



Annual Report

2024-2025

Transforming lives to help people thrive.

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About Us

Formed in 1978, SETA is a joint powers agency of the City and County of Sacramento to provide employment, training, and support services to the community. By 1980, SETA had a budget of \$19 million and 76 employees. As SETA continued to grow, so did our programs and services. Not long after in 1983, SETA began to implement early childhood education through Head Start and Early Head Start, provide services to foster youth and refugees, offer employer services, and assist families and individuals experiencing homelessness, or health issues and impairments.

The goal of all SETA programs is to help individuals and families overcome barriers to become fully self-sufficient. SETA's success is attributed to the dedication of its board and committee members, staff, partners and supporters. Today, SETA is more committed than ever to serving the residents of Sacramento County. By providing funding to our partner and neighborhood organizations, we ensure that everyone has access to the resources and support they need to thrive.

Our Mission

SETA transforms lives by supporting programs and partners that empower people to thrive.

Our Vision

A Sacramento County where all communities facing barriers can achieve their fullest potential in school, work, and life.

Governing Board



Eric Guerra, Chair

City of Sacramento, Council Member



Patrick Kennedy, Vice Chair

County of Sacramento, Supervisor



Rich Desmond

County of Sacramento, Supervisor



Mai Vang

City of Sacramento, Council Member



Devoun Stewart, Public Representative

Sacramento City College,
Vice President of Instruction

Message from SETA Governing Board Chair Eric Guerra

It is an honor to reflect on the impact SETA has made in our community during 2024–2025. As someone who grew up in an immigrant farmworker family, I understand firsthand how meaningful an opportunity can be. Education, hard work, and access to the right resources can open doors and change the trajectory of a family's future. That is what makes SETA's work so important. Across our programs, SETA meets people where they are helping children build a strong foundation, connecting job seekers to training and careers, supporting families, assisting refugees and newcomers, and strengthening the organizations that serve our community.

This year, SETA served thousands of individuals and families and strengthened connections with employers, community partners, and service providers throughout the region. Behind every number is a story of someone gaining a new skill, finding a job, accessing support, or taking a step toward a more secure future. SETA's impact is possible because of the dedication of its staff and the many partners who share a commitment to creating opportunity for all. As we look toward the future, I am proud of the work we are doing together to build a stronger, more inclusive, and more prosperous Sacramento region.



Message from SETA Executive Director Anita Maldonado, Ph.D.

It is my honor to reflect on the impact we made together throughout 2024–2025. This year was a powerful reminder of what can happen when community, opportunity, and compassion come together with purpose.

Across Sacramento County, SETA continued its commitment to empowering individuals and families through education, workforce development, early childhood programs, and community services. From preparing job seekers for meaningful careers, to supporting children through Head Start, to helping families access critical resources during times of need, our mission remained focused on creating pathways toward long-term success and self-sufficiency.

The stories shared throughout this report represent more than statistics, they represent lives changed, futures strengthened, and communities uplifted. Every participant served, every partnership formed, and every milestone achieved reflects the dedication of our staff, community partners, board members, and supporters who work tirelessly to make a difference each day.

As we look ahead, we remain committed to innovation, equity, and expanding opportunities for those we serve. Together, we will continue building a stronger Sacramento where every individual has the chance to thrive. Thank you for your continued trust, collaboration, and support of SETA's mission.

Leadership Team



Karen Griffith

Deputy Director of Children and Family Services



Renee John

Deputy Director of Workforce Development



Kenji Castro

Information Technology Chief



Sheri Green-Johnson

Human Resources Department Chief



Mario Maslac

Fiscal Department Chief



Zakiya Khalfani

Staff Training Development Officer



Valexia Luna Olive

Public Information Officer

Executive Summary

This inaugural annual report marks a milestone for the agency, a chance to reflect on the breadth of our impact and the strength of the infrastructure built to deliver it.

This year, SETA served 5,224 Early Head Start and Head Start families, 32,254 job seekers, and 3,261 refugees and their families, while 383 individuals received case-managed support through the Community Services Block Grant Program, work made possible through 120 community partnerships and funding for 96 service providers.

What distinguishes SETA is not any single program, but the integrated continuum we provide across the life course: early learning that prepares children for kindergarten, workforce development that equips job seekers and youth with skills and career pathways, and targeted support for refugees and low-income residents facing the greatest barriers to opportunity. Each is delivered with strong outcomes, validated by state and federal funders, and anchored in the same promise, a pathway toward stability and self-sufficiency.

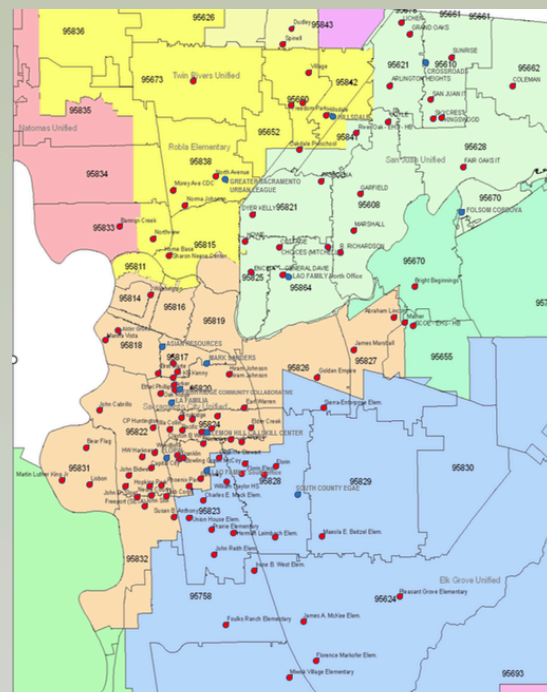
This year also marked an investment in how SETA operates. With support from The James Irvine Foundation, SETA launched its Cross-Advisory Board, bringing customers, staff, and community partners directly into agency-wide decision-making, a deliberate step toward a more coordinated, equitable, and data-informed organization.

Together, this year's results affirm SETA's role as a cornerstone of opportunity in Sacramento County, and set a clear foundation for the growth and impact still ahead.

Video about SETA



SETA District & County Presence



● Head Start ● Sacramento Works



Audited Financials

Fiscal Year Ending June 30, 2025

Revenue

Operating Grants & Contracts.....\$134,975,406.00

Expenses

Total Expenses.....\$131,312,640.00

Change in Net Assets.....\$3,662,766.00

Assets

Current Assets.....\$32,459,705.00

Liabilities

Total Liabilities.....\$28,005,401.00

Deferred Inflow of Resources..... \$73,200.00

Fund Balance..... \$4,381,104.00

*Full audit report is available on the SETA website
<https://www.seta.net/resources/public-documents/>*



Collective Impact Across Sacramento County

SETA advances economic self-sufficiency, family stability, and community well-being by connecting individuals and families to employment, education, early learning, and supportive services. During the year, SETA served 5,224 Early Head Start (EHS) and Head Start (HS) families, 32,254 job seekers, and 3,261 refugees and their families, while 383 individuals received case-managed support through Community Service Block Grant Program (CSBG). Through 120 community partnerships and funding for 96 service providers, SETA expanded access to resources and opportunities throughout Sacramento region.



5,224

Total Number of
Families Served



32,254

Job Seekers Served



3,261

Refugees Served



383

People Helped by
Case-Managed
Programs

Children & Family Services Governance



Policy Council Board

The Policy Council (PC) is composed of parent representatives from the SETA Head Start Program and each of its delegate agencies: Twin Rivers U.S.D., Elk Grove U.S.D., Sacramento City U.S.D., San Juan U.S.D., and the Women's Civic Improvement Club (Playmate). Membership is also inclusive of community representatives appointed by a community-based agency. PC is designed to provide parents the opportunity to participate in policy and decision-making arenas of the Head Start program such as annual budgets, program planning, operations, personnel, policies, and procedures.



Children and Family Services

We improve the lives of low income children by providing quality comprehensive child development services that are family focused, including education, health, nutrition and mental health.

SETA Children & Family Services proudly partners with seven agencies to deliver Head Start preschool and Early Head Start services to eligible families in Sacramento County: Sacramento City Unified School District, Twin Rivers Unified School District, Elk Grove Unified School District, San Juan Unified School District, Women's Civic Improvement Club, Sacramento County Office of Education and River Oak Center for Children. Together, these agencies recruit and enroll children in diverse communities within Sacramento, Citrus Heights, Rancho Cordova, Elk Grove, Galt, Walnut Grove, and Isleton.

This program year, SETA Children and Family Services demonstrated continuing high quality with very successful program reviews by multiple funders including Office of Head Start (OHS), California Department of Education (CDE), California Department of Social Services (CDSS), and Child and Adult Care Food Program (CACFP).



School Readiness

SETA, along with its delegate agencies and Early Head Start partners, implements comprehensive curricula that meet the needs of children enrolled in the program. The Head Start and Early Head Start center-based option uses "The Creative Curriculum," an evidence-based, whole child program designed to promote development across all domains. In the home-based option, families receive the Parents as Teachers™ curriculum, an evidence-based home visiting program that supports parents from pregnancy through kindergarten. Through these programs, children leave SETA Head Start fully prepared for kindergarten and beyond.

Assessment data indicates that children in Head Start and Early Head Start are demonstrating strong growth across all domains of the Early Learning Outcomes Framework: Approaches to Learning, Social and Emotional Development, Language and Literacy, Cognition and Perceptual-Motor Skills.

Family Engagement

SETA's Family Engagement approaches actively involve families in their children's learning and development. The focus is on building strong, collaborative relationships between families and staff to support children's school readiness and overall family well-being. SETA works to empower parents through education, resources, and community connections. Families are encouraged to participate in program activities, decision-making, and goal setting for their children. Family Literacy Events incorporating the Dolly Parton Imagination Library, Parent Workshops on healthy eating for children and families, and information on financial literacy are just some of the wonderful resources that were provided to parents.



SETA

Transforming Lives

LeAndra's connection to SETA Head Start began as a child, where warm meals, imaginative play, and supportive teachers helped shape her confidence and emotional growth. Years later, as a college student and parent facing rising childcare costs, she enrolled her daughter Sophie in a SETA Head Start center on the Sacramento State campus. The program provided both convenience and peace of mind, allowing LeAndra to continue her education while Sophie built strong academic and social skills.

Inspired by the impact Head Start had on both her and her daughter, **LeAndra Jones-Villalta** became actively involved in SETA's parent leadership groups, including the Policy Council and Parent Advisory Committee. Through her involvement, she discovered the power of parent advocacy and community support. Today, she views her journey with SETA as a full circle experience one that empowered her family and now allows her to help shape opportunities for others.



89%

Families received at least one family service during the program year



3040

Families received research-based parent curriculum



69

Families experiencing homelessness acquired housing during the enrollment year (out of 273)



947

Families received emergency/crisis intervention

Health & Wellness

Through strategic partnerships and internal efforts, children consistently receive the required 30, 45, and 90 day health screenings to promote positive physical and dental conditions. Through their participation in Head Start/Early Head Start, enrolled children receive balanced, nutritious meals and engage in daily physical activities and learning experiences, nurturing their minds and bodies. SETA serves over a million meals and snacks annually, with all menus compliant with the CACFP requirements and approved by a Registered Dietitian.



95%

Children are Compliant
with Immunization



1 Million+

Meals Provided to
Enrolled Children



3,689

Medical Screenings
Completed



5,706

Total Number of
Children Served



- **93%** of families enrolled in HS/EHS have a medical home
- **94%** of families enrolled in HS/EHS have medical insurance
- **80%** of children completed a professional dental examination during the program year
- **95%** of children are up-to-date on all immunizations appropriate for their age
- **93%** of children enrolled HS/EHS have a medical home
- **91%** of children enrolled HS/EHS have a dental home

Workforce Development

Through a network of Job Centers, Sacramento Works helps job seekers find employment and build the skills they need to succeed. Services include career guidance, job coaching, training, resume and interview support, and access to technology all at no cost.

Sacramento Works also helps local employers find qualified workers, build employee skills, and strengthen their businesses. Hundreds of Sacramento County businesses rely on Sacramento Works as a trusted workforce resource.

Integrated Workforce System & Partnerships

SETA brought together federal, state, and other workforce resources to expand job training and employment opportunities, with a focus on supporting people with disabilities, individuals involved in the justice system, and other populations facing barriers to employment. SETA also supported career pathways in key industries, including public service, manufacturing, biotechnology, and healthcare. These efforts connected job seekers with the training and support they needed while helping local employers find skilled workers and strengthening our regional economy.



92.0%

Enrolled Individuals with
Barriers to Employment



63.0%

Individuals Employed

Workforce Governance



Sacramento Works Inc. Board

The Sacramento Works, Inc. Board is a 27-member volunteer board of directors that is charged with providing policy, planning, and oversight for local workforce development initiatives. Sacramento Works unites business, labor, education, and public agencies to assure qualified and trained workers are available to meet the needs of the region's economy.



SETA

Transforming Lives

After years of struggling to find stable employment, **Denise Higgins** turned to SETA for support in restarting her career journey. With assistance updating her resume, strengthening her interview skills, and navigating the job application process, Denise secured a position as a Service Worker with Sacramento Regional Transit, where she now services and cleans buses. Denise credits SETA with helping "get my foot in the door" and opening the path toward long-term employment stability.

Youth Services

Sacramento Works Youth Services brings together Workforce Innovation and Opportunity Act (WIOA) Youth Providers and Special Initiatives to connect young people ages 16–24 with education, employment, training, and career opportunities.

Youth Workforce Programs

- **WIOA Youth Services:** Serving hundreds of In-School Youth and young adults disengaged from education and employment through occupational training, paid work experience, supportive services, and career pathways.
- **SMUD High School Internship Program:** Connecting high school students to career exploration and Internships.
- **This Way ONward:** Partnering with Old Navy to recruit, train, and prepare youth for employment.
- **Student Training and Employment Program:** Supporting youth with disabilities by providing paid work experience and leadership.
- **Youth Committee:** Amplified youth voice and leadership by paying youth to share their expertise, lived experiences, and solutions to improve youth services.

MORE THAN \$740,000 INVESTED IN YOUTH WAGES



470

Number of Youth
Served



20,000+

Total Employment Hours



75

Number of
Employers Served



SETA

Transforming Lives

INVESTING IN PAID WORK EXPERIENCE

Through our collective partnerships with WIOA Youth Providers and Youth Special Initiatives, more than **\$740,000** was invested in paid work experience, helping young people take their first steps into the workforce, earn wages, build skills, and gain valuable industry experience.

WE DIDN'T JUST PREPARE YOUTH FOR WORK, WE INVESTED IN PUTTING THEM TO WORK.

- Paid internships and work experiences with local employers.
- Industry-connected experiences that provide youth with a pathway from training to employment.



Employer Services

SETA's Sacramento Works Employer Services connects local businesses with the workforce resources they need to recruit, train, and retain employees. Through our Job Centers, employers receive no-cost support including job posting and applicant screening, customized recruitment events and career fairs, skills assessments, on-the-job training, hiring incentives, and Rapid Response services. By connecting employers with qualified talent and training opportunities, Sacramento Works helps businesses strengthen their workforce while supporting a stronger regional economy.



682

Number of Employers
Served



1,369

Job Orders
Posted



\$37.63

Average Wage of Jobs
Posted



SETA *Transforming Lives*

When **UC Davis Health** partnered with SETA Sacramento Works to host a Careers in Radiology event in October 2025, the goal was to connect local job seekers with meaningful healthcare careers. The event brought together 97 attendees who met directly with UC Davis Health hiring leaders, learned about career pathways, and explored available positions.

The partnership produced measurable results: 11 attendees were hired by UC Davis or UC Davis Health, representing an 11.3% hiring rate. The success demonstrates how strong employer partnerships can connect local talent to quality careers while helping businesses meet their workforce needs.





SETA *Transforming Lives*

Noor Hamid Samim, a Special Immigrant Visa (SIV) holder and former emergency medic for the U.S. government in Afghanistan, faced barriers continuing his medical career after arriving in the U.S. Through co-enrollment in the SETA English Language Learner (ELL) Workforce Navigator and WIOA I Adult programs at the Sacramento Unified School District (SCUSD) Lemon Hill Job Center, he received career guidance, pre-employment training, tuition assistance, and supportive services for his family. Mr. Samim completed the Medical Assistant program at Charles A. Jones Career and Education Center and is now employed as a Medical Assistant. His daughter also completed the program and now works at Kaiser Hospital, while his son is pursuing a full-time RN program.

Refugee Services

Sacramento County has an extensive history of welcoming refugees groups from all over the world. Since 1983, SETA's Refugee Program has supported newly arrived individuals and families from diverse countries and regions, including Southeast Asia, the former Soviet Union, Afghanistan, Ukraine, and other parts of the world. The program serves eligible refugees, asylees, Cuban and Haitian entrants, federally certified victims of human trafficking, certain humanitarian parolees, and individuals grants Special Immigrant Visa (SIVs).

Through partnerships with local service providers, the program offers employment services designed to help participants successfully enter and advance in the workforce, achieve economic self-sufficiency, and reduce reliance on public assistance.



790

Housing Support



10

Number of Providers
Funded by SETA



1,925

Employment Placed

Community Service Governance



Community Action Board

The Community Action Board (CAB) represents a number of public, private and low-income interests. SETA, as the designated Community Action Agency for Sacramento County, receives Community Services Block Grant (CSBG) funds from the U.S. Department of Health and Human Services through California's Department of Community Services and Development.



Community Services

SETA is the designated Community Action Agency for Sacramento County for the provision of Community Services Block Grant (CSBG) services. CSBG funding originates with the U.S. Department of Health and Human Services (HHS) and remains one of the last remaining efforts of the War on Poverty.

The purpose of the CSBG program is to reduce the incidence and effects of poverty and empower low-income families and individuals to become self-sufficient. The program operates through neighborhood-based organizations, which provide resources and services to produce measurable impacts on the causes and symptoms of poverty experienced by Sacramento County families and communities.





SETA *Transforming Lives*

Ali Nasr and his family faced a difficult challenge when his wife went into labor with their second son. They relied on his wife's income to meet their expenses, and they lost that income while she was in recovery. Ali continued to work hard to support his family, but despite his efforts, they fell behind on rent. In June 2024, Ali reached out to one of SETA's CSBG partners, Folsom Cordova Community Partnership (FCCP), for assistance. The CSBG program provided assistance with the family's rent, helping to stabilize the family's housing situation. Thanks to this intervention, Ali and his family were able to avoid eviction and maintain their home. Ali expressed heartfelt gratitude for the support, acknowledging how critical this help had been in ensuring that his family remained housed. The assistance allowed them the stability they needed to focus on their newest family member and on rebuilding their financial security.



Community Services

We provide essential support and resources to low-income families as they work to attain self-sufficiency.

Eleven service providers in Sacramento County deliver SETA's CSBG services. Additional employment-related support services are delivered by SETA staff through the Sacramento Works Job Center system (AJCCs) and at Mather Community Campus.



Emergency support services provided

- **612** families with rental assistance
- **1,033** families with food assistance
- **153** families with transportation
- **97** families with utilities assistance
- **8** adults with employment supports
- **15** families with temporary housing
- **26** families with clothing assistance



Cross-Advisory Board

Through a three-year grant awarded by The James Irvine Foundation, SETA established the Cross-Advisory Board to strengthen collaboration across the agency and ensure the voices of customers, staff, and advisory board members help shape agency-wide decision-making. The Board brings together representatives from SETA's subsidiary boards, program participants, staff subject matter experts, and community partners to identify opportunities for greater alignment, improved service delivery, and expanded access to workforce and community services. Guided by principles of diversity, equity, inclusion, human-centered design, and collective impact, the initiative focuses on enhancing customer experiences, strengthening staff development, improving data-driven decision-making, and creating more coordinated, equitable services across all SETA programs.



Our Partners Make the Work Possible

We are grateful for the organizations, employers, educational institutions, community agencies, and public partners who help advance our mission each year.

Through collaboration and shared commitment, our partners help create opportunities, strengthen our community, and make lasting impact throughout the Sacramento region. Thank you for your continued support and partnership.





Thank You!

Follow Us

