sup> day following initial employment**
- Cash aid participant is non-cooperative and the service provider has notified DHA via RS3A**
- Cash aid participant has documented health problems and is exempted by DHA**
- Participant has moved out of Sacramento County and the move is verified by DHA or SETA**
- Participant requests termination**
- The end of the program year (September 30<sup>th</sup>)**
- Participant is deceased, incapacitated, incarcerated, or institutionalized**
- Participant becomes a U.S. Citizen and**
- 60-month eligibility for RSS/TA services has expired.**

**ATTACHMENT D**  
**CONSULTATION MAILING LIST**

## Attachment D

Organization	Contact	Mailing Address	E-Mail
<b>SEND to All Job Centers Site Supervisors/Managers</b>			
	Rabbi David		rabbidavid1818@gmail.com
A Touch of Understanding, Inc	Leslie DeDora	4120 Douglas Blvd., Suite 306	ldedora@touchofunderstanding.org
Academy X		180 Promenade Circle, Suite 110	sacramento@academyx.com
ACE	Stephanie Davi		sdaviercolini@acemontor.org
Adolescent Family Life Program	Elaine Ellers, MSW	2143 Hurley Way, Suite 230	ellerse@sutterhealth.org
African Refugee Relief Agency, Inc.	Yusuf Elmi	P.O. Box 434	
Agriculture Development for People in Need	George Hanible	3270 Avena Blvd., Suite 400-116	
AIDS Housing Alliance	Peter Feeley	P.O. Box 161908	
Albert Einstein Residence Center	Leslie Finke	1935 Wright Street	lfinke@comcast.net
Aldar Academy	Daniel Ramirez	4436 Engle Road	dramirez@aldaracademy.org
Alliance of Californians for Community Empowerment (ACCE)	Christina Arechiga	4433 Florin Rd. Ste 830	DoingRightworks@gmail.com
Alliance of Californians for Community Empowerment (ACCE)		4433 Florin Rd. Ste 830	sacramento@calorganize.org
Allied Business Schools, Inc.	James Parent	22952 Alcalde	jparent@alliedschools.com
ALS Association, Greater Sacramento Chapter	Beth Dissinger	2717 Cottage Way, Suite 8	lou@alssac.org
Alta California Regional Center, Yolo	Mechelle Johnson	250 West Main, Suite 100	mjohnson@altaregional.org
AmeriCorps NCCC	Jose Phillips, Region Director	3427 Laurel St., Room 108	
Arabic Church of Sacramento, Arab American Learning Center	Pastor Raed Awabdeh	1433 Fulton Avenue, Suite H	mawabdeh@hotmail.com
Arcade Creek Recreation and Park District	Jane Steele	4855 Hamilton Street	
Architecture Engineering Computer Services	Jaro & Eva Simek	2400 Marconi Avenue, Suite G	eva@aecs.biz
Arden Park Recreation and Park District	Leonard Morrow	1000 La Sierra Drive	
Ascend	Christine Moore		christine@angellawyer.com
ASDL Services, Inc	Dr. Isaac M. Ozobiani	P.O. Box 160846	
Asher College	Linda Freeman	1215 Howe Ave., Ste.101	lfreeman@asher.edu
Asian Pacific Comm. Counseling	Leland Tom	7273 14th Avenue, Ste. 120-B	info@APCcounseling.org
Asian Resources	Giezi Bermudez	5709 Stockton Blvd.	Giezi.Bermudez@seta.net
Asian Resources	Stephanie Nguyen	5709 Stockton Blvd.	stf_nguyen@yahoo.com
Assistance for All (AFAL)	Momo S. Larmena, Jr.	P O Box 15948	assistanceforall@hotmail.com
Associated General Contractors	Richard Mallory	3095 Beacon Blvd.	rich_mallory@yahoo.com
Automotive Training Schools	John Lee	4791 Pell Drive, Ste. #1	johnlee@autotrainingsschools.com
Aviation and Electronics School of America	Janis McKirdy	101 Broad Street	jmckirdy@aesa.com
Bach Viet Association, Inc.	Mel Demoff	1050 Fulton Avenue, Suite 110	bachviet@sbcglobal.net
Bauman College	Melinda Soares	10151 Main Street, Suite 128	accounting@baumancollege.org
Bayanihan Clinic	Director	923 V Street	
Beanstalk	Saundra Walden	3325 Myrtle Avenue	swalden@beanstalk.ws
Big Brothers Big Sisters of El Dorado County	Deborah Jones	P.O. Box 2519	info@mentors4youth.org
Birth and Beyond	Pat Mangan	925 Del Paso Blvd., Suite 500	manganp@saccounty.net
Boys & Girls Clubs of Greater Sacramento	Maureen Price	5212 Lemon Hill Ave.	mprice@bgcsac.org
Boys & Girls Clubs of Greater Sacramento	Shannon McPhedran	5212 Lemon Hill Ave.	smcphedran@bgcsac.org
Beutler Corporation	Michael Day	4700 Lang Ave.	daym@beutlercorp.com
California Association of Employers	Terry Paterson	1451 River Park Drive, Suite 121	tpaterson@employers.org
California Barbering & Cosmetology Apprenticeship Learning	Lasana McNealey	PO Box 582761	lasana@cbsacalci.com
California Capital Financial Development Corporation	Deborah Muramoto	2000 "O" Street, Suite 250	dmuramoto@cacapital.org
California Coalition for Youth (CCY)	Heather Dearing, MSW	P.O. Box 161448	info@calyouth.org
California Commission on Aging	Sandra Fitzpatrick	1300 National Drive, Suite 173	ccoa@ccoa.ca.gov
California Construction Education & Research Foundation	Sam Hassoun	3095 Beacon Blvd	sam@hassoun.com
California Dept. of Housing and Community Development	Lynn Jacobs	1800 Third Street, Suite 450	
California Dept. of Social Services, Refugee Programs Bureau	Danielle Hurley		Danielle.Hurley@DSS.ca.gov
California Dept. of Social Services, Refugee Programs Bureau	Joseph Pollakoff		Joseph.Pollakoff@DSS.ca.gov

## Attachment D

California Dept. of Social Services, Refugee Programs Bureau	Jacqueline Hom		Jacqueline.Hom@DSS.ca.gov
California Department of Public Health	Marisa Ramos		marisa.ramos@cdph.ca.gov
California Department of Public Health	Kali Patterson		Kali.Patterson@cdph.ca.gov
California DPH Refugee Health Clinic, Sacramento County	Inez Leonard		leonardi@saccounty.net
California DPH Refugee Health Clinic, Sacramento County	Jessica Lopez		lopezjes@saccounty.net
California Emergency Foodlink	John Healey	P.O. Box 292700	john@cafoodlink.org
California Employers Association	Kim Parker	1451 River Park Drive, Suite 116	kparker@employers.org
California Gang Violence Prevention Services	Ronald Montez	5550 Emerson Road	cgvps@aol.com
California Hispanic Commission on Alcohol & Drug Abuse, Inc	James Hernandez	2101 Capitol Avenue	
California Hispanic Resource Council	Salvador Santillan	3510 Stockton Blvd.	salvadorchrc@yahoo.com
California Human Development Corporation	Yolanda Chavez	3510 Stockton Blvd.	Yolanda.Chavez@cahumandevlopme
California Human Development Corporation	Paul Castro	3510 Stockton Blvd.	Paul.Castro@cahumandevlopment.or
California Indian Manpower Consortium, Inc.	Lorenda T. Sanchez	738 North Market Blvd.	lorendas@cimcinc.com
California Institute of Healing Arts & Sciences	Carol DiGirolamo	2377 Gold Meadow Way, Suite 100	jcdigit7@yahoo.com
California Institute of Jewelry Training	Dee Rouse-Huth	5805 Windmill Way	dee@jewelrytraining.com
California Job Journal	Linda Christian	2033 Howe Avenue, #100	advertising@jobjournal.com
California Lawyers for the Arts	Ellen Taylor	1127 11th Street, Suite 214	clasacto@aol.com
California Paralegal College	Kathleen Crain	461 Grass Valley Highway #18	cpckc555@att.net
California School Management Group, Inc.	Gary Cichella	3130 Inland Empire Blvd., Ste. C	
California Security Training Academy	Ken Gosling	6130 Freeport Blvd, #202	ken@CaSecurityTraining.com
California State Library	Susan Hildreth	P.O. Box 942837	
California State University, College Assistance Migrant	Viridiana Diaz, Director	6000 J Street	viridiaz@csus.edu
California State University, Sacramento - Division of Nursing	Ann Stolz	6000 J Street	stoltza@csus.edu
California State University, Sacramento College of Continuing	Babette Jimenez	3000 State University Drive East	jimenezb@csus.edu
California State University	Christine Irion	3000 State University Drive East	irionc@csus.edu
California State University, Sacramento Regional & Continuing	Arlene Hernandez	3000 State University Drive East	alforquehernandez@csus.edu
Cameron Park Community Services District	Tammy Mefford	3200 Country Club Drive	
Canale & Associates	Ed Canale		Ed@canale-associates.com
Capitol City SDA Church	Deacon Donald M. Clark	1618 El Monte Avenue	info@capitolcitysda.org
Career Beauty Academy	Lisa Lee	200 Whyte Avenue	careerbeautyacademy@gmail.com
Carole Ellison & Associates	Carole Ellison	223 Julie Avenue	
Carrington College	Michelle Goya McNeil	7301 Greenback Lane, Suite A	mgoyamcneill@carrington.edu
Carrington College	Ryanne Green Quarles	8909 Folsom Blvd	rgreen@cc.edu
Catholic Charities of Sacramento	Elisabeth White	2110 Broadway	ewhite@scd.org
CELI, Inc.	Lisa Miller		leadershiphelp@sbcglobal.net
CELI, Inc.	Travis Brown		tbrown@presginc.com
Center for AIDS Research Education and Service	Robert Kamrath	1500 21st Street	
Center for Employment Training	Mary Jane Smith	701 Vine Street	mjsmith@cet2000.org
Center for Employment Training	Hermelinda Sapien	701 Vine Street	hsapien@cet2000.org
Center for Employment Training	Carlos Lopez	701 Vine Street	clopez@cet2000.org
Center for Employment Training	Gary Pertle		gpertle@cet2000.org
Center for Fathers and Families	Rick Jennings, II	2100 Del Paso Blvd., Suite A	rick@fathersandfamilies.com
Center for Fathers and Families	Rashid Sidje	2100 Del Paso Blvd., Suite A	rashid@fathersandfamilies.com
Center for Land-Based Learning	Mary Kimball	5265 Putah Creek Road	mary@landbasedlearning.org
Child Abuse Prevention Council (CAPC), Sacramento Co	Sheila Boxley	4700 Roseville Road, Suite 102	
Child Action, Inc	Lynn Patten	9800 Old Winery Place	lynn@childaction.org
Children's Receiving Home of Sacramento	Tanya Kravchuk	3555 Auburn Blvd.	tkravchuk@crhkids.org
Citrus Heights Beauty College	Becky Hamblton	7518 Baird Way	chbeautycollege@aol.com
City of Elk Grove	Sarah Bontrager, Program Manager	8401 Laguna Palms Way	sbontrager@elkgrovecity.org
City of Sacramento, Dept. of Parks and Recreation	Monica Blanco	5699 S. Land Park Dr.	mblanco@cityofsacramento.org

## Attachment D

City of Sacramento, Dept. of Parks and Recreation	Robert G. Overstreet	915 I Street, 5th Floor	boverstreet@cityofsacramento.org
Collaboration of Creations, Inc.	Kat Givens	3119 Prince Henry Drive	givens_Kat@hotmail.com
Community College Foundation, The	Jamie Stedman	1901 Royal Oaks Drive, Suite 100	jstedman@communitycollege.org
Community Health & Student Support Services - Learning	Philip Moore	5735 47th Avenue	
Community Services Center	Robert Clark	5810 Pecan Avenue	rclark@ncc.adventist.org
Consumer Action		221 Main Street, Suite 480	
Consumers Self-Help Center	Meghan Stanton	3815 Marconi, Avenue, Suite 1	mstanton@consumersselfhelp.org
Contractors State License Services	Roxanne Hansen	3105 Fite Circle, Suite 101	roxanneh@cslscorp.com
Cordova Community Food Locker	Melanie Rochin	10497 Coloma Road	melrochin@yahoo.com
County of Sacramento, DHA Senior Companion Program	Mark Snaer	2433 Marconi Avenue	snaerm@saccounty.net
County of Sacramento, DHA	Beth Maerten	10626 Schirra Avenue	maertenb@saccounty.net
County of Sacramento, DHHS Dept. of Public Health	Bernice Walton	7001-A East Parkway, Suite 600B	waltonb@saccounty.net
County of Sacramento, Probation Department	David McFarland	9750 Business Park Drive, Suite 220	mcfarlandd@saccounty.net
County of Yolo Department of Employment and Social Services	Tanya Provencher	25 N. Cottonwood Street	Tanya.Provencher@yolocounty.org
Criminal Justice Cabinet	Lynn Wynn	799 G Street, Room 217	wynnl@saccounty.net
Crocker Art Museum	Stacey Shelnut-Hendrick	216 O Street	sshelnut-
Crossroads Diversified Services, Inc.	Dannym Marquez	9300 Tech Center Drive #160	dannym@crossroadsdiversified.com
Curam College of Nursing	Dr. Wayne Williams	6520 44th Street, Suite 312	npecllc@yahoo.com
Daughters of Zion Enterpryz	Tamara Bennett	6489 47th Street	qtbenett@comcast.net
Developmental Disabilities Service Organization (DDSO)	Yvonne Soto	3463 Ramona Ave., Ste. 18	yvonne@ddso.org
Dynamic Educational Systems, Inc.	Carmen Reynolds	8433 N. Black Canyon Hwy. Suite 184	Carmen.Chapman-
Dynamic Educational Systems, Inc.	DESIBD	8433 N. Black Canyon Hwy. Suite 184	DESIBD@exodyne.com
Easter Seals Superior Calif	Kathie Wright	3205 Hurley Way	kathiew@myeasterseals.org
El Dorado Co. Chamber of Commerce	Laurel Brent-Bumb	542 Main Street	chamber@eldoradocounty.org
Elder Options, Inc - Placerville	Carol S. Heape	P.O. Box 2113	info@elderoptionsca.com
Elk Grove Chamber of Commerce	Janet Toppenberg	9280 West Stockton Blvd., Suite 104	chamber@elkgrovec.com
Elk Grove Food Bank Services	Marie Jachino	P.O. Box 1447	mkjachino@yahoo.com
Elk Grove USD	Bob Roe	8401-B Gerber Road	broe@egusd.net
Elk Grove USD	Kathy Hamilton	8401-B Gerber Road	khamilto@egusd.net
Elk Grove USD	Dr. Steven Ladd, Superintendent	9510 Elk Grove-Florin Road	sladd@egusd.net
Elk Grove USD - Adult	Juanita Sendejas-Lopez	8401-A Gerber Road, Suite A	jlopez@egusd.net
Elk Grove USD - Youth	Karen Malkiewicz	8401-B Gerber Road	kmalkiew@egusd.net
Employment Development Department	Diane Ferrari	2901 50th Street	dferrari@edd.ca.gov
Eriss	Barbara Nyegaard	1124 Glen Ellen Place	bjn@eriss.com
ERISS/US Works	Barbara Nyegaard	2100 Palomar Airport Road, Suite 205	bjn@eriss.com
Estrellita Continuation High School	Tony Lara, Principal		TLara@ghsd.k12.ca.us
Explosives Academy	Lisa Richards	P.O. Box 372068	eevans@explosivesacademy.org
Fair Oaks Massage Institute	Madonna Polley	9833 Fair Oaks Blvd, Suite C1	info@fairoaksmassageschool.com
Fair Oaks Recovery Center	Fred Sigur	5342 Chicago Avenue	
Federico College of Hair Styling	Kristie Cook	1515 Sports Drive	kcook@federico.edu
First 5 Sacramento	Debra Payne	2750 Gateway Oaks Dr., Ste 330	paynede@saccounty.net
Florin Road Partnership, Inc	Larry Carr	P.O. Box 231817	florinroad@aol.com
Folsom Cordova Community Partnership	Robert Sanger	P.O. Box 3227; 10665 Coloma Road,	RSanger@theFCCP.org
Folsom Cordova U.S.D.	Joseph Piazza	10850 Gadsten Way	jpiazza@fcusd.org
Folsom Project for the Visually Impaired	Robert Schmitz	P.O. Box 6422	
Fortune and Associates	Rex Fortune	8365 Dover Drive	rcfortune9@yahoo.com
Foundation for Pool & Spa Industry Education (FPSIE)	Tema Abend, CEO	598 Display Way	
Friends of the Sacramento Public Library	Cherril Peabody	828 I Street, Third Floor	friends@saclibrary.org
Fulton-El Camino Recreation and Park District	Mike Grace	2201 Cottage Way	mgrace@fecrecpark.com
Funeral Consumers Alliance of Northern California	Betty Youngren	P.O. Box 161688	FCAnorthcal@aol.com



## Attachment D

Future Development Youth Center	Frankie Woods, II	417 Mace Blvd., Suite J, #113	frankie@fdyc.org
Galt Adult School	Sibba Alexanders	150 Camelia Way	salexanders@ghsd.k12.ca.us
Galt Fire Protection District	Timothy Mrozinski	8812 Elk Grove Blvd.	
Galt Joint Union High School District	Jean Malmgren	417 C Street, Suite B	jmalmgren@ghsd.k12.ca.us
Georgetown Divide Recreation District	Carl Clark	P.O. Box 1418	cclark@gdrd.org
Gifted Healing Center, Inc., The	Ernest Motley	2251 Florin Road, Suite 113	the_giftedhealingctr@yahoo.com
Girl Scouts Heart of Central California	Jodie Hughes	3005 Gold Canal Drive	jodie.hughes@girlscoutshcc.org
Golden Sierra Job Training Agency	Jason Buckingham	1919 Grass Valley Highway, Suite 100	buckingham@goldensierra.com
Goodwill Industries of Sacramento Valley, Inc	Joseph R. Mendez	6648 Franklin Blvd.	ceo@goodwillsacto.org
Goodwill Industries of Sacramento Valley, Inc.	Gloria Bickum	6648 Franklin Blvd	
Grant Writing Training Foundation	Dr. Bev Browning, Director	120 N. Val Vista Drive, #136	bevbrowning@cox.net
GreenHouse Center, The	Brian Heller de Leon, Director	PO Box 348138	brian@thegreenhousecenter.org
GreenPlumbers USA	Bill Lehtonen	925 Del Paso Blvd.	bill@greenplumbersusa.com
Head Trauma Support Project, Inc.	Pam Logan	P.O. Box 215666	
Heald College	Dr. David Shoemaker, Director of	7 Sierra Gate Plaza	
Healing Arts Institute	Diedrea Jensen	7525 Auburn Blvd, Suite 9	
Health Project	Maria Villalpando	909 12th Street, Suite 200	
Health Project	George de la Mora	909 12th Street, Suite 200	
Hmong Women's Heritage Association	Koua Franz	2245 Florin Road	koua.franz@gmail.com
Holt of California	Max Jones/Ken Monroe	7310 Pacific Avenue	
HomeAid Sacramento	John Orr	1536 Eureka Road	johno@northstatebia.org
House of Hope, Inc.	Katrina V. Lee, President/CEO	2251 Florin Rd., Ste. 135	houseofhopeministry@yahoo.com
Housing Now	Patti Uplinger	1800 21st Street, Suite 100	patti@housingnowresource.org
HRtoGO	Andrea Kraus, BA	8698 Elk Gove Blvd., Ste. 3187	
Human Rights Fair Housing Commission	Barbara Lehman	1112 I Street, Suite 250	
Huntington's Disease Society of Northern Calif	David Downey	2860 Gateway Oaks Drive, Suite 300	hdsanc.director@gmail.com
Interfaith Service Bureau	Dexter McNamara	2212 K Street	
International Rescue Committee (IRC)	Lisa Welze	Hurley Avenue	Lisa.Welze@rescue.org
International Rescue Committee (IRC)	Lauren Kocher	Hurley Avenue	Lauren.Kocher@rescue.org
International Rescue Committee (IRC)	Pilar	Hurley Avenue	pilar.earl@rescue.org
International Rescue Committee (IRC)	Kirsten Raschko	Hurley Avenue	keraschko@gmail.com
Jennifer Mitchell Consulting	Jennifer Mitchell		jennifer@jlmitchellconsulting.com
Job Training and Employment Corporation	Martha Burzycki	372 North Street	mburzycki@jteccorp.com
JobWorks	John Casella	1500 JFK Blvd, Suite C31 #60221	jasella@jobworksinc.org
JRC	Ernest Carter	5326 Camellia Ave.	ernesto717@comcast.net
JRC	Nancy Leman	5326 Camellia Ave.	nancy@zsc.org
Just A Little Extra	Michelle Buttram	5404 Tiburon Way	michellebuttram@comcast.net
Kaplan College	Ryan Smith	4330 Watt Avenue, Suite 400	rysmith@kaplan.edu
Kitty Hawk School, FCUSD	Rolando Rosas	4420 Mongegan Way	rrosas@fcusd.org
KOG Associates	Craig Palmquist	5001 Tanaka Court	cpalmkog@aol.com
KRA Corporation	Felicia Flournoy	Maple Lawn Corporate Center, 11830	fflournoy@kra.com
Krystal Light Ministries	Pastor Darryl Willhite	10329 Marlaw Way	
La Familia Counseling Center	Rachel Rios	5523 34th Street	rachelr@lafcc.org
La Familia Counseling Center	Phyllis Rodriguez	5523 34th Street	phyllisc@lafcc.org
Lao Family Community Development, Inc.	Chaosarn S. Chao	6840 65th Street., Suite 115	chaosarn@lafd.org
Lao Family Community Development, Inc.	Oo Wathone	6840 65th Street., Suite 115	Woo@lafd.org
Law Office of Patrick D. Kennedy	Patrick Kennedy, Attorney at Law	2200 L Street	
League of Women Voters of Sacramento	Roseanna Torretto	801 12th Street, Suite 210	lwvs@lwvsacramento.org
Learning Resources, Inc.	Alan B. Lesure	1117 East Putnam Avenue, #260	alesure@learning-resources.com
Lee Hecht Harrison	Renata Pagliaro	2389 Gateway Oaks, Suite 210	Renata.pagliaro@LHH.com

## Attachment D

Legal Services of Northern California	Gary Smith	517 12th Street	gsmith@lsnc.net
Legal Services of Northern California	Rachel Baca	517 12th Street	rbaca@lsnc.net
Leisa Douglas Group	Leisa Douglas		leisa@leisadouglas.com
Lifetime Adoption	Mardie Caldwell	17860 Cattle Drive	
Lilliput Childrens Services	Karen Alvord	1651 Response Road, Suite 300	sacramento.office@lilliput.org
Lilliput Children's Services	Elizabeth Morabito	4080 Cavitt Stallman Road, Ste. 200	emorabito@lilliput.org
Linkage to Education	Daren Maeda	925 Del Paso Blvd.	linkage2@comcast.net
Los Rios Community College District-Center for Excellence	Theresa Milan	1410 Ethan Way	milant@losrios.edu
Los Riso Community College District	Raquel Arata	1410 Ethan Way	aratae@losrios.edu
Love Little Children	Nadia Bobyk	5425 Palm Avenue, Suite B	nadia@lovelittlechildren.org
MAS Social Services Foundation	Gulshan Yusufzai		gyusufzai@yahoo.com
MAS-SSF	Laurel Benhamida		laurelbenhamida@yahoo.com
Lutheran Social Services - Inland Area Office	Carol Roberts	2930 35th Street	croberts@lssnorcal.org
Medical Career College of Northern California	Attn: Diane Morgan/Joan Lukkonen	7475 Kanai Ave.	mccnc2000@yahoo.com
Meditate First	Pearldean Golightly	372 Florin Road, # 230	golightlyadr@sbcglobal.net
Mental Health America of Northern California	Sandena Bader	1908 O Street	sbader@norcalmha.org
Mental Health Association, Sacramento Chapter	Tonja Edelman, M.S.W.	9719 Lincoln Village Drive, Ste. 407	
Meristem	Michael Mancini	9200 Fair Oaks Blvd.	mm@meristem.pro
Meristem	Shannon Shields	9200 Fair Oaks Blvd.	ss@meristem.pro
Mesopotamia Association of Sacramento	Sarmed Ibrahim	3115 Eastern Avenue, #15	sarmedkamal@yahoo.com
Metropolitan Vocational Consulting	Alina A. Sala	2821 Howe Avenue, #2	
Mission Oaks Recreation and Park District	TJ Newman	3344 Mission Avenue	tjnewman@morpd.com
Modoc Railroad Academy	Dave Rangel	P O Box 432	foonman784@aol.com
Moler Barber College	James Knauss	3025 West Capitol Avenue	jknauus48@yahoo.com
Moments 2 Success	Valerie Garden	8517 Bond Road	Val.m2s@gmail.com
Morey Avenue School-Head Start	Lois Graham	155 Morey Avenue	
Mothers Against Drunk Driving (MADD)	Director	4629 Whitney Avenue #7	
MTI College	David Allen	5221 Madison Avenue	dallen@mticollege.edu
Mutal Assitance Network of Del Paso Heights	Richard Dana	811 Grand Avenue, Suite #A-3	rdana@mutualassistance.org
Mutal Assitance Network of Del Paso Heights	Katy Robb	811 Grand Avenue, Suite #A-3	krobb@mutualassistance.org
My Beauty & Barber College	Leslie Nguyen	6100 Mack Road, Suite F	mybeautycollege@gmail.com
My Sister's House	Nilda Valmores	3053 Freeport Blvd., Suite 120	nildamsh@gmail.com
My Sister's House	Yang Her	3053 Freeport Blvd., Suite 120	yanghmsh@gmail.com
Napoli Culinary Academy	Hassi Sadri/LaVonne Mason	1401 Fulton Avenue, Bldg. B	info@thecookingacademy.com
National Active and Retired Federal Employee Assn	Dick Walker	2820 Honeysuckle Way	
National Alliance for Mental Illness (NAMI) Sacramento	Heidi Sanborn	3331 Power Inn Road, Suite 140	office@namisacramento.org
National Black Child Development Institute-Sacramento Affiliate	Sharon Saffold	P.O. Box 661924	sharonsaffold@att.net
National Domestic Violence Hotline	Shaun Thompson	P.O. Box 161810	ndvh@ndvh.org
National Holistic Institute	Erin Stutz	1610 Arden Way, Suite 110	stutze@nhi.edu
National Kidney Foundation of Northern Calif	Christopher S. Kelley	131 Steuart Street, Suite 520	
Neighborworks HomeOwnership Ctr - Sacramento Region	Pam Canada	P.O. Box 5420/2400 Alhambra Blvd.	pam@nwsac.org
Neighborworks HomeOwnership Ctr - Sacramento Region	Sharon Eghigian	P.O. Box 5420/2400 Alhambra Blvd.	sharon@nwsac.org
Nepenthean Homes, Inc	Richard Farlinger	P.O. Box 160	
New Covenant Emergency Food Bank and Family Services	James Letoa	P.O. Box 293987	jletoa@yahoo.com
New Horizons CLC of Sacramento	Suzanne Changus	1750 Creekside Oaks Drive, Suite 150	schangus@nhsacramento.com
Nonprofit Resource Center	Patti Larson	1331 Garden Highway	plarson@nprcenter.org
NorCal Center on Deafness, Inc	Sheri Farinha Mutti	4708 Roseville Road, Suite 111	info@norcalcenter.org
North Sacramento Dept. of Neighborhood Services	David Webb	6015 Watt Avenue, Suite 4	webbda@sacounty.net
North State Building Industry Foundation	Rick Larkey	1536 Eureka Road	rick@northstatebia.org
Northern California Construction Training	Shelly Hinkle	8516 Fruitridge Road, Suite O	shelly@nctat.org

## Attachment D

Northern California Construction Training	Bill Meehan	8516 Fruitridge Road, Suite O	billm@ncctinc.org
Bryan College	Briana McCauley	2317 Gold Meadow Way	
Oak Park Neighborhood Multiservice Center	Marilyn McGinnis	3415 Martin Luther King Jr. Blvd	mcginnism@saccounty.net
Oak Park Preschool, Inc.	Sonya Howell	3500 2nd Avenue	Oakparkpreschoolinc@sbcglobal.net
Office of Samoan Affairs	Margaret Levi Carter	2614 Marigold Lane	mlevicarter@yahoo.com
Older Women's League, Sacramento Capitol Chapter	Joyce A. Miller	P.O. Box 161646	
Omni Youth Programs	Cynthia Siegel	2150 Butano Drive	cynthia@omniyouth.net
On My Own Women's Business Program	Jacqueline Dyson	8359 Elk Grove-Florin Road, Suite 103	
Opening Doors, Inc.	Debra Ortiz	1111 Howe Avenue	<a href="mailto:deborah@openingdoorsinc.org">deborah@openingdoorsinc.org</a>
MESO/ODI	Rusul Tawffeq	1111 Howe Avenue	russuln68@yahoo.com
Operating Engineers Job Corp Program - NTF	Kevin Miskelly	1125-17th Street NW	iuoejc@aol.com
Options for Fathers, Inc	Hector M. Ramirez	P.O. Box 215414	
Orangevale Chamber of Commerce	Katherine Leonard	9267 Greenback Lane, Suite B-91	info@orangevalechamber.com
OSC Computer Training	Lili Williams	9700 Business Park Dr, Suite 206	lwilliams@oscct.com
Oxman College	Lana Dvorkin	3145 Geary Blvd., #612	info@oxmancollege.com
Pacific Gas and Electric Company Service and Sales	Rosa Escutia	5555 Florin Perkins Rd., Room 110	RME9@pge.com
Pacific Housing, Inc.	Molly Wiese	2115 J Street, Ste. 201	mollywiese@pacifichousing.org
Paratransit, Inc	Bill Durant	P.O. Box 231100	paratransit@paratransit.org
Paratransit, Inc.	J. D. Culver	431 I Street, Suite 200	jd@paratransit.org
Parkinson Assn of Northern California (PANC)	Julie Bianucci	900 Fulton Avenue, Suite 100-5	parkanc@sbcglobal.net
People Reaching Out	Staci Anderson	5299 Auburn Boulevard	stacia@peoplereachingout.org
Pioneer House	Calvin Hara	6711 Riptide Way	calvin.hara@rhf.org
Positive Option Family Service	Joseph Kovill	2400 Glendale Lane, Suite G	
Positive Option Family Service	Sharyn Stamp	2400 Glendale Lane, Suite G	
PRG	John Pruitt		john.pruitt31@yahoo.com
PRIDE Industries	Michael Ziegler	10030 Foothills Blvd.	
Quality Group, Inc., The	Carol Dierdorff	5825 Glenridge Drive, Bldg 3-101	CDierdorff@thequalitygroup.net
R. C. Fischer	Rob Allen	2210 "K" Street	
Recovery, Inc - Self-Help Mental Health	Denise Holmes	P.O. Box 214344	
ResCare	Tim Foster		tfoster@rescare.com
Rescue Alert of Calif, Inc	Lindsey Brewster	P.O. Box 450	lbrewster@rescuealertofca.com
Residential Housing Service	Gary Brown	3045 39th Street	
Resources for Independent Living, Inc.	Frances Gracechild	420 I Street, Level B: Suite 3	rilofficemanager@ril-sacramento.org
Rio Linda/Elverta Ministerial Association Food Closet	Judy Robbins	P.O. Box 306	rlcommunity@att.net
River City Food Bank	Eileen Thomas	1322 27th Street	et@rivercityfoodbank.org
River City Food Bank	Steve Anderson	1322 27th Street	sanderson@rivercityfoodbank.org
River Delta Joint USD	Dr. Alan Newall	445 Montezuma Street	bmoore@riverdelta.k12.ca.us
River Oak Center for Children	Laurie Clothier	5030 El Camino Avenue	lclothier@riveroak.org
Roberts Family Development Center	Derrell Roberts	770 Darina Avenue	RobertsFDC@aol.com
Roberts Family Development Center	Stepanie	770 Darina Avenue	stephanie.rfdc@gmail.com
Ross Innovative Employer Services	Joseph Egelski	300 South Riverside Stel	jegelski@rossprov.com
Rudolf Steiner College	Linda Dixon	9200 Fair Oaks Blvd	admissions@steinercollege.edu
Russian-American Mutual Assistance, Inc.	Irina Vetchinkina	P O Box 15604	
Sacramento Academic and Vocational Academy (SAVA)	Paul Haas	5400 Power Inn Road, Suite B	paul.haas@twinriversusd.org
Sacramento Area Commerce and Trade Organization (SACTO)	Barbara A. Hayes	400 Capitol Mall, Suite 2500	bhayes@sacto.org
Sacramento Area Electrical Apprenticeship	Dennis Moran	2836 El Centro Road	dmorin@340JATC.org
Sacramento Asian American Minority, Inc.	Chong Moua	5838 Franklin Blvd.	moua300z@yahoo.com
Sacramento Asian Pacific Chamber of Commerce	Patrica Fong Kushida	2012 H Street, Ste. 202	Patfk@sacasiancc.org
Sacramento Black Alcoholism Center	Sandra Hill	3307 Broadway, Suite 200	
Sacramento Black Chamber of Commerce	Azizza Davis Goines, President/CEO	2655 Del Monte Ave.	agoines@sacblackchamber.org

## Attachment D

Sacramento Children's Home	Roy Alexander	2750 Sutterville Road	roy.alexander@kidshome.org
Sacramento Chinese Community Service Center	Henry Kloczkowski	420 I Street, Suite 5	sccscherry@yahoo.com
Sacramento Chinese Community Service Center	Kevin Thai	420 I Street, Suite 5	kevin@scsc.org
Sacramento City USD	Jonathan Raymond, Superintendent	5735 47th Avenue	superintendent@sac-city.k12.ca.us
Sacramento City USD	Sue Gilmore, Director of Adult	2420 "N" Street	gilmores@sac-city.k12.ca.us
Sacramento City USD	Crawford Johnson	2420 "N" Street	
Sacramento City Unified School District, Head Start	Dr. Wanda Roundtree	5735 47th Avenue	wanda-roundtree@sac-city.k12.ca.us
Sacramento Co. Board of Supervisors	Cyndi Lee	700 H Street, Suite 2450	boardclerk@sacounty.net
Sacramento Couthy Division of Behavioral Health Services	Mary Nakamura		nakamuram@sacounty.net
Sacramento Co. Dept. of Child Support Services (SCDCSS)	Terrie Hardy-Porter	P.O. Box 269112	
Sacramento Co. Disability Advisory Committee	Cheryl Bennett	700 H Street, Room 5720	bennettc@sacounty.net
Sacramento Co. IHSS Public Authority	Bernadette Lynch	3700 Branch Center Road, Suite A	leichtyp@sacounty.net
Sacramento Co. Office of Education (SCOE)	David W. Gordon	P.O. Box 269003	cmiller@scoe.net
Sacramento Co. Planning and Community Development	Leighann Moffitt	827 Seventh Street, Room 230	moffittl@sacounty.net
Sacramento Co. Public Defender	Paulino Duran	700 H Street, Suite 0270	pdwebmail@sacounty.net
Sacramento Area Congregations Together (Sacramento ACT)	Annie Fox	9249 Folsom Blvd	annie@sact.org
Sacramento Cottage Housing, Inc	Cornelius Taylor	1726 Professional Drive	cottages@pacbell.net
Sacramento County Department of Human Assistance	Jean Coston	5747 Watt Avenue, #FEJD	costonj@sacounty.net
Sacramento County Office of Education	John Fleischman	P O Box 269003	jfleischman@scoe.net
Sacramento County Office of Education, Early Head	Erika Franzone	P.O. Box 269003	efranzone@scoe.net
Sacramento County Probation	Karen Dodrill	3201 Florin-Perkins Road	dodrillK@sacounty.net
Sacramento County, Dept. of Human Assistance	Paul Lake	2433 Marconi Avenue	LakePG@sacounty.net
Sacramento County Department of Human Assistance	Venus Guido	2433 Marconi Avenue	guidov@sacounty.net
Sacramento County Department of Human Assistance	Barbara Payne	2433 Marconi Avenue	paynebar@sacounty.net
Sacramento Court Appointed Special Advocates	Carol L. Noreen	P.O. Box 278383	carol@sacramentocasa.org
Sacramento Food Bank & Family Services	Blake Young	3333 3rd Avenue	byoung@sacramentofoodbank.org
Sacramento Housing Alliance	Director	1800 21st Street, Suite 100	sha@sachousingalliance.org
Sacramento Metropolitan Arts Commission	Michelle Walker, Director	2030 Del Paso Blvd	
Sacramento Metropolitan Arts Commission	Rhyena Halpern	2030 Del Paso Blvd.	RHalpern@cityofsacramento.org
Sacramento Mutual Housing Association	Allison Fleming	3451 5th Avenue	rachel@mutualhousing.com
Sacramento Occupational Advancement Resources (SOAR)	Jeffrey Haupt	8031 Fruitridge Road, Suite F	jeffreyhaupt@sbcglobal.net
Sacramento Public Library	Rivkah Sass	828 I Street	director@saclibrary.org
Sacramento Regional Conservation Corps	Lorna Lazankys	6101 27th St.	llazansky@saccorps.org
Sacramento Regional Conservation Corps	Ta'Lana Carr	6101 27th St.	tcarr@saccorps.org
Sacramento Self Help Housing	John Foley	P.O. Box 188445	jfoley@sacselfhelp.org
Sacramento Senior Companions		3331 Power Inn Drive, Suite 250	
Sacramento Sierra's Building & Construction Trade Council	Matthew Kelly	2840 El Centro Road, Suite 107	labor4@calweb.com
Sacramento Society for the Blind	Betty Graham	1238 S Street	
Sacramento Transportation Management Assn.	Marilyn Bryant	P.O. Box 19520	
Sacramento Tree Foundation	Ray Tretheway	191 Lathrop Way, Suite D	ray@sactree.com
Sacramento City Unified School District	Vanessa Girard		Vanessa-Girard@scusd.edu
Salvation Army	Elizabeth Hudson	P.O. Box 340699	elizabeth.hudson@usw.salvationarmy.
Salvation Army - Del Oro Division	Verna Catalfano	3755 North Freeway Blvd.	verna.catalfano@usw.salvationarmy.or
San Joaquin Valley College	Jeff Rutherford	11050 Olson Drive, Suite 100	jeff.rutherford@sjvc.edu
San Juan USD	Heather Berkness	3738 Walnut Avenue	heather.berkness@sanjuan.edu
San Juan USD	Martha Quadros	3738 Walnut Avenue	Martha.quadros@sanjuan.edu
San Juan USD	Glynn Thompson, Superintendent	3738 Walnut Avenue	glynn.thompson@sanjuan.edu
San Juan USD	Nina Mancina	3738 Walnut Avenue	nmancina@sanjuan.edu
San Juan USD - Head Start	Deb Merchant	5309 Kenneth Avenue	dmerchant@sanjuan.edu
San Juan USD, WIA/YY-OY	Gretchen Hatfield	3738 Walnut Avenue	ghatfield@sanjuan.edu

## Attachment D

Santa Clara County Valley Transit Authority	Steve Johnstone	3331 N. First Street, Building B	steve.johnstone@vta.org
Sacramento City USD/Head Start	Judy Rondas	5735 47th Avenue	
Senior Peer Counseling - MHA		9719 Lincoln Village Drive, Ste. 503	srpeerounseling@gmail.com
Seventh Day Adventist Community Services	Michael Ann Sparks	P.O. Box 23165	
Sierra Health Foundation	Diane Littlefield	1321 Garden Highway	dlittlefield@sierrahealth.org
SKYLAB Youth Production Studio	Alison Wells, Youth Dev. Program	5836 Dudley Blvd.	awells@cottagehousing.org
Slavic Assistance Center	Roman Romaso	2117 Cottage Way	romanromaso@yahoo.com
Slavic Community Center of Sacramento, Inc.	Ivan Megedyuk	2999 Fulton Avenue	ivan_mp@sbcglobal.net
Smithson/Dillon Associates	Craig D. Smithson	2239 Silver Fox Circle	Cdsmithson@aol.com
Society for the Blind	Kevin Duggan	2750 24th Street	info@societyfortheblind.org
Soil Born Farm Urban Agriculture Project	Shawn Harrison, Executive Director	P.O. Box 661175	sharrison@soilborn.org
South County Services	Marylou Powers	539 North Lincoln Way	dirscs@sbcglobal.net
South County Services	Gloria Rodriguez	539 North Lincoln Way	gloskids@hotmail.com
Community Transportation Agency	Grace Malson	P.O. Box 246	cta@softcom.net
Southeast Asian Assistance Center, Inc.	May Ying Ly	5625 24th Street	myingly@yahoo.com
Southgate Recreation and Park District	Paula Hansen	6000 Orange Avenue	phansen@southgaterecandpark.net
Southgate Recreation and Park District	Jean Holsten	650 El Camino Avenue	jean@breadoflife.org
St Matthew's Food Closet	Ed Klingelhofer	2814 Santa Paula Court	eklingelhofer@sbcglobal.net
St. John's Shelter for Women and Children	Michelle Steeb	4410 Power Inn Road	msteeb@stjohnsshelter.org
St. John's Shelter for Women and Children	Jeff Wilkinson	4410 Power Inn Road	jwilkinson@stjohnsshelter.org
St. John's Shelter for Women and Children	Eanad Lott	4410 Power Inn Road	elott@stjohnsshelter.org
St. John's Shelter for Women and Children	Kimberly Cox	4410 Power Inn Road	kcox@stjohnsshelter.org
St. Matthew's Episcopal Church	Mary Ellen Ferguson	2300 Edison Avenue	stmatthewsepiscopal@gmail.com
Stanford Home	Stuart Bradbury	8912 Volunteer Lane	jneves@stanfordhome.org
Stride Center, The	Barrie Hathaway	2300 El Portal Dr., Suites F & G	barrie@stridecenter.org
Strumpf Associates	Lori Strumpf	1050 17th Street, N.W., Suite 600	strumpfctr@aol.com
Sunrise Tech Center	Lynn Bartlett		LBartlett@sanjuan.edu
Superior California Legal Clinics, Inc	Robert Mission	3220 El Camino Avenue	
Take 4 Teen Media	Sharon Lambert	P.O. Box 221068	
Target Excellence	Keith Herron	916-393-4690	kherron@targetexcellence.org
Tenney & Co - CPA's	Ron Stalin	1528 Starr Drive, Suite A	
Terra Nova Counseling	Mary K. Stroube	5777 Madison Avenue, Suite 240	marys@terr NOVACOUNSELING.ORG
The Effort	Jonathan Porteus	1820 J Street	jporteus@theeffort.org
The Gifted Healing Center	Earnest Motley	2251 Florin Road, Suite 133	
The Grace Network	Chris Stambaugh		chris@thegracenet.org
TLC Transportation	Kathryn Whipple	5751 Excelsior Road	tlctransportation@juno.com
Transitional Living and Community Support, Inc (TLCS)	Jane Ginsberg	1507 21st Street, Suite 205	ppowell@tlcsac.org
Travelers Aid Emergency Assistance Agency	Elnor F. Tilson	2251 Florin Road, Suite 124	tareaa@lanset.com
Travelers Aid Emergency Assistance Agency	Julie McGraw	2251 Florin Road, Suite 124	
Turning Point Community Programs	Al Rowlett	3440 Viking Drive, Suite 114	alrowlett@tpcp.org
Turning Point Community Programs	Koi Saechao	601-W North Market Blvd., #350	
Twin Rivers Unified School District	Joseph Williams	515 Dudley Blvd., Bay A	joesph.williams@twinriversusd.org
Twin Rivers Unified School District - Adult School	Winnie Critchlow	5201 Arnold Ave.	winniecritchlow@twinriversusd.org
Twin Rivers Unified School District-Refugee	Vasseliki Vervilos	3222 Winona Way	vasseliki.vervilos@twinriversusd.org
Twin Rivers Unified School District	Rudy Puente	3222 Winona Way	rudy.puente@twinriversusd.org
Twin Rivers Unified School District-Head Start	Sara Haycox		sara.haycox@twinriversusd.org
Unitek College	Maurice Zakhir	1111 Howe Avenue, Suite 205	SACadmissions@unitekcollege.edu
U.S. Department of Housing Development	Cynthia Abbott	650 Capitol Mall, Room 4200	
United Medical Institute	Galina Ayzenberg	5437 Palm Avenue	info@unitedmedicalinstitute.com
United Way California Capital Region	Steve Heath	10389 Old Placerville Road	

## Attachment D

Universal Security Academy	Vicci Gritz	2382 Fruitridge Road	vicci@universalsecurityacademy.com
Universal Technical Institute of Northern California, Inc.	Gretchen Jenkins	4100 Duckhorn Drive	gjenkins@uti.edu
University of California Cooperative Extension	Bill Frost	311 Fair Lane	wefrost@ucdavis.edu
University of California, Davis Medical Center	Omar Ahmed		omar.ahmed@ucdmc.ucdavis.edu
University of California, Davis Medical Center	P.M. Koga		pmkoga@ucdavis.edu
Upwardly Global	Mary Voebel		mary@upwardlyglobal.org
Valley Vision	Bill Mueller		bill.mueller@valleyvision.org
VIRTIS	Albumalalah Aoss	2740 Fulton Ave., Ste. 204	Aoss.Albumalalah@virtis-ptsd.org
VIRTIS	Homey Ra	2740 Fulton Ave., Ste. 204	Homeyra@virtis-ptsd.org
Visions Unlimited, Inc.	Roleda Bates	7000 Franklin Blvd., Suite 200	rbates@vuinc.org
Visiting Angels	Rachel Breedlove	3808 Auburn Blvd., Ste. 52	rbreedlove@visitingangels.com
Vocational Resource Services, Inc.	Dorothy V. Devereux	3050 Fite Circle, Suite 112	dorothy@ves1983.com
Voluntary Legal Services Program of Northern California	Alan Bridges	517 12th Street	abridges@vlsp.org
Volunteers of America	Amani Sawires Rapaski	1900 Point West Way, Suite 270	amani@voa-sac.org
Volunteers of America	Jill Fox	1900 Point West Way, Suite 270	JFox@voa-ncnn.org
Waking the Village	Bridget Alexander	P.O. Box 160085	bridget@wakingthevillage.org
WarmLine Family Resource Center	Kelly Young	2035 Hurley Way, Suite 100	kelly@warmlinefrc.org
WEAVE, Inc.	Beth Hassett	1900 K Street	bhassett@weaveinc.org
Wellspring Women's Center	Nancy Rodriguez-Rios	3414 Fourth Avenue	
Western Career College	Marthea Thompson, Dean of	8909 Folsom Blvd	
Western Electrical Contractors Assn	Sheila Zuvich	3695 Bleckely Street	szuvich@goweca.com
Western Pacific Truck School	Amanda Goldrick	8720 Fruitridge Road	sacrep@wptruckschool.com
Western Pacific Truck School	Greta Nord/Maralyn Chavez	4609 Quail Lakes Drive, Suite 2	gnord@wptruckschool.net
Western Truck School	David Decker	3990 Industrial Blvd	daviddecker@westerntruckschool.com
Whole Life Revival Center	Bishop Cornelius Taylor, Jr.	3412 Y Street	pastormancjr@yahoo.com
William Jessup University			info@actsonline.net
Women's Civic Improvement Club of Sacramento, Inc	Edenausegboye Davis	3930 8th Avenue	edavis@usfca.edu
Women's Empowerment	Lisa Culp, Executive Director	1400 North C Street	lisa@womens-empowerment.org
Women's Empowerment	Corinna Dewar	1400 North C Street	corinna@womens-empowerment.org
Women's Health Specialists	Public Relations Dept.	1750 Wright Street, Suite 4	eileen@cawhs.org
Woodland Parks, Recreation and Community Services	Dan Gentry	2001 East Street	prcs@cityofwoodland.org
Worknet	Samuel Jones	800 N. Tucker Blvd.	worknetnow@gmail.com
World Relief	Asla Bonitskaya	3750 Auburn Blvd Suite B	aslabonitskaya@wr.org
World Relief	Kirt Lewis	3750 Auburn Blvd Suite B	klewis@wr.org
Yolo County Department of Employment and Social Services	Debbi Thomson	500-A Jefferson Blvd., Suite 100	
Yolo County Probation Dept.	Don L. Meyer	2780 East Gibson Road	probation@yolocounty.org
Young Women's Christian Association (YWCA)	Director	1122 17th Street	
Youth Development Network	Adrian Ruiz, Exec. Director	P.O. Box 269003	adrian@ydnetwork.org
Youth Guidance Connection	Gary Fox	P.O. Box 277728	gfox@yfcministries.org
hofers1@saccounty.net			hofers1@saccounty.net
jbense@lcorsac.org			jbense@lcorsac.org
jom@saccounty.net			jom@saccounty.net
lemffomed@yahoo.com			lemffomed@yahoo.com
nassibacherif@yahoo.com			nassibacherif@yahoo.com
rodabae@parsequalitycenter.org			rodabae@parsequalitycenter.org
sayedahmed62@hotmail.com			sayedahmed62@hotmail.com
seacenter@sbcglobal.net			seacenter@sbcglobal.net
stantonk@saccounty.net			stantonk@saccounty.net

**ATTACHMENT E**  
**LETTERS FROM THE PUBLIC HEARING**

-