

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) AND RSS SET-ASIDE
FUNDED SERVICES TO REFUGEES**

PROGRAM YEARS

2020-2021, 2021-2022 and 2022-2023

**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 30, 2020

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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 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 June, 2018, counties received a notification from RPB that ORR combined the RSS and TA programs into the Refugee Support Services (RSS) program to create service, tracking and reporting efficiencies, as well as to provide states the flexibility to allocate funds to address current and emerging needs of the most recent arrivals without having to administer duplicative service programs.

Under the current RSS program, allocations to states are based on arriving populations in the most recent 12 month fiscal year so that the funding will best serve the current populations and improve the ability of the states and counties to respond to shifting arrival patterns.

In addition to the RSS grant program, 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 RSS Set-aside services in Sacramento County (including services funded by ORR discretionary grants) after current services end on September 30, 2020. The plan covers next the three-year period beginning October 1, 2020 and ending September 30, 2023.

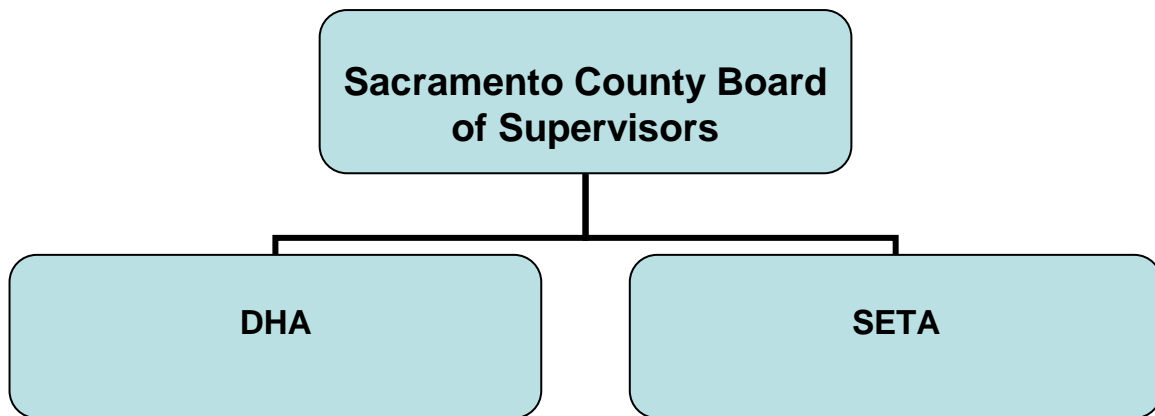
If funds are available for Program Years (PYs) 2020-2021, 2021-2022, and 2022-2023, procured and funded service providers meeting contractual service levels and performance goals, may be extended under their subgrant agreements annually for up to two additional years, consistent with funding limitations, as well as 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 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 the RSS grant planning, the procurement of service providers, RSS

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 funds for employment-related services. These components are designed to assist newly arrived refugees in the CalWORKs, RCA, or General Assistance (GA) programs, and longerterm refugees who have been in the country for less than five years, in getting a job.

B. General Program Description

Employment services for refugees over the next three-year period will be provided through Vocational English-as-a-Second Language (VESL) combined with Employment Services (ES), through ES (Stand Alone), through English Language Learner (ELL) Workforce Navigator, through VESL combined with On-the-Job Training (OJT), or through VESL combined with Vocational Training (VT). . As reflected this plan includes service components (VESL/OJT and VESL/VT) that are higher cost components, therefore, funding of these service components is contingent upon RSS allocations to Sacramento County on a year to year basis.

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 may 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 funding, not all CalWORKs and eligible non-cash refugees will be served under the RSS funded programs. RSS 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 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. Due to RSS funding limitations, some CalWORKs refugees will be served in the County CalWORKs program. 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 participant.

The Participant Agreement includes the purpose of the agreement, the provider's obligations, participation standards, the participant's obligations, and the length of participation. Failure of the participant 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 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 Plan 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 February 3, 2020, SETA held a public hearing to solicit input for the three-year RSS Plan, PYs 2020-21 through 2022-23. 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), local

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, and the use of Uber and Lyft would be helpful.
3. Teaching students with multiple levels of English language ability in one VESL class is difficult. Conversely, learning English in a multiple level class is challenging for the students. Eight months of instruction for an RCA refugee is an insufficient amount of time for most refugees to become sufficiently proficient in English. It would be beneficial if daily VESL was offered with no holiday breaks. 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.
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 and SA&CO provided by the local refugee resettlement agencies beyond the 90 days mandated. 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. More investment in vocational training sensitive to culture, as well as seeking Integrated Education and Training (IET) opportunities through Adult Education whereby Adult Basic Education (ABE), such as English language instruction, is embedded in the vocational training curriculum to support accelerated learning and success.
8. Reduce the time it takes for a CalWORKs recipient to access supportive services from DHA.
9. For RSS program improvement, consider the following: 1) utilizing RSS funds for the provision of the initial support services for CalWORKs recipients in absence of immediate support from DHA; 2) reducing the amount required for providers to set aside in their program budgets for support services for more flexibility in the use of funds during the entire year; 3) expanding on the human-centered design model by offering a tiered approach to completing the required RSS program forms and

documentation, including plan development, to help build rapport with participants rather than intimidate them with heavy, “up front” paperwork; 4) reducing the percentage of RSS funds required to be allocated in annual, program budgets to allow for more financial flexibility; 5) continuing to promote the integrated resource team (IRT) model to ensure cross-system collaboration/coordination of service delivery; 6) for some participants with significant barriers to employment, such pre-literacy in their native language, reducing the amount of required job search activity over a two-week period to better align the requirement to a participant’s ability, and increasing the activity as the participant progresses; and 7) continuing to promote the centralized service delivery model.

Identification of Target Populations

Applying RSS grant priorities, the target populations for Sacramento County as of February 2020 are refugees from the countries of origin noted below. This information was gathered from arrival and MEDs reports on CDSS’s RPB website and information shared by Sacramento resettlement agencies. 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 (2015 to 2019) have been from Middle Eastern countries, including Iraq, Iran, Syria, and Afghanistan. During this period, 16,000 refugees and SIVs have arrived in Sacramento County, however, with secondary migration, that number is estimated to be much higher. This number is predominantly made up of SIVs from Afghanistan, with some from Iraq, and the remaining refugees from Middle Eastern Countries, such as Afghanistan, Iraq, Iran and Syria, as well as refugees from the Former Soviet Union.

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 funds allocated by SETA will assist refugees in adjusting to a new society through acquiring or increasing English language proficiency through VESL, and obtaining employment through ES combined with VESL or ES stand alone. In addition, and if sufficient funding levels are received from RPB, training opportunities are made available through funds allocated by SETA for VESL combined with OJT or VT.

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 a 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 funded service providers, local refugee 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 December 2019, as posted by the California Employment Development Department was 3.2%, which is down from 3.6% in December 2018. The current unemployment rate translates to 717,100 in the labor force, 694,000 employed, and 23,100 unemployed.

Industry and Occupational Employment Trends

Industry sectors/clusters targeted and adopted by SETA and the SWI in September 2016 as "high demand" continue to be recognized as such, and 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, those identified in the Brookings Institute's April 2018 report, Charting a Course to The Sacramento Region's Future Economic Prosperity, which compares the Sacramento region's "Next Economy" clusters, as well as those identified by the Los Rios Community College District, 2016-21, as high-demand sectors showing 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 employed 120,743 workers at that time. The next largest sectors indicated in the research report 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.

Based on data from the Employment Development Department's Labor Market Information website containing U.S. Bureau of Labor Statistics' current Employment Statistics (CES), March 2017 benchmark, and Quarterly Census of Employment and Wages (QCEW) in industry employment, the industry sectors chosen to be targeted by SETA and the SWI are further supported. The data indicates that the Government industry sector in the Sacramento Metropolitan Statistical Area (MSA) continues to be the largest sector, estimated to reach 234,700, a 5.2 percent increase from 2016, by 2026. Second largest industry sectors indicated are in the Educational, Health Care and Social Assistance services sectors estimated to reach 184,000 by 2026, a 26.4 percent increase from 2016. Third in line is the Trade, Transportation, and Utilities sector estimated to reach 165,600 by 2026, an 8.9 percent increase. Fourth is the Professional and Business Services estimated to reach 128,000, a 12.1 percent increase. Fifth is the Leisure and Hospitality sector estimated to reach 99,800, a 16.8% increase. Finally, sixth is the Construction sector estimated to reach 54,000 by 2026, an estimated 23.5 percent increase.

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
- Construction Worker
- 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 five 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 five 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.

Service Integration/Co-enrollment Strategies -

In an effort to ensure service alignment for refugees with multiple partner programs, SETA has integrated its RSS program within its Sacramento Works America's Job Centers of California (SWAJCC) system. 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), 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.

The integration of refugee, employment, and support services in the SWAJCC system has provided a comprehensive roadmap and approach for refugees being resettled in Sacramento County. The immediate needs of refugees are purposefully integrated from start to finish beginning with assistance from the local resettlement agencies in finding housing, navigating public assistance supports and healthcare offered by the Sacramento County's DHA, and finishing with finding employment through services offered by SETA's RSS funded employment service providers. Services include intensive case management intended to assist program participants navigate through education, training, job development soft skills, and English language skills development to find not only employment, but pathways toward careers and self-sufficiency.

The integration of SETA's RSS program within the SWAJCC system supports co-enrollment strategies that enable greater efficiencies in service delivery, and the leveraging of resources for maximum benefit to refugee participants. Through strategic co-enrollment, SETA is able to build upon aligning, coordinating, and integrating programs, services, and resources, where appropriate, in order to help participants obtain jobs that ensure both long-term economic self-sufficiency, as well as economic security. Although robust co-enrollment within the SWAJCC system exists, which includes RSS-funded program participants, SETA is exploring the development and implementation of a strategic co-enrollment policy that will provide the "formal" foundation for strategic co-enrollment throughout the SWAJCC system. Key concepts will include:

- Integrated Service Delivery
- Increased Access
- Continuous improvement
- Partnerships

Currently, under the RSS program, the integration of the services begins with SETA requiring funded service providers to introduce and provide orientation to all enrolled participants on SWAJCC system services and resources, including the physical provision of a tour of a job center. Through WIOA funding and other SWAJCC system resources, vocational training and 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 in the field of study. WIOA Title II and AEBG services can be especially beneficial for the English Language Learner (ELL) population who possess low English language proficiency and/or are basic skills deficient in their 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 RSS formula funding and provides education, training, employment, supportive and retention services, including case management to refugees, asylees, SIVs, and certified victims of human trafficking under the program. Over the next three-year period, cash aid and non-cash aid participants will be served under VESL/ES, VESL/OJT, VESL/VT, ES (Stand Alone), or ELL Workforce Navigator services. Some participants may participate in OJT or VT through leveraged WIOA-funded, CalWORKs-funded, or discretionary grant-funded 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 through RSS or other leveraged resources, such as WIOA or CalWORKs.

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

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

SA&CO Services to Older Refugees (SOR) funded under the RSS Set-aside grant, is intended to serve refugees 60 years of age and older by connecting them to services serving elderly populations, including connecting them to the local Area 4 Agency on Agency, with a special emphasis on the provision of citizenship services.

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

Priorities of Service -

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

Service Components -

The RSS program consists of the following components:

- Vocational English-as-a-Second Language/Employment Services (VESL/ES) – English Language Training and Employment Services
- Vocational English-as-a-Second Language/On-the-Job Training (VESL/OJT) – Earn and Learn Opportunities
- Vocational English-as-a-Second Language/Vocational Training (VESL/VT) – English Language and Technical and Vocational Skills Training
- Employment Services (ES) Stand Alone
- English Language Learner (ELL) Workforce Navigator
- 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, job search techniques, 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. Job Readiness 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/On-the-Job Training (VESL/OJT)

This component, which will only be offered over the next three-year period if funding levels are sufficient, 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 Job Readiness.

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. 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 are sufficient, 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 participants.

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 Job Readiness 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.

4. 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) Job Readiness 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.

5. **English Language Learner (ELL) Workforce Navigator -**

The ELL Workforce Navigator program is intended to establish RSS-funded navigators that will enhance the integration and the embedding of RSS services within the Workforce Innovation and Opportunity Act (WIOA), Titles I and II, Workforce Development and Adult Education, and increase collaboration with Title IV, Department of Rehabilitation, and other federal and state funded programs.

ELL Workforce Navigators must be co-located full-time at an SWAJCC, an Adult Education campus, or a combination of the two. ELL Workforce Navigators will assist refugees in navigating workforce system services through enhanced coordination/integration with the WIOA Title I, SWAJCCs, Adult Education and Block Grant (AEBG) and WIOA Title II programs, and other workforce development programs and services. At a minimum, Navigators will ensure access and connect refugees to the following services, as deemed appropriate:

- VESL instruction
- Adult Basic Education (ABE)
- High school completion/equivalency
- Career exploration and labor market research
- Career pathways exploration and development
- Vocational training
- Support services
- Job placement and retention services

In addition, refugees served under this activity will be provided Job Readiness instruction, such as review of American work ethics, employment seeking techniques and strategies, identifying employers, review of employer expectations, employer/employee rights, resume preparation, job interviewing, upward mobility, vocational terminology, use of tools and equipment, and safety procedures must be provided to all refugees participating in this activity.

Key Components:

- **Establishing RSS-funded ELL Workforce Navigators** to serve as job coaches, mentors, and champions that can better assist refugees navigate Sacramento's workforce development and education systems and assist them with obtaining employment, and to serve as a liaison in connecting participants to supportive services.
- **Conducting targeted outreach and increasing accessibility to workforce services for refugee populations** with utilizing a "no wrong door" approach.
- **Increasing Alignment/Integration and Co-enrollment in WIOA Title II Adult Education** - In addition to co-enrollment of participants in RSS and WIOA Title I and II, Navigators will take opportunities to co-enroll refugees in other federal, state, and local funded programs as applicable.

- **Coordinating Integrated Resource Teams (IRTs) and Supportive Wrap-around Services** for refugees by assembling case team members that work together to identify and overcome participant hurdles. IRTs are intended to create networks of partners that web services and resources together to assist refugees in achieving success.
- **Building on existing partnerships, such as CBOs** to assist in locating refugees, in learning cultures and challenges of refugee populations, in leveraging resources, and in harnessing best practices on how to better engage and better serve adult refugees. Additionally, Navigators will work with their existing partners to identify areas where alignment organically exists such as in participant eligibility and intake processes, the administering of assessments, and the development of participant plans.
- **Seeking out Integrated Education and Training (IET) opportunities for refugees**, which is different from traditional, sequential participation in adult literacy and vocational training - Navigators will identify and utilize education and training opportunities for participants where Adult Basic Education (ABE) and/or Adult Secondary Education is embedded with vocational skills training to accelerate the success of refugees.

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

These services will only be offered over the next three-year period if funding levels are sufficient to support the employment activities, which are priority in Sacramento County. If funded, these activities are 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 participant'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.

7. Services for Older Refugees (SOR)

The RSS Set-aside SOR program, provides services to eligible participants 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 participants 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 participants 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.

8. 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.

9. 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.

IV. Budgets

A. Summary of Projected RSS FY 2020-2021 Allocation

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
Employment		
• VESL/ES	\$2,030,000	51%
• ES Stand Alone	825,000	21%
• VESL/OJT	785,000	20%
• ELL Workforce Navigator	315,000	8%
• VESL/VT		0%
Case Management		
• Referral/Verification	0	0%
Other		
• SA & CO	<u>0</u>	<u>0%</u>
Subtotal Services	\$3,955,000	100%
Unallocated Amount*	520,121	
County Administration	789,727	
Total Projected Allocation for County	\$5,264,848	

*This amount will be carried over into PY 2021-22 to mitigate volatility in year-over-year service level funding. If final allocation is different, this budget will be modified accordingly.

IV. **Budgets** (continued)

C. Summary of Projected RSS Set-aside Services to Older Refugees, PY 2020-2021 Allocation

<u>Component</u>	<u>Amount</u>	<u>Percentage</u>
Citizenship Services and Other Services	\$ 22,121	100%
Subtotal Services	\$ 22,121	100%
Unallocated Amount*	22,935	
County Administration @ 15%	7,951	
Total Allocation for County	\$ 53,007	

*This amount will be carried over into PY 2021-22 to mitigate volatility in year-over-year service level funding. If final allocation is different, this budget will be modified accordingly.

IV. **Budgets** (continued)

D. **Summary of Projected RSS, PY 2020-2021 Carryover Allocation**

Final, additional, carryover allocations will be determined after the close of PY 2019-2020.

V. ANNUAL SERVICE PLAN

Annual Service Plan						ORR-6 OMB Control No. 0970-0036 Expires 02/28/2022
1. State/Grantee:	Sacramento	2. Fiscal Year:	2020	3. Date:	10/1/2019	

4. Previous FFY Report (Program Participants) 45 CFR 400.154 and 45 CFR 400.155	Total FY Unduplicated
a) Employment	1520
b) Employability assessment	1520
c) On-the-job training	57
d) English language instruction	841
e) Vocational Training	
f) Skills recertification	
g) Day care for children	
h) Transportation	323
i) Translation and Interpreter Services	1520
j) Case management	1520
k) EAD assistance	
l) Information and referral	1520
m) Outreach services	1520
n) Social adjustment	
o) Citizenship and naturalization	
5. Total Unduplicated	1520

6. Previous FFY report services participation (45 CFR 400.154 and 45 CFR 400.155)	Total Number
a) Report number of service participants at the end of FFY who are 0-12 months since arrival in the US	860
b) Report number of service participants at the end of FFY who are 13-60 months since arrival in the US	660

7. Previous FFY set-aside programs services participation	RSI	SOR	Other
a) Report number of service participants at the end of FFY who are 0-12 months since arrival in the US		2	
b) Report number of service participants at the end of FFY who are 13-60 months since arrival in the US		52	

Plan for upcoming FY	9. Grant	10. Contracted Amount by Funding Source	11. Program Participants			12. Type of Agency and Percent of Funds									
			0-12 Month	13-60 Month	Total Number	A. State or County	B. Mutual Assistance Association	C. Refugee Agency	D. Community College	E. Adult Basic Education	F. Non Profit Organization	G. School District	H. Area Agency on Aging	I. Other	J. Total
8. Description of State-provided or Contracted Services															
a. Employment Services	RSS	\$3,174,375	796	797	1,593			41%		23%	36%				100%

b. English Language Instruction	RSS				0										0%
c. On-the-Job Training	RSS	\$784,000	49	49	98			22%			78%				100%
d. Vocational Training	RSS				0										0%
e. Other Services	RSS				0										0%
	RSS-RSI				0										0%
	RSS-SOR	\$22,121		56	56						100%				100%
	Misc.				0										0%

VI. ANNUAL OUTCOME GOAL PLAN

ANNUAL OUTCOME GOAL PLAN
FY 2020
PERFORMANCE GOALS AND ACTUALS

State or County:

SACRAMENTO

FY 2019 GOAL

FY 2019 ACTUAL

FY 2020 GOAL

1. Caseload

TANF Recipients
RCA Recipients
No Federal Cash Assistance

Total

724

482

402

1,608

660

353

507

1,520

734

393

564

1,691

2. Entered Employment

Full Time

Part Time

Total

856

96

952

90%

10%

59%

705

145

850

83%

17%

56%

898

100

998

90%

10%

59%

2a. TANF Recipients Entered Employment

Full Time

Part Time

Total

385

43

428

90%

10%

45%

265

78

343

77%

23%

40%

293

126

419

70%

30%

42%

2b. RCA Recipients Entered Employment

Full Time

Part Time

Total

257

29

286

90%

10%

30%

168

10

178

94%

6%

21%

225

25

250

90%

10%

25%

2c. No Federal Cash Assistance Entered Employment

Full Time

Part Time

Total

214

24

238

90%

10%

25%

272

57

329

83%

17%

39%

296

33

329

90%

10%

33%

Cash Assistance Recipients Placed In Employment

714

521

669

3. Federal Cash Assistance Terminations

TANF Recipients

RCA Recipients

Total

132

88

220

60%

40%

31%

78

47

125

62%

38%

24%

121

80

201

60%

40%

30%

4. Federal Cash Assistance Reductions

TANF Recipients

RCA Recipients

98

65

60%

40%

110

2

98%

2%

146

8

95%

5%

Total	163	23%	112	21%	154	23%
5. Entered Full Time Employment Offering Health Benefits						
TANF Recipients	137	45%	52	29%	73	30%
RCA Recipients	92	30%	59	33%	81	33%
No Federal Cash Assistance	76	25%	68	38%	90	37%
Total	305	36%	179	25%	244	27%

**ANNUAL OUTCOME GOAL PLAN
FY 2020
PERFORMANCE GOALS AND ACTUALS**

State or County: **SACRAMENTO**

**FY 2019
GOAL**

**FY 2019
ACTUAL**

**FY 2020
GOAL**

6. Average Hourly Wage of Refugees Entering Full Time Employment

\$ 12.76

\$ 13.60

\$ 13.80

7. 90-Day Retention Rate

Percentage **90%**

89%

90%

7a. 90-Day Retention Rate Calculator

Unduplicated #
of Retentions

Unduplicated #
of Entered
Employments

Total **691**

774

The previous actual Retention Rate is calculated by dividing the total unduplicated number of retentions by the total unduplicated number of entered employments from July of the previous CY through June of the current CY.

8. Office of Refugee Resettlement Funding

FY 2019 Actual

FY 2020 Proposed

Refugee Support Services Funding

\$ 3,747,709

\$ 3,955,000

Total Liquidated Funding

\$ 3,747,709

\$ 3,955,000

Cost per Entered Employment

\$ 4,409.07

\$ 3,964.16

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

Title

Michelle O'Camb

Manager, Workforce Development

Telephone Number

Email

(916) 263-3868

michelle.ocamb@seta.net

Deadline for submission

The completed FY 2020 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to rpbreports@dss.ca.gov by **NOVEMBER 8, 2019**.

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 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 semi-annual basis SETA reports to the CDSS, RPB through the RS-50 reporting process.

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 participant 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 have 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 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 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.”
- “That RSS funds will be used primarily for employability services which directly enhance refugee employment potential, have specific employment objectives, and are designed to enable refugees to obtain jobs with less than 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 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 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 funds not put into

CalWORKs.”

- “That the delivery of RSS 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 RSS supportive services payments made to RCA recipients participating in 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 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

[Signature]
OFFICIAL

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

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

RECOMMENDATIONS:

It is recommended that your Board invite the Sacramento Employment and Training Agency (SETA) to act on behalf of the county in planning for, 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:

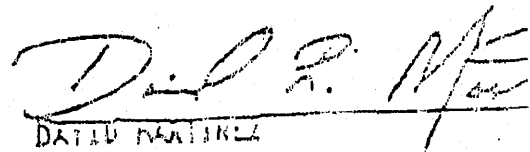
During March, 1983, the Federal administration announced the availability of special funds, the Targeted Assistance Grant, to support employment services for refugees. The total amount to be allocated nationwide is \$20 million. In order to receive part of this allocation, communities must be considered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

SEDA 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


DAVID MARTINEZ

APPROVAL RECOMMENDED:


BRIAN M. KILMER
County Executive

DSK:dc

cc: County Executive
Welfare Director
SEDA 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;

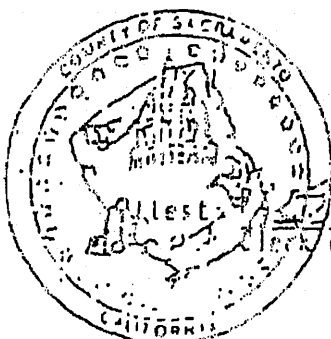
NOW, THEREFORE, BE IT RESOLVED AND ORDERED that the Chairman of the Sacramento County Board of Supervisors does hereby approve the following with regard to TMR:

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

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

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

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



[Signature]
 Clerk of the Board of Supervisors

RECEIVED - ADMINISTRATIVE SERVICES
 TO THE CLERK OF THE BOARD OF SUPERVISORS
 SACRAMENTO COUNTY, CALIFORNIA
 SEP 27 1988

FILED

SEP 27 1988

BOARD OF SUPERVISORS
 BY [Signature]
 CLERK OF THE BOARD

[Signature]
 COUNTY CLERK

The foregoing is a true and correct copy of a resolution adopted by the Board of Supervisors, Sacramento County, California.

DATE SEP 27 1988 46'

X. OPTIONAL COUNTY INFORMATION

Attachment A: Integration in 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
– Delegata

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

As mentioned previously, 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. The SWAJCC system is home to 12 Job Centers.

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 integration of refugee, employment, and support services in the SWAJCC system has provided a comprehensive roadmap and approach for refugees being resettled in Sacramento County. The immediate needs of refugees are purposefully integrated from start to finish beginning with assistance from the local resettlement agencies in finding housing, navigating public assistance supports and healthcare offered by the Sacramento County's DHA, and finishing with finding employment through services offered by SETA's RSS funded employment service providers. Services include intensive case management intended to assist program participants navigate through education, training, job development soft skills, and English language skills development to find not only employment, but pathways toward careers and self-sufficiency.

At each SWAJCC, in addition to education, training and employment services, refugees can access social services, unemployment insurance, and financial assistance under many different programs such as the Workforce Innovation and Opportunities Act (WIOA) discretionary grant programs, California EDD, Vocational Rehabilitation, Community College, 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.

Strategic Co-enrollment -

The integration of SETA's RSS program within the SWAJCC system supports co-enrollment strategies that enable greater efficiencies in service delivery, and the leveraging of resources for maximum benefit to refugee participants. Through strategic co-enrollment, SETA is able to build upon aligning, coordinating, and integrating programs, services, and resources, where appropriate, to assist participants obtain jobs that ensure both long-term economic self-sufficiency, as well as economic security. Although robust co-enrollment within the SWAJCC system is occurring, which includes RSS-funded participants, SETA is exploring the development and implementation of a strategic co-enrollment policy that will provide the "formal" foundation for strategic co-enrollment throughout the SWAJCC system. Key concepts will

include:

- Integrated Service Delivery
- Increased Access
- Continuous improvement
- Partnerships

Currently, under the RSS program, the integration of the services begins with SETA requiring funded service providers to introduce and provide orientation to all enrolled participants on SWAJCC system services and resources, including the physical provision of a tour of a job center. Through WIOA funding and other SWAJCC system resources, vocational training and 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 in 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 native language.

ATTACHMENT B
SWAJCC SITE LIST

CENTERS	PHONE	PUBLIC ACCESS HOURS	ORIENTATONS	LANGUAGES	SERVICES
Asian Resources ▪ 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"> • Job Announcements • Employer Recruitment Events • Workshops • Computers with Internet and WiFi access • Telephones • Fax Machines • Copiers • Reference Materials • Career Assessment • Coaching and Career Planning • Apprenticeship Opportunities • Youth Employment Services • Training Scholarships
Elk Grove Unified School District ▪ 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	
Folsom Cordova 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	
Franklin ▪ 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	
Galt ▪ 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	
Greater Sacramento Urban League 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
Hillsdale ▪ 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"> • Typing Tests (by appt. only) • Workforce Preparation Activities • English Language Acquisition • Supportive Services • Financial Literacy • Entrepreneurial Training • Occupational Skills Training • On the Job Training/Subsidized Employment • Pre-Employment Services • Business Information Centers (BIC)*
La Familia 5523 34 th 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	
Mark Sanders ▪ 2901 50 TH 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	
Mather Community Campus 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	
Rancho Cordova ▪ 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	
Sac City Unified School District 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.

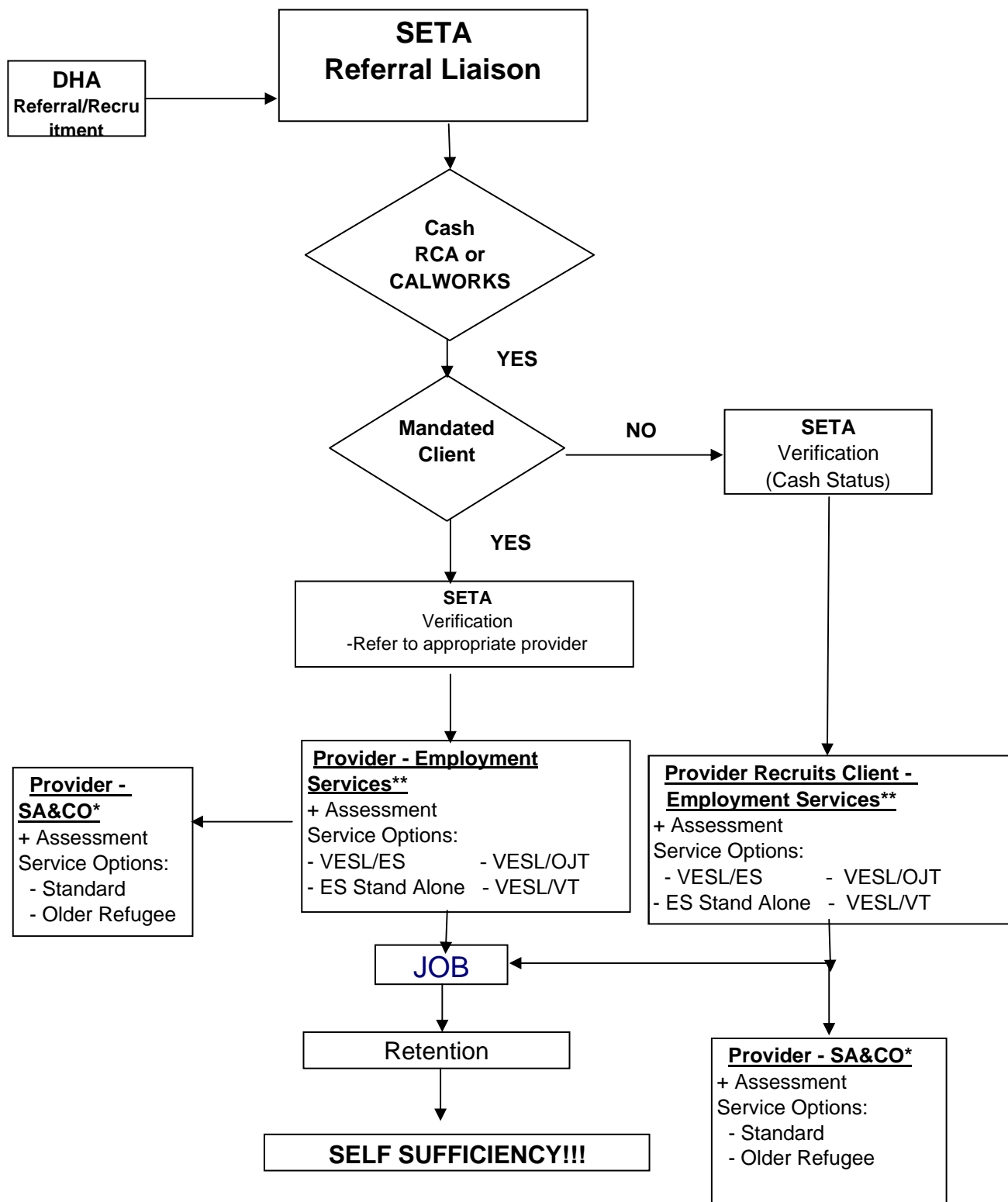
Pre-Employment Services: *Interview Workshop* - Learn powerful interview skills to put your best foot forward in interviews.

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 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 employability programs receive services until one of the following conditions occur:**

- The 90th 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 30th)**
- Participant is deceased, incapacitated, incarcerated, or institutionalized**
- Participant becomes a U.S. Citizen and**
- 60-month eligibility for RESS services has expired.**

ATTACHMENT D

PUBLIC NOTICE AND CONSULTATION MAILING LIST



PUBLIC NOTICE

GOVERNING BOARD

LARRY CARR
Councilmember
City of Sacramento

PATRICK KENNEDY
Board of Supervisors
County of Sacramento

DON NOTTOLI
Board of Supervisors
County of Sacramento

SOPHIA SCHERMAN
Public Representative

JAY SCHENIRER
Councilmember
City of Sacramento

KATHY KOSSICK
Executive Director

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

Main Office
(916) 263-3800

Head Start
(916) 263-3804

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

The Sacramento Employment and Training Agency (SETA), a joint powers agency of the City and County of Sacramento, will hold a public hearing to solicit comments from the public, as well as input from community based organizations, voluntary agencies, and other local, public and private stakeholders involved in refugee resettlement to begin the development of the 3-Year Plan for the provision of Refugee Support Services (RSS) and RSS Set-aside Funded Services to Refugees, Program Years (PY) 2020-23. The new plan will respond to the current and foreseen challenges faced by the refugee community, will address changes in demographics, will provide a framework for regional collaboration, will encourage continuous improvement of services to refugees, asylees, Special Immigrant Visa (SIV) holders and victims of human trafficking, and will respond to federal and state policy direction in refugee resettlement.

SETA's Refugee Program provides refugees who have been in the country for five years or less with direct services, which are intended to result in economic self-sufficiency and reduced dependency on public assistance through employment.

The date and location of the public hearing is as follows:

PLACE: Sacramento Employment and Training Agency
925 Del Paso Boulevard
Sacramento, CA 95815

DATE: Monday, February 3, 2020
TIME: 9:00 a.m.

Information gathered at the hearing will be compiled and incorporated into the draft 3-Year Plan for the Provision of RSS and RSS Set-aside Funded Services to Refugees, PY 2020-23, as applicable, and will be made available for public review and comment beginning Monday, March 2, 2020 on SETA's website at www.SETA.net under Public Information/Public Notices.

Persons interested in submitting written recommendations or comments on the plan may do so by emailing Amie Reza at Amie.Reza@seta.net, or by faxing a written copy to (916) 263-4367, Attention: Amie Reza.

Organization	Contact	Mailing Address	E-Mail
A Touch of Understanding, Inc	Rabbi David		rabbidavid1818@gmail.com
Academy X	Leslie DeDora	4120 Douglas Blvd., Suite 306	ldedora@touchofunderstanding.org
ACE		180 Promenade Circle, Suite 110	sacramento@academyx.com
Adolescent Family Life Program	Stephanie Davi		sdaviercolini@acemmentor.org
Albert Einstein Residence Center	Elaine Ellers, MSW	2143 Hurley Way, Suite 230	ellerse@sutterhealth.org
Alchemist Community Development Corporation	Leslie Finke	1935 Wright Street	lfinke@comcast.net
Aldar Academy	Jacob Sacks	909 12th St., Suite #200	jacob@alchemistcdc.org
Alliance of Californians for Community Empowerment (ACCE)	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
ALS Association, Greater Sacramento Chapter		4433 Florin Rd. Ste 830	sacramento@calorganize.org
Alta California Regional Center, Yolo	Beth Dissinger	2717 Cottage Way, Suite 8	lou@alssac.org
Arabic Church of Sacramento, Arab American Learning Center	Mechelle Johnson	250 West Main, Suite 100	mjohnson@altaregional.org
Architecture Engineering Computer Services	Pastor Raed Awabdeh	1433 Fulton Avenue, Suite H	mawabdeh@hotmail.com
Ascend	Jaro & Eva Simek	2400 Marconi Avenue, Suite G	eva@aecs.biz
Asher College	Christine Moore		christine@angellawyer.com
Asian Pacific Comm. Counseling	Linda Freeman	1215 Howe Ave., Ste.101	lfreeman@asher.edu
Asian Resources	Leland Tom	7273 14th Avenue, Ste. 120-B	info@APCCounseling.org
Asian Resources	Giezi Bermudez	5709 Stockton Blvd.	daniella@asianresources.org
Assistance for All (AFAL)	Stephanie Nguyen	5709 Stockton Blvd.	stf_nguyen@yahoo.com
Associated General Contractors	Momo S. Larmena, Jr.	P O Box 15948	assistanceforall@hotmail.com
Automotive Training Schools	Richard Mallory	3095 Beacon Blvd.	rich_mallory@yahoo.com
Bach Viet Association, Inc.	John Lee	4791 Pell Drive, Ste. #1	johnlee@autotrainingsschools.com
Bauman College	Mel Demoff	1050 Fulton Avenue, Suite 110	bachviet@sbcglobal.net
Beanstalk	Melinda Soares	10151 Main Street, Suite 128	accounting@baumancollege.org
Big Brothers Big Sisters of El Dorado County	Sandra Walden	3325 Myrtle Avenue	swalden@beanstalk.ws
Birth and Beyond	Deborah Jones	P.O. Box 2519	info@mentors4youth.org
Boys & Girls Clubs of Greater Sacramento	Pat Mangan	925 Del Paso Blvd., Suite 500	manganp@saccounty.net
Beutler Corporation	Shannon McPhedran	5212 Lemon Hill Ave.	smcphedran@bgcsac.org
California Barbering & Cosmetology Apprenticeship Learning	Michael Day	4700 Lang Ave.	daym@beutlercorp.com
California Capital Financial Development Corporation	Lasana McNealey	PO Box 582761	lasana@cbcalci.com
California Coalition for Youth (CCY)	Deborah Muramoto	2000 "O" Street, Suite 250	dmuramoto@cacapital.org
California Commission on Aging	Heather Dearing, MSW	P.O. Box 161448	info@calyouth.org
California Construction Education & Research Foundation	Sandra Fitzpatrick	1300 National Drive, Suite 173	cco@cco.ca.gov
California Dept. of Social Services, Refugee Programs Bureau	Sam Hassoun	3095 Beacon Blvd	sam@hassoun.com
California Department of Public Health	Jacqueline Hom		Jacqueline.Hom@DSS.ca.gov
California Department of Public Health	Marisa Ramos		marisa.ramos@cdph.ca.gov
California DPH Refugee Health Clinic, Sacramento County	Kali Patterson		Kali.Patterson@cdph.ca.gov
California DPH Refugee Health Clinic, Sacramento County	Inez Leonard		leonardi@saccounty.net
California Emergency Foodlink	Jessica Lopez		lopezjes@saccounty.net
California Employers Association	John Healey	P.O. Box 292700	john@cafoodlink.org
California Gang Violence Prevention Services	Kim Parker	1451 River Park Drive, Suite 116	kparker@employers.org
California Hispanic Resource Council	Ronald Montez	5550 Emerson Road	cgvps@aol.com
California Human Development Corporation	Salvador Santillan	3510 Stockton Blvd.	salvadorchrc@yahoo.com
California Human Development Corporation	Yolanda Chavez	3510 Stockton Blvd.	Yolanda.Chavez@cahumandevlopment.org
California Indian Manpower Consortium, Inc.	Paul Castro	3510 Stockton Blvd.	Paul.Castro@cahumandevlopment.org
California Institute of Healing Arts & Sciences	Lorenda T. Sanchez	738 North Market Blvd.	lorendas@cimcinc.com
California Institute of Jewelry Training	Carol DiGirolamo	2377 Gold Meadow Way, Suite 100	jcdigit7@yahoo.com
California Lawyers for the Arts	Dee Rouse-Huth	5805 Windmill Way	dee@jewelrytraining.com
California Paralegal College	Ellen Taylor	1127 11th Street, Suite 214	clasacto@aol.com
	Kathleen Crain	461 Grass Valley Highway #18	cpckc555@att.net

California Security Training Academy	Ken Gosling	6130 Freeport Blvd, #202	ken@CaSecurityTraining.com
California State University, College Assistance Migrant Program	Viridiana Diaz, Director	6000 J Street	viridiaz@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
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
Carrington College	Michelle Goya McNeil	7301 Greenback Lane, Suite A	mgoyamcneill@carrington.edu
Catholic Charities of Sacramento	Elisabeth White	2110 Broadway	ewhite@scd.org
CELI, Inc.	Lisa Miller		leadershiphelp@sbcglobal.net
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 Sidge	2100 Del Paso Blvd., Suite A	rashid@fathersandfamilies.com
Center for Land-Based Learning	Mary Kimball	5265 Putah Creek Road	mary@landbasedlearning.org
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 Hamblen	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
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 Services Center	Robert Clark	5810 Pecan Avenue	rclark@ncc.adventist.org
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@csllscorp.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-
Curam College of Nursing	Dr. Wayne Williams	6520 44th Street, Suite 312	npecllc@yahoo.com
Daughters of Zion Enterpryz	Tamara Bennett	6489 47th Street	qtbennett@comcast.net
Developmental Disabilities Service Organization (DDSO)	Yvonne Soto	3463 Ramona Ave., Ste. 18	yvonne@ddso.org
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@elkgrovecity.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	Jane Ross	8401-B Gerber Road	jeross@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 - Adult	Gina Wandell	8401-A Gerber Road, Suite A	gwandell@egusd.net
Elk Grove USD - Adult		8401-A Gerber Road, Suite A	jbarrett@egusd.net

Elk Grove USD - Youth	Karen Malkiewicz	8401-B Gerber Road	kmalkiew@egusd.net
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
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 Community Partnership	Renee John	P.O. Box 3227; 10665 Coloma Road,	rjohn@thefccp.org
Fortune and Associates	Rex Fortune	8365 Dover Drive	rcfortune9@yahoo.com
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@fecrecrepark.com
Funeral Consumers Alliance of Northern California	Betty Youngren	P.O. Box 161688	FCAnorthcal@aol.com
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
Georgetown Divide Recreation District	Carl Clark	P.O. Box 1418	cclark@gdrd.org
Grant Associates	Kris Canner	1250 Broadway, Suite 810	opportunities@grantassociatesinc.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.	Harpal Aulakh	6648 Franklin Blvd	harpala@goodwillsacto.org
Goodwill Industries of Sacramento Valley, Inc.	Richard Abrusci	8001 Folsom Blvd	richarda@goodwillsacto.org
Goodwill Industries of Sacramento Valley, Inc.	Nick Lee	8001 Folsom Blvd	nickl@goodwillsacto.org
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
Green Technical Education and Employment (GREENTECH)	Simeon Gant		simgant@gmail.com
GreenPlumbers USA	Bill Lehtonen	925 Del Paso Blvd.	bill@greenplumbersusa.com
Hmong Women's Heritage Association	Koua Franz	2245 Florin Road	koua.franz@gmail.com
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
Huntington's Disease Society of Northern Calif	David Downey	2860 Gateway Oaks Drive, Suite 300	hdsanc.director@gmail.com
International Rescue Committee (IRC)	Lisa Welze	2020 Hurley Way, Suite 420	Lisa.Welze@rescue.org
International Rescue Committee (IRC)	Lauren Kocher	2020 Hurley Way, Suite 420	Lauren.Kocher@rescue.org
International Rescue Committee (IRC)	Pilar	2020 Hurley Way, Suite 420	pilar.earl@rescue.org
International Rescue Committee (IRC)	Kirsten Raschko	2020 Hurley Way, Suite 420	keraschko@gmail.com
International Rescue Committee (IRC)	Hannah Messick	2020 Hurley Way, Suite 420	hannah.messick@rescue.org
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
KOG Associates	Craig Palmquist	5001 Tanaka Court	cpalmkog@aol.com
KRA Corporation	Felicia Flournoy	Maple Lawn Corporate Center, 11830	fflournoy@kra.com
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

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
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
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@nocalmha.org
Meristem	Michael Mancini	9200 Fair Oaks Blvd.	mm@meristem.pro
Meristem	Shannon Shields	9200 Fair Oaks Blvd.	ss@meristem.pro
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
Moments 2 Success	Valerie Garden	8517 Bond Road	Val.m2s@gmail.com
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 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
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
New Covenant Emergency Food Bank and Family Services	James Letoa	P.O. Box 293987	jletoa@yahoo.com
Next Move	Cynthia Pimentel	1422 C St Sacramento	cpimentel@nextmovesacramento.org
Next Move	Benjamin Uhlenhop	8001 Folsom Blvd Sacramento	buhlenhop@nextmovesacramento.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@saccounty.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
Northern California Construction Training	Bill Meehan	8516 Fruitridge Road, Suite O	billm@ncctinc.org
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
Omni Youth Programs	Cynthia Siegel	2150 Butano Drive	cynthia@omniyouth.net
Opening Doors, Inc.	Jessie Tientcheu	1111 Howe Avenue	jessie@openingdoorsinc.org
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
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
PRG	John Pruitt		john.pruitt31@yahoo.com
Quality Group, Inc., The	Carol Dierdorff	5825 Glenridge Drive, Bldg 3-101	CDierdorff@thequalitygroup.net
ResCare	Tim Foster		tfoster@rescare.com
Rescue Alert of Calif, Inc	Lindsey Brewster	P.O. Box 450	lbrewster@rescuealertofca.com
Resources for Independent Living, Inc.	Frances Gracechild	420 I Street, Level B: Suite 3	rilofficemanager@ril-sacramento.org
Resources for Independent Living, Inc.	Rachel Wick	420 I Street, Level B: Suite 3	aprilw@ril-sacramento.org
Rio Linda/Elverta Ministerial Association Food Closet	Judy Robbins	P.O. Box 306	rlcommunity@att.net
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
Sacramento Academic and Vocational Academy (SAVA)	Paul Hass	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	dmoran@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 Chamber of Commerce	Azizza Davis Goines, President/CEO	2655 Del Monte Ave.	agoines@sacblackchamber.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@sccsc.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 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@saccounty.net
Sacramento Couthy Division of Behavioral Health Services	Mary Nakamura		nakamuram@saccounty.net
Sacramento Co. Disability Advisory Committee	Cheryl Bennett	700 H Street, Room 5720	bennettc@saccounty.net
Sacramento Co. IHSS Public Authority	Bernadette Lynch	3700 Branch Center Road, Suite A	leichtyp@saccounty.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@saccounty.net
Sacramento Co. Public Defender	Paulino Duran	700 H Street, Suite 0270	pdwebmail@saccounty.net
Sacramento Area Congregations Together (Sacramento ACT)	Annie Fox	9249 Folsom Blvd	annie@sacact.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@saccounty.net
Sacramento County Office of Education	John Fleischman	P O Box 269003	jfleischman@scoe.net
Sacramento County Office of Education, Early Head	Erika Franzon	P.O. Box 269003	efranzon@scoe.net
Sacramento County Probation	Karen Dodrill	3201 Florin-Perkins Road	dodrillK@saccounty.net
Sacramento County, Dept. of Human Assistance	Paul Lake	2433 Marconi Avenue	LakePG@saccounty.net
Sacramento County Department of Human Assistance	Venus Guido	2433 Marconi Avenue	guidov@saccounty.net
Sacramento County Department of Human Assistance	Barbara Payne	2433 Marconi Avenue	paynebar@saccounty.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 Kindness Campaign	Holly Ramsay and Sara Thompsom	1709 Pluto Way	sarahskitchensac@gmail.com

Sacramento Kindness Campaign	Molly Mix	1709 Pluto Way	Molly@sackindnesscampaign.org
Sacramento Kindness Campaign	Sarah Thompson	1709 Pluto Way	sarah@sackindnesscampaign.org
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 Lazanksy	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 Sierra's Building & Construction Trade Council	Matthew Kelly	2840 El Centro Road, Suite 107	labor4@calweb.com
Sacramento Tree Foundation	Ray Tretheway	191 Lathrop Way, Suite D	ray@sactree.com
Sacramento City Unified School District	Vanessa Girard		Vanessa-Girard@scusd.edu
Saint John's Program for Real Change	Marc Cawdrey, Interim CEO	2443 Fair Oaks Blvd., #369	MCawdrey@SaintJohnsProgram.org
Saint John's Program for Real Change	Susan Barron, Director of Integrated	2443 Fair Oaks Blvd., #369	SBarron@SaintJohnsProgram.org
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
Salvation Army	Larry Carmichael	3755 North Freeway Blvd.	Larry.Carmichael@usw.salvationarmy.o
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	Nina Mancina	3738 Walnut Avenue	nmancina@sanjuan.edu
Senior Peer Counseling - MHA		9719 Lincoln Village Drive, Ste. 503	srpeerounseling@gmail.com
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	Maria D Rosales	431 S. Lincoln Way	scsrosales@outlook.com
South County Services	Bibiana Perez	431 S. Lincoln Way	Bperez1517@gmail.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	stmatthewsepisopal@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
Terra Nova Counseling	Mary K. Stroube	5777 Madison Avenue, Suite 240	marys@terranovacounseling.org
The Grace Network	Chris Stambaugh		chris@thegracenetwork.org
The Urban Advocates & Achievers	Alecia Eugene-Chasten	2110 K Street	achasten@theurbanadvocates.org
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	taaaa@lanset.com
Turning Point Community Programs	Al Rowlett	3440 Viking Drive, Suite 114	alrowlett@tpcp.org
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
United Medical Institute	Galina Ayzenberg	5437 Palm Avenue	info@unitedmedicalinstitute.com
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 Vison	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
Visions Unlimited, Inc.	Dan Marrujo	7000 Franklin Blvd., Suite 200	dmarrujo@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
Wake-Up Foundation Inc.	Mykim Tran	2251 Florin Road, Suite 150	thewakeupfoundation@gmail.com
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
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
Wind Youth Services	Robynne Rose-Haymer	815 S Street	Robynne@windyouth.org
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
Woodland Parks, Recreation and Community Services	Dan Gentry	2001 East Street	prcs@cityofwoodland.org
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 Probation Dept.	Don L. Meyer	2780 East Gibson Road	probation@yolocounty.org
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@lorsac.org			jbense@lorsac.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

- Delegata



January 31, 2020

Governing Board
Sacramento Employment and Training Agency
925 Del Paso Boulevard
Sacramento, CA 95815

Subject: Centralized Refugee Resource Hub Needed

Dear Governing Board:

Based on the need to hold a public hearing to solicit comments and input from stakeholders and community organizations to begin the development of the 3-year Plan for the provision of refugee support services (RSS) & RSS set-aside services, the initiative presented in this white paper proposes a model for collaboration for continuous improvement and support to the refugee community. We appreciate SETA's efforts on holding this vital meeting. We are forwarding the enclosed final white paper to you to be used for input and consideration for Monday's hearing.

If further discussion is needed on this subject, please contact me or Kais Menoufy

(kaismenoufy@delegata.com)

Sincerely,
Claudia Ramirez
Community Relations

Addressing Sacramento's Need on Identifying a Centralized Hub Center for the Refugee Community

The diverse refugee community needs a centralized resource hub to effectively coordinate multiple organizational efforts that aid the Sacramento refugee community. Our initiative "Where the Unstructured Needs Meets the Structured Solutions" addresses the needs on bringing efforts together to identify a hub that will facilitate all needs and services to fill the existing gaps.

Over the last few years, thousands of refugee families have resettled in the State of California and in the Greater Sacramento Valley. These families come from areas of conflict and violence in the Middle East and Afghanistan, with some escaping years spent in refugee camps.

Upon their arrival in the United States, these families receive vital services and resources from resettlement agencies like International Rescue Committee (IRC), Opening Doors, World Relief, Sacramento Food Bank & Family Services, LAO Family Community Development, and from community volunteers and local churches.

Refugees are provided their first home, usually a small apartment, some furniture and household items using a very limited initial resettlement fund from the United Nations and the US Government called "Welcome Fund" which amounts to \$925 per family member. The Resettlement agency enrolls each family member into social security, into the county healthcare and welfare system, and enroll the children into the public-school system.

The services these resettlement agencies offer is vital to refugee's assimilation into U.S. society, however the current challenge that we face is the fact that these services are time limited. Unfortunately, our public institutions do not have the capacity, nor the personnel, to culturally and linguistically address the wide-ranging needs.

The mission of the "Where the Unstructured Needs Meet the Structured Solutions" is to address these gaps and propose collaboration among community and government organizations. By identifying a Hub service center any short-term gaps in services and resources can be addressed and a long-term realistic plan for each family can be implemented, ensuring self-sufficiency. This hub/service center will have the infrastructure to become the on-going case management provider for the refugee community, continuing the initial efforts made by the resettlement agencies. Logical, strategic partnerships could readily form within the Hub's framework.

The challenges for our community is to effectively provide timely services to these families so that can become productive members of society.

Gaps that currently exist in the resources offered to refugees:

- Extensive case management to provide potential employment opportunities, professional skills training, and financial services such as loans and grants
- Identification of community resources and other services available
- Availability of culturally sensitive English as a Second Language (ESL) courses provided locally to refugee communities
- Identification of culturally sensitive health services and mental health services
- Identification of other refugee families and communities in the Sacramento area for socialization and support

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- Lack of coordination with Sacramento Muslim communities to “adopt” and assist refugee families
- Availability of more effective transportation resources, especially in the first 90 days

We can bridge the resource gap by:

- Identifying a community-based organization that will develop and maintain a comprehensive data base of all refugees that have resettled in the Sacramento area.
The data base will be:
 - Utilized by case managers
 - Updated continuously to determine the short- and long-term needs of the refugee families
 - Will list all services received, referrals provided, ESL classes attended, an individual's job skills, and any training required

Identified opportunities:

- SHIFA Clinic, who currently provides services on weekends, is working with Sacramento county on expanding its services within the proposed Hub center structure
- A partnership with MAS-SSF as potential provider for mental health services
- Potential partnership with established program such as ICNA Relief, Arrazzaq food-bank, Rahima Foundation, Sacramento food-bank, and Al-Misbaah food-bank will strengthen this centralized resource hub approach, effectively utilizing all essential partnership programs

- HUB Center expansion

ESL

- Asses the effectiveness of currently provided ESL courses and provide guidelines for maximizing future ESL services
- Provide onsite and/or remote bilingual language lab resources that would allow refugees the opportunity to practice conversational English and refine comprehension skills

Employment

- Provide dynamic training camps to teach new skills
- Create a job placement center that would identify a refugee's job skills and then match them with viable job opportunities
- Assist refugees that have a viable business idea in securing initial capital to establish a profitable business
- Aid families in securing permanent stable housing acting as an agent and advocate on their behalf

In this vision, we will include the city, county, and other government agencies in partnering with the hub center to address the resource gap and to avoid homelessness, crime, and isolation. Partnering with government organizations now will avoid such problems from happening.

Progress of Activity

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There has been on-going discussion on identifying a local organization as the hub center who would be equipped to address the needs of these families in the short and long term. Within the last few months we have been meeting with local organizations in the community on identifying who would be best suitable to provide culturally sensitive assistance, referrals and lead collaboration with other organizations who are providing services for refugee families. To achieve this, we proposed these initial first steps to organizations:

- 1) **Inventory of all considered organizations** Created an Inventory of all considered organizations who are involved in refugee resettlement and social services.
- 2) **Coordinate individual meetings** with each organization. The purpose of these meetings was to evaluate whether each organization was aligned with the initiative. The main goal was to engage and articulate the collective understanding of the final goal.
- 4) **Create a Roadmap** and develop a project plan that would leverage technology. The project plan included all activities, dependencies, resources, deliverables and timeline with focus on infrastructure.
- 5.) **Coordinate a group meeting** to present and discuss the outcome. This will be a chance to articulate the hub center mission, roadmap, project plan, and finalizing the process and the resources.

The goal: Identify an established service center as a hub supported by community partnerships to provide a centralized Hub/Center for targeted Muslims and interfaith organizations (Mosques, Churches, etc ..), non-profit and government organizations that can expand and sustain its services to the newcomer (refugee) community and beyond.

Hub Center Infographic

To capture our efforts, we have created an infographic to present our proposal. At the top of the infographic are the established needs, such as: charitable aid, employment serves, healthcare, community resources etc. These are the essential needs that all refugees' families need in order to sustain healthy and thriving lives. Below the needs we have identified examples of gaps in services, such as: availability of small business loans, job training and placement, affordable housing, effective ESL training, and culturally sensitive mentors and tutors.

We have identified all the local resettlement agencies within the area and have established the ongoing support, after the initial 90 days, to the Hub service center. The Hub Center will have the data and resources that will drive referrals and cooperation between the unstructured needs and the established partners (structured solutions). In addition, the Hub will also fill the gaps between the needs and the available services. The data driven infrastructure will help all parties seek and receive additional funds from other resources.

The bottom of the infographic lists the local community and government organizations who provide certain services. Our goal is to visually capture all the needs and list the providers within the community, so that they can be identified, and then those needs are directed to the providers. This is to ensure there are no duplication in services.

Where are we now?

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The next steps for the Hub center is to finalize a detailed plan with funding and resources. This detailed plan will also include establishing the management structure with roles and responsibilities. Once a detailed plan is finalized the hub will hire staff to start its operations.

This hub center will be data driven and will be a central component to its success and effectiveness in directing clients to the necessary services. The hub center needs to finish establishing the technology infrastructure, application & data center to be operational.

The identified hub center needs to visit all stakeholder & prospective partners to initiate fundraising, establishing Service Level Agreements (SLA) etc. The next crucial step for the hub center is to raise funding for its first year of operation.

Conclusion

The hopes and dreams of these refugees are very straightforward: become skilled in speaking, writing and understanding English, obtain meaningful employment to support their families, and to be accepted and respected in their community. In order to achieve these goals, it is critical that we specifically identify the community that is being served how it is being served and where resources need to be coordinated and enhanced.

If we don't acknowledge the need for this kind of an organization, then we run the risk of creating an isolated refugee community with limited skills and limited opportunities to succeed. Such an organization can provide culturally sensitive targeted resources and create pathways of hope for our refugees. These families deserve the opportunity to prosper and to enrich our community.

We need a collective effort to establish this vital resource hub center in Sacramento.