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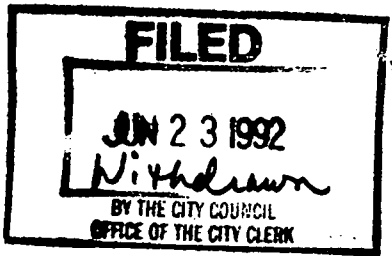


Sacramento
Employment and
Training
Agency

1217 Del Paso Blvd. • Sacramento, CA 95815 • (916) 646-8700
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June 2, 1992

For the Agenda of:
June 23, 1992



GOVERNING
BOARD

Sacramento City Council
Sacramento, California
Honorable Members in Session

Subject: **CONSENT ITEM:** Approval of Sacramento Employment
and Training Agency Approach to Integration of Employment
and Social Services into Overall County Social Services
Reorganization Plan

Chairperson
LYLA FERRIS
Councilmember
City of Sacramento

Vice Chairperson
C. TOBIAS JOHNSON
Board of Supervisors
County of Sacramento

ROD CARMODY
Public Representative
Area Manager
Pacific Bell

ILLA COLLIN
Board of Supervisors
County of Sacramento

JOE SERNA, JR.
Councilman
City of Sacramento

PATRICIA A. COLEMAN
Director

Background:

The Sacramento Employment and Training Agency (SETA) Governing Board has approved an action which is being presented for the review and approval of your body before such action is considered final and authorized.

On May 21, 1992, the Sacramento Employment and Training Agency Governing Board reviewed and approved a position paper regarding SETA's role in the Human Services Reorganization Plan. In addition, each of SETA's policy and advisory boards reviewed and approved the position paper (copy attached). SETA's position paper was patterned after that of the Sacramento Housing and Redevelopment Agency. SETA's position paper states that administrative or operational changes which would affect the overall structure of the present joint powers arrangement would not occur prior to Fiscal Year 94/95.

Any changes that are deemed necessary to ensure better service to clients that would be proposed to occur before FY 94/95 would be brought before the appropriate SETA Boards for their action.

Recommendation:

Approve, through the attached resolution, SETA's position paper on the Human Services Reorganization Plan.

Respectfully submitted,

Approval Recommended:

Patricia A. Coleman
Director

Walter Slips
City Manager

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

**APPROACH TO INTEGRATION OF EMPLOYMENT AND SOCIAL SERVICES ADMINISTERED BY
THE SACRAMENTO EMPLOYMENT AND TRAINING AGENCY INTO OVERALL COUNTY SOCIAL
SERVICES REORGANIZATION PLAN**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SACRAMENTO:

The concept of integration of publicly funded employment and social services available within the County and City of Sacramento and consolidation under the authority and control of the County of Sacramento in order to establish a client-oriented system that emphasized self-sufficiency is endorsed.

Mayor, City of Sacramento

ATTEST:

City Clerk

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

**THE SACRAMENTO EMPLOYMENT AND TRAINING
AGENCY'S POSITION ON THE HUMAN SERVICES
REORGANIZATION PLAN**

Position Paper Regarding the Sacramento Employment and Training Agency's Role in Sacramento County's Human Services Reorganization Plan

This report is intended to serve as background material for an item appearing on your next Board agenda which seeks approval of the Sacramento Employment and Training Agency's (SETA) position on working with the County of Sacramento's Human Services Reorganization Plan and the providing of framework for SETA to explore where appropriate integration of services may occur. The recommendations which are presented for your consideration are modelled after those advanced and adopted by the Sacramento Housing and Redevelopment Agency (SHRA) which, like SETA, is an agency of the City and County of Sacramento. These recommendations have been developed in a spirit of cooperation with the intent of the County of Sacramento to create a less bureaucratic human services delivery system. They are also created with the recognition of the critical importance of the input and policy direction supplied by your Board into the process of creating any system revisions.

History:

SETA's proposal has been developed as part of a process that began in early 1991, when at the behest of County Executive Bob Smith, the County of Sacramento formed an Ad hoc Cabinet to explore the Reorganization of the Human Services Delivery System in our community.

With the stated aim of providing a "user friendly" system which would provide eligible individuals with ease of access to a full range of human services opportunities (health, welfare, housing employment, education, etc.), the Human Services Reorganization effort has led to the creation of the Departments of Human Assistance, Health and Human Services and Medical Systems from the former Social Services and Health Departments and the proposal to provide clients with a passport providing access to all appropriate services. One outgrowth of the development of the passport concept has been discussion of the possibility of further integration of other related services which may include programs currently operated by SETA.

Proposals considered have ranged from ones as comprehensive as integration of SETA into the Department of Human Assistance to more narrow-reaching efforts which look to pilot integration projects in which SETA is involved. As previously directed by County Executive Bob Smith, City Manager Walter Slipe, the SETA Governing Board and the Private Industry Council, SETA is continuing to work with the county integration issues while proposing that no official moving of staff or facilities occur until at least fiscal year 1995. The extent to which integration, if any, may take place is a process which may take years to determine.

It should also be noted that any administrative or operational changes involving SETA, including program design alterations or personnel shifts, would have to be brought before the appropriate policy boards (Governing Board, PIC, etc.) for approval and then sent on to the City Council and Board of Supervisors. Recommendation would be made only when it can be proven that services to clients can be accomplished in a more efficient and comprehensive manner by integration.

SETA's Role in Reorganization Efforts:

Key SETA staff are involved in the implementation of the County's Human Service Reorganization. The staff include SETA Director Patricia Coleman, Administration Division Chief Rod Nishi, Operations Division Chief Curtis Parker, Head Start Chief Norma Johnson, Fiscal Division Chief Kathy Kossick and Planning and Contracts Manager Robin Purdy. Ms. Coleman is a member of the Human

Services Cabinet; Mr. Nishi, Mr. Parker and Ms. Johnson are members of the Transition Team; Ms. Kossick serves on the Employee Relations and Fiscal Committees and Ms. Purdy and Ms. Johnson are members of the Program Design Committee. Additionally, former Private Industry Council Chairperson Trisha Stanionis serves on the Advisory Boards Committee and members of the Program Operators Association also serve on related committees.

SETA and the Department of Human Assistance staff have begun a series of meetings occurring every other Friday to familiarize each other with the details of the various programs they administer. Issues discussed have included the inclusion of Head Start eligibility into the Passport to Human Services concept as well as discussions on the fundamental differences between SETA programs and those administered by the Department of Human Assistance. One of the main differences which continually comes into play is the fact that SETA programs are not entitlement programs (entitlement programs are programs where all eligible individuals are required by law to be served) and many welfare programs are. This difference impacts many planning, budget and performance issues for both agencies. The significant similarity which is continually reinforced is that both agencies provide services to welfare recipients through various programs jointly planned and coordinated in delivery.

Key Facts to Consider:

- 1) **SETA Service Levels vs. County Needs** - While there are 111,000 eligible disadvantaged people in Sacramento County, SETA only has money to serve 3,022 clients under the Job Training Partnership Act (55% of whom are welfare recipients), 1,819 children under Head Start, 1,324 under Refugee Programs, 6,761 through Community Services Block Grant and 664 under Great Avenues for Independence (GAIN). Additionally, SETA serves substantial non-welfare clients through the Economic Dislocation Workers Adjustment Assistance Act (EDWAAA) and through its activities to place those affected by Military Base Closures. (Complete SETA service levels are detailed in Attachments A and B to this document).
- 2) **Integration Efforts Already in Place** - SETA is already actively involved in integrated service efforts including Sacramento WORKS!, the San Juan Unified School District Assessment Center, the Sacramento Employment Consortium and others which provide employment and training opportunities to welfare and other clients. (Details contained in Attachment C).

SETA's Proposed Position regarding It's Role in Sacramento County's Reorganization Plan:

SETA staff is seeking your board's approval for the following blueprint for dealing with issues related to the Human Services Reorganization.

- 1) Staff and appropriate board members and program operators would continue to meet and be involved with County staff to facilitate and expedite their reorganization efforts.
- 2) Where appropriate, SETA staff will continue to participate in discussions regarding SETA's role in the possible integration of its services with the aim of providing improved help to welfare clients and other targeted groups residing in Sacramento.
- 3) Any realignment of programs which would occur prior to fiscal year 1995 would only occur after prior SETA policy board(s) authorization.

- 4) Any administrative or operational changes, including program design alterations or personnel shifts, would be brought before appropriate policy boards (Governing Board, PIC, etc.) for approval and then be sent on to the City Council and Board of Supervisors for their consideration.

If it is finally determined that the Sacramento Employment and Training Agency should be folded into the Department of Human Assistance, this would not occur prior to fiscal year 1994/95.

Attachments:

- A. Presentation to Human Rights/Fair Housing Commission
- B. Executive Summary of SETA Two-Year Service Plan
- C. Letter to Mr. Don Balcer, U.S. Department of Labor

PRESENTATION TO HUMAN RIGHTS/FAIR HOUSING COMMISSION

by Patricia A. Coleman

3-25-92 - 7:30 p.m.

What is the budget doing to the poor? (Budgets as a civil rights issue)

Handouts: SETA Fact Sheet, Sacramento WORKS! Client Brochure, Head Start Brochure, SETA Historical Data, SDA Report and Client Profile

I. Briefly Define SETA

- A. City/County Joint Powers Authority providing job training and comprehensive social services.
- B. \$23 million annual budget - almost entirely federally funded.
- C. Administering JTPA, EDWAAA, Head Start, portions of GAIN, Refugee Services and CSBG.
- D. Serving low-income, unemployed, laid-off individuals and families.
- E. 80% of direct services are contracted out to school districts, private non and for profit entities and community-based organizations such as Asian Resources, Urban League, La Familia and others located throughout Sacramento county.

II. Numbers served are limited by available funding from federal government (State of California for GAIN)

- A. Total economically disadvantaged individuals in Sacramento county - 111,000
- B. Number of individuals SETA has money to serve annually (and services provided):
 - 1. JTPA - 3,022 individuals aged 14 and up (classroom vocational training, on-the-job training, job search, etc.)
 - 2. Head Start - 1,819 children, aged 3 to 5 and their families (comprehensive early childhood education and family services)
 - 3. TA/RESS - 1,324 clients, mostly between the ages of 18 and 64 (ESL, Enculturation, OJT, Social Service Assistance)
 - 4. CSBG and Stewart B. McKinney - 6,761 individuals served (emergency social services, nutrition, gang diversion, etc.)
 - 5. GAIN - 664 AFDC recipients (job search skills)
 - 6. EDWAAA - 963 victims of mass layoffs and plant closures (comprehensive employment services, referral to counseling and social services)

III. Client Profile (note that service levels are determined by incidence in disadvantaged population not actual population)

- A. JTPA - 55% welfare, 60% female, 40% youth, 65% minority, 26% handicapped 6% offenders, 67% high risk youth
- B. Head Start - 92% welfare recipients, 60% single parent household, 12% handicapped, 71% minority
- C. TA/RESS - 99% between 18 and 64 years old, 49% Russian, 35% Vietnamese, average family size of 6, 29% high school graduates
- D. CSBG and Stewart B. McKinney - 70% minority, 40% children or teens, 3% disabled, 7% frail elderly
- E. GAIN - 81% female, 60% minority, 80% school dropouts, 23% read below 7th grade level
- F. EDWAAA - 98% were adults aged 30-54, 53% female, 64% white, 55% high school graduates

IV. Budget Effects on SETA and Service to Poor

- A. JTPA - Budget to increase slightly but emphasis on hard-to-serve clients will reduce numbers being served.
- B. Head Start - has tremendous bipartisan support. Funding likely to increase significantly. Downside is the challenge of rapid expansion and that funds for other social service programs will likely be shifted to Head Start.
- C. CSBG & TA - decreases likely although need has increased.
- D. GAIN - decreases also likely as state wrestles with deficit.
- E. EDWAAA - currently a number of companies (e.g. Aerojet) are reducing their work forces due to federal budget reductions and the recession sending formerly middle class, educated taxpayers in search of services that were once exclusively needed by poor individuals.

V. Trends in SETA Services

- A. Overall demand for services has increased as funds have diminished.
- B. Services to minority clients, especially Black and Hispanic individuals has been on a five year upswing. Current levels (last 12 months Adult and Youth combined):

	<u>Served</u>	Incidence in Sacramento <u>Population</u>	Incidence Disadvantaged <u>Population</u>
White	34.5%	81.2	66.4
Black	31.0%	7.5	13.1
Hispanic	21.0%	9.4	12.6
Indian	1.5%	1.3	2.1
Asian	12.0%	5.2	5.7

- C. Number of at-risk youth served will increase.
- D. Disadvantaged clients will have a tougher time finding jobs as they are competing with the recently laid off individual who is better educated, more skilled, etc. for the same positions.

Source of all Sacramento population is 1980 census which SETA is still required to use in their annual planning process.

**JOB TRAINING PLAN
ANNUAL REPORT
NARRATIVE**

SDA

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**STATE OF THE SERVICE DELIVERY AREA REPORT
SACRAMENTO EMPLOYMENT AND TRAINING AGENCY**

Two years ago the Sacramento Employment and Training Agency began the process of changing the services offered through the Job Training Partnership Act from programs which concentrated on short-term training with an emphasis on job placement to a program which prepares youth and adult facing serious barriers to employment for participation in the labor force by providing job training and other services that result in increased long term employment and earnings, increased educational and occupational skills and decreased welfare dependency. SETA staff worked closely with representatives of local education agencies, community based organizations, public agencies, private proprietary schools, community groups, non-profit corporations, and employers to plan and implement a program which serves the needs of the eligible population. The following changes in the program have been made in the last two years:

1. Establishment of a **casemanagement system**. In order to provide a client-centered approach in the delivery of services SETA has established case management as an integral part of the service delivery system. Casemanagers provide comprehensive employability development planning for participants which includes service strategies which assure access to and retention in education, training and job placement. Casemanagers integrate the many elements of existing social services, become partners with clients in setting goals and finding solutions; ensure that services are delivered; and are knowledgeable about case documentation and recordkeeping, community services and eligibility requirements, and mechanisms to advocate for their clients. The casemanagement activity is being instituted as an integral activity of the JTPA program in the two year plan beginning July 1, 1992.

2. Emphasis has been placed on the **provision of Basic Skills Training for Adults and youth** as well as the attainment of

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NARRATIVE EXTENSION**

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Employability Enhancements. Acknowledging that large numbers of those served in the JTPA (both adults and youth) are not vocational training or employment ready due to basic skills deficiencies, SETA has increasingly stressed the importance of making people employable. The elimination of cost performance standards by the Department of Labor, allowing basic skills as a direct training activity and providing the option to report attainment of adult basic skills competencies have contributed to a service strategy which prepares SETA clients for long-term employment. Service Providers are able to use innovative service strategies that link activities which meet the needs of the target populations they serve and allow longer intervention for those most in need.

3. Emphasis has been placed on serving a **harder to serve population** and improving the methods of targeting programs to those facing serious barriers to employment. New program designs have been developed to enhance the program by better focusing resources on those groups in substantial need and serving them in a manner that will promote long term employability and self sufficiency. In Fiscal year 1991, SETA's Title IIA programs served 50% high risk adults, of which 17% possessed multiple barriers to employment. A total of 67% of youth served through SETAs programs were high risk, 19% had multiple barriers to employment, and 34% were at risk of dropping out of school.

4. For adults, emphasis on **follow-up and retention** has become a major programmatic goal. In the 4th quarter of FY'91, SETA organized a project team which included staff members and program operators, with the mission of looking at the follow-up requirements and making recommendations on policies which would increase of the number of participants still working 13 weeks after completion of JTPA training. The Project Team developed a report outlining the components of a successful followup system and recommendations for implementing the system which was approved by the SETA Governing Board and Private Industry. This system established requirements for documentation of follow-up, and successful methods utilized to conduct follow up, as well as the establishment of the average number of staff hours necessary to conduct follow-up for participants during training and

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during the thirteen week period after training. An additional recommendation to augment each existing adult subgrant to include the cost of conducting followup was also approved by the Boards. Initial evaluation of the retention of participants enrolled and terminated after implementation of the follow-up system has indicated that the changes have been successful in not only standardizing a SDA wide follow up system but in increasing the job retention for participants graduating from SETA funded JTPA programs. Although it is too early to make projections, we are optimistic that we will be able to make JTPA Follow-up performance standards for this fiscal year.

5. The implementation of the **Summer Training and Remediation Program (STAR)**, a program targeting youth at risk of dropping out of school. STAR is a 15 month program that uses JTPA Title IIA (78% or 6%) funds and IIB Summer Youth Employment Program funds to help economically disadvantaged high risk youth who are at risk of dropping out of school to stay in school. It gives disadvantaged youth a better chance to succeed in school, graduate from high school and improve their opportunities in life by offering a combination of paid work experience, remediation and life skills instruction in the summer and counseling, remediation, pre-employment skills training and tutoring/mentoring during the school year.

During the summer, STAR participants spend up to 45% of their time in life skills sessions and remedial education in reading and math and 55% of their time in SYETP work experience jobs. Because remedial education is an integral part of this program design, all participants enrolled in STAR must be assessed in need of and participate in basic skills remediation. Participants are paid minimum wage for a full day, five days a week (30 hours per week maximum) for the summer program. During the school year, STAR youth are individually counseled and tutored, and are involved in STAR group activities (a maximum of 80-100 hours maximum). A second summer of work and study is guaranteed to students who successfully complete the first summer program, who stay active in the year round program, and who stay in school and show satisfactory academic progress.

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drop-outs. Through January, 1992, which is more that half way through the program, only 6% of those initially enrolled into the program have dropped out. This is significant in that this means that those participants still in the program have stayed in school and maintained satisfactory progress.

6. Establishment of a consortium of major service providers to economically disadvantaged youth and adults in Sacramento County to develop and institutionalize a **centralized assessment program**. This project was undertaken in response to a JTPA SECG 8% RFP developed by the State Department of Education and the Chancellors Office. San Juan Unified School District is the lead agency and linkages were developed with all of the major service providers of economically disadvantaged youth and adults throughout the County of Sacramento, many of whom, had never worked together previously. Consortium members include SETA, San Juan Unified School District, Sacramento City Unified School District, Los Rios Community College District, Sacramento Program Operator's Association, Sacramento County of Social Services/GAIN, Sacramento Housing and Redevelopment Agency, Sacramento County Head Start, the Private Industry Council of Sacramento, and the Sacramento Educational Cable Consortium. With the wide array of consortium members, it is anticipated that the assessment services will reach people throughout the entire County, and ensure that the needs of women, minorities, foster children, the handicapped, welfare recipients, the refugee, and others facing a multitude of employment barriers will be best served. The complete assessment process will include a variety of assessment batteries including basic skills, aptitudes, vocational interests and skills, reasoning ability, personality traits and value tests.

7. Expansion of the **Labor Market Information Project**. During FY 1991, a combined Labor Market Survey was completed with the Yolo Community Partnership Agency. This successful partnership has entered a new phase for the FY'92 Labor Market Information study with the formation of a Labor Market Coalition. The membership of this new group includes various Labor Market information user groups including SETA, Sacramento County Department of Social Services/GAIN, County Office of Education (Regional Occupation Program), Yolo

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Community Partnership Agency, California Occupational Information Coordinating Council (COICC) and State EDD. The task of this coalition will be to advise LMI staff on issues related to the Labor Market Information needs of the community. Additionally, SETA is working with the Western Job Training Partnership Institute, and COICC in sponsoring training sessions how to use labor market information to make career decisions.

8. **Closer collaboration with the County GAIN program.** SETA has worked closely with the Sacramento County Department of Social Services since the inception of the GAIN program. Currently SETA administers JTPA 8% monies and subcontracts with 7 agencies, including school districts and community based organizations. These organizations have been very successful in providing basic skills training to GAIN eligible adults and youth in Sacramento County. SETA also has a contract to operate the Job Search/Job Club activity for the GAIN programs and serves approximately 2000 participants per year. SETA will be working with the GAIN Bureau over the next year to develop a model program to provide concurrent enrollment of GAIN participants in Basic Skills and Occupational Skills Training.

9. **Building capacity of employment and training professionals, both SETA and program operators.** SETA is committed to providing staff, board members and sub-contractors with capacity building training. During Fiscal Years 1991-92, the training was diverse and offered a wide variety of topics as well as requiring varied levels of expertise from the attendees. A partial listing of training attended includes:

Performance Standards

Designing Basic Skills Programs: A Step by Step Process
Western Job Training Partnership Institute Conference on
Youth programs

JTPA Procurement/Contracting Training - Dept. of Labor
Computer Instruction - MS DOS, Lotus 123, WordPerfect

JTPA 40% ~~EDWAAA~~ - Military Base Closures, Dislocated Worker programs
Follow-up Training - State of California

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Census Information Training (Sponsored by Sacramento Area Council of Governments - SACOG)
Prevention of Disallowed Costs
Marketing JTPA Programs
Summer Youth Employment Training Conference
Monitoring JTPA Programs
Comprehensive Adult Student Assessment System (CASAS)
Labor Market Information Sacramento/Yolo County

Not only did SETA staff and operators attend workshops and conferences, but they also participated in planning and facilitating seminars and conferences. SETA staff sat on a number of committees that planned State wide and regional conferences both for the Western Job Training Association and the State Department of Education.

10. The development of **Sacramento Works!** Sacramento Works is a joint effort between the contracted service providers of SETA, the Private Industry Council of Sacramento (PIC) and the Employment Development Department (EDD). Sacramento Works! was developed during Fiscal Year 1991 to conduct major marketing campaigns apprising local businesses and industry of the recruitment services available to them. Two commercials were produced and distributed on television and radio to recruit participants and employers. Through their efforts, Sacramento Works! has been able to refer eligible participants to appropriate training agencies and refer JTPA program graduates to employers with job openings.

11. **Streamlining of the Contracts and Extension Process.** During Fiscal years 1991-92, the contracting process has been streamlined and all contracts now include extension language which allow for an additional year extension based on specified performance. The Request for Proposal format used in the funding process is now used for contract documents so that proposals can easily be converted to a contract document without Contracts staff or Program Operators having to make major changes.

JTPA 4012. **Expansion of the JTPA Title III EDWAAA Dislocated Worker Program.** In Fiscal Year 1991, the Department of Defense

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announced the closure of three Sacramento area military installations within the next five year period. SETA's EDWAAA staff have worked closely with staff from McClellan and Mather Air Force Bases and the Sacramento Army Depot to explore various avenues to insure successful retraining and placement of all employees, both civilian and military, affected by these planned closures. Start up costs associated with these closures have primarily come from EDWAAA 40% military funds which have been used to staff the on-site center at McClellan, purchase supplies and to serve the initial needs of those slated for lay off. SETA has applied for additional monies from the Department of Defense, which is to be utilized specifically for military base closures. The types of services each of these facilities will provide their respective employees varies from site to site, however each will provide guidance and career counseling. At Mather Air Force Base, the Outreach and information Center RESTART program provides training classes on job search, interviewing techniques, resume' writing and other employment skills; access to computerized job banks and an employment resource room; individual financial counseling and English as a Second Language and citizenship classes; on-site facilities for SETA case workers and classroom space are also provided. At McClellan AFB a number of job fairs have been conducted to provide those who are facing lay-off with opportunities to meet with potential employers. To date, a total of one hundred employers had participated. The Sacramento Army Depot's JOB FOCUS program offers vocational assistance, career planning information and training to those employees affected by the current scale down of operations and eventual base closure.

Through Fiscal Year 1991, SETA has assisted numerous public and private business' as well as Government agencies who have had reductions of force or have closed their doors entirely. Most of these companies have been assisted through SETA's Rapid Response grants and many were assisted after formal Worker Adjustment and Retraining Notifications (WARN) were announced. Some of the companies/agencies assisted during the last fiscal year include:

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Pay n Pak
US Air
Weyerhaeuser Mortgage Company
Telecommunications Technology, Inc.
Union Tribune Publishing Company
State of California
Avantek
Unisys Corporation
Home Insurance Company
Wells Fargo Bank
First Interstate Bancorp
First Nationwide

13. **Performance Standards.** For Fiscal Year 1991-92, SETA met Performance Standards which means that performance fell below standards in two of the six core measures. Noted below are those measures and the performance outcomes:

	standard	Actual
Adult Follow-up Employment Rate:	57.59	55.00*
Adult Follow-up Weekly Earnings	214.40	271.00
Adult Welfare F-up Emp. Rate	46.36	43.70*
Adult Welfare F-up Wkly Earnings	172.59	240.00
Youth Entered Employ. Rate	35.54	53.62
Youth Employ. Enhancement Rate	39.36	63.54

Those non-core measures which are not used for incentives and sanctions include:

Adult Entered Emp. Rate	61.26	67.52
Adult Avg Wage at Placement	5.80	6.47
Adult Cost per Entered Emp	5466.35	4631.35
Adult Welf Entered Emp. Rate	53.91	59.05.
Youth Positive Term Rate	70.75	79.65
Youth Cost per Pos. Term	4908.82	3443.73
Adult Follow-up weeks worked	39.36	63.54

For the Adult program, Follow-up of participants at thirteen weeks after termination is critical to meeting or exceeding federally mandated Performance Standards. Incentive monies are awarded to those Service Delivery Area's that have exceeded the core standards. These monies are normally used to fund pilot projects. Because of the difficulty in insuring

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that participants terminated from the program are still working at the end of the thirteen week period, SETA instituted a project team to look at new ways of assisting these clients particularly in light of new legislation amending JTPA. Hopefully actions taken by this project team will assist SETA in exceeding performance standards in the coming year.

14. Institution of a Project Team to study proposed amendments in Federal Job Training Partnership Act (AB3033 and SB2055). In anticipation of new Federal reform legislation to the Job Training Partnership Act (JTPA), SETA instituted a Project Team in June, 1991 comprised of Senior Analysts and Management staff to review draft amendments and begin the process of drafting recommendations on how SETA can best retool to meet the new requirements. The Project Team and its sub-committees met throughout the summer. In November, 1991, Program Operators met with SETA staff to review the outcomes of the Project Team work and provide input on planning for employment and training services for the two year plan which begins July 1, 1992.

Major findings/changes enacted as a result of the Project Team recommendations include:

* A shift away from fixed unit price contracting. To meet the expected requirements of the JTPA Amendments, SETA has shifted emphasis away from Fixed Unit Price Contracting. Future procurements will require that FUP contracting be negotiated only when requested by the program operator and that, if required by new amendments, all contracts will be changed to Cost Reimbursement and costs will be charged to the appropriate cost categories.

* Establishment of an Off-The-Shelf Vocational Training Activity. In keeping with anticipated Amendments, SETA will make available this new method of contracting, allowing applicants to propose "commercially available training packages which include advanced training technology," based on a training package or an off the

**JOB TRAINING PLAN
NARRATIVE EXTENSION**

SDA

SACRAMENTO EMPLOYMENT & TRAINING AGENCY
1217 DEL PASO BOULEVARD
SACRAMENTO, CALIFORNIA 95815

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shelf price. Respondents to request for Proposals are required to submit a course catalog which includes tuition costs and curricula approved by the California Department of Education, Council for Private Post-Secondary and Vocational Education.

- * **The Elimination of Job Search Services as a stand alone activity.** Based on proposed Amendments Job Search will only be allowed as an activity if it is linked with another training activity. The PIC Job Search program ended as of July 31, 1991 and one other program funded to Job Search services will research ways to combine this activity with other core training activities. This program targets Older Workers and has options for linking with non-JTPA funded work experience programs such as the Retired Senior Volunteer Program or the Area 4 on Aging Work Experience program.

15. **Involvement in the planning of integration of human services in the County of Sacramento.** In August of 1991, the County of Sacramento Board of Supervisors conceptually approved the reorganization of its current human services delivery system. This concept was initially set forth by a Human Services Cabinet established by the County Executive, whose membership included directors from the various County social service agencies including the Department of Social Services, the Department of Health, Probation Department, and Joint Powers Agency between the City and the County, including the Sacramento Housing and Redevelopment Agency and the Sacramento Employment and Training Agency. The proposed reorganization seeks to change the way in which social services are provided in Sacramento County, specifically to establish a "user friendly system." According to the Human Services Cabinet report, this will mean an integration of like services rather than services being provided from a categorical basis. In terms of employment and training, proposed eligibility services will streamline eligibility determination and ease access for eligible clients. These enhancements could include universal screening, the development of a passport for services that the client can take to almost any social service agency in the county to apply for services, a central information center to assist

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clients and advocates in navigating the system, increased coordination with other programs and agencies within and outside the department, and placement of staff on sites frequented by clients. As for employment services, this will certainly mean that SETA will work more closely with other employment programs such as GAIN to provide employment strategies which makes sense for the individual client. The cabinet has since established a number of committees that will develop and implement the new structure. SETA Management staff sit on a number of these committees and will be a part of the restructure planning process.



Sacramento
Employment and
Training
Agency

ATTACHMENT C

1217 Del Paso Blvd. • Sacramento, CA 95815 • (916) 646-8700
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April 28, 1992

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Mr. Don A. Balcer, Regional Administrator
U.S. Department of Labor
Employment and Training Administration
P. O. Box 193767
San Francisco, CA 94119-3767

Dear Mr. Balcer:

In response to a request contained in your letter of April 20, 1992, the report that follows details aspects of the operations of the Sacramento Employment and Training Agency (SETA) which have anticipated Job Training 2000 concepts. All of the programs and activities listed below involve either oversight or direct participation by the Private Industry Council of Sacramento, Inc. (PIC). It has been a long-standing policy of SETA and PIC to encourage the leveraging of funds from multiple grant sources to provide comprehensive services to clients:

- 1) **Oversight of Greater Avenues for Independence (GAIN) and Refugee Services Programs** - SETA contracts with the County of Sacramento Department of Human Assistance (DHA) to provide Job Search classes to GAIN clients referred by DHA. Additionally, Job Training Partnership Act (JTPA) 8% funds are set aside to serve GAIN-eligible clients. These dollars provide competency-based education to clients who are then referred to work-related (on-the-job training, work experience) components. GAIN-eligible refugee clients are also provided job training and comprehensive social services through the Refugee Targeted Assistance (TA) and Refugee Employment Social Services (RESS) grants administered by SETA. The PIC provides policy-making oversight for JTPA 8% funds and serves as an advisory body to the SETA Governing Board (elected officials) on matters relating to GAIN, TA and RESS. This relationship has been in place since 1985 for Refugee programs and since 1988 for GAIN.

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2. **Sacramento WORKS!** - Is a joint marketing venture between PIC, SETA, the Employment Development Department (EDD) and the SETA/PIC-funded Program Operators Association (POA) designed to provide a one-stop human resources information and referral service for employers and clients alike. Components include mass media advertising and staff provided by SETA/PIC located at EDD. Oversight, budget and goal setting are provided by the PIC Marketing Committee. **Sacramento WORKS!** has generated over 12,000 client responses and 200 job orders in its first twelve months. **Sacramento WORKS!** also includes Vietnam Veterans of California and the Enterprise Zone Job Bank; two entities not funded by SETA and PIC in its network.
3. **Sacramento Employment Consortium** - Expands the **Sacramento WORKS!** concept to link PIC, SETA, POA and EDD with city, county and State Economic Development entities, community colleges, the University of California at Davis, California State University, Sacramento, local Enterprise Zones and elected officials to encourage major employers to locate in Sacramento. Major hires accomplished through this effort include U.S. Sprint, Flexpak, Electronic Data Systems and the Franklin Fund.
4. **San Juan Unified School District Assessment Center** - Is a joint venture between SETA, PIC, the Los Rios Community College District and SETA contractor, the San Juan Unified School District to provide career and educational skills assessment services to local JTPA eligible and laid-off clients. Funding is provided through Job Training Partnership Act (JTPA) 30% of 8% funds awarded jointly by the State of California Department of Education and the Chancellor's Office of the California Community Colleges. Both PIC and SETA Boards were required to review and okay the proposal for submission to the State. Sacramento received one of four centers awarded statewide.
5. **Military Installation Task Force** - The purpose of this group is to act in an advisory capacity to the PIC and the SETA Governing Board. Individuals who serve on this body are appointed by the City Council and the County Board of Supervisors and deal with issues related to layoffs created by the pending closures of Mather Air Force Base and the Sacramento Army Depot as well as the downsizing of McClellan Air Force Base. Guided by the efforts of the Task Force, the PIC and the SETA Governing Board, a proposal was submitted to the Department of Labor for Defense Conversion Assistance funds to train and place those affected by local base closures. To date \$3

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million has been received. Additionally, EDWAAA Rapid Response funds of \$50,000 and Governor's 40% discretionary funds have been received for services for these affected workers.

6. **Sacramento County Human Services Reorganization** - In an effort to create a more "user friendly" human services program, Sacramento county is currently reorganizing its social services programs. PIC members, Program Operators and SETA staff serve on task forces and committees involved in this effort. Both SETA and PIC boards must review and approve any changes which affect the local service delivery area structure.
7. **Sacramento Partnership for Business and Education** - SETA staff and PIC members are involved with this effort to revamp and upgrade Sacramento's education system into a market-driven, life-long learning process. The keys to this effort are business involvement and mentorship programs. Besides SETA and PIC, this partnership is spearheaded by IBM, Sutter Hospitals, the Sacramento Metropolitan Chamber of Commerce, the County of Sacramento Office of Education and local elected officials.
8. **Labor Market Information (LMI) Project** - As a collaborative effort with SETA, PIC, neighboring Service Delivery Areas, EDD, Los Rios Community College District and other entities, this comprehensive study of local economic conditions, prevailing wages and employment trends is updated annually. The LMI has proven to be a valuable marketing tool in luring businesses to the Sacramento area. Information is shared with local Regional Occupation Program (ROP) to avoid duplication of research conducted by that entity.
9. **Linkages with Head Start Program** - Clients often need a variety of social services in order to succeed in job training activities. As SETA also administers the Head Start Program, the Community Services Block Grant, Refugee Services and GAIN Job Search components in Sacramento county, linkages between JTPA and non-JTPA programs to provide comprehensive services to clients in job training activities are highly encouraged. An example of this is the SETA New Helvetia Head Start/Day Care Program which serves children ages 3 to 12 who are members of families residing in the New Helvetia and River Oaks housing projects administered by the Sacramento Housing and Re-

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development Agency (SHRA). Parent must be enrolled in a job training or education program to enroll their children in the New Helvetia program. Head Start parents receive regular information on SETA and PIC job training programs through Sacramento WORKS! and are encouraged to enroll in job training by Head Start staff.

10. **Sacramento Housing and Redevelopment Agency (SHRA)** - In addition to providing sites for SETA Head Start programs, SHRA contracts with SETA through Stewart B. McKinney/Community Services Block Grant funds to provide housing and stabilization services to homeless families. Once clients are stabilized, a number of these hard-to-serve individuals are placed in a job training program provided by SHRA through a contract with SETA and the PIC.
11. **Visions Unlimited** - Is a community-based organization which contracts with SETA to run a gang diversion and high school drop-out prevention program for high risk youth using Community Services Block Grant funds. Young people who are successful in this program are offered summer and year-round job training opportunities through Visions' JTPA program overseen by SETA and PIC.
12. **Relationship with Sacramento Police and Sheriff's Departments** - SETA staff and PIC members serve on task forces with members of the City Police Department and County Sheriff's Department, Program Operators and Neighborhood Advisory Groups as a means of providing job training as one avenue for young people to escape or avoid gang lifestyles.
13. **Services to Southern Sacramento County** - SETA uses Community Services Block Grant funds to provide a staff person whose function it is to refer residents of South Sacramento County (Isleton, Galt, etc.) many of whom are non-English speaking to comprehensive social services including job training programs offered through SETA and PIC.
14. **PIC Task Forces** - As needed, the PIC has convened and/or served on task forces relating to providing adequate English-as-a-Second Language services to Refugees, services to Hispanic clients, marketing, gangs and other services.

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15. **Linkage with Rehabilitation Department/Vietnam Veterans/EDD - SETA and PIC staff meet regularly with staff representatives from the State Department of Rehabilitation, the Vietnam Veterans of California and the Employment Development Department to share job leads and clients.**
16. **PIC Orientations - New PIC members are provided with an orientation that includes information on CSBG, Head Start and Refugee programs in addition to JTPA. Sustaining members continue to receive updates on these programs as changes occur.**

I hope this profile of our Job Training 2000 related efforts has been helpful and informative. Feel free to call me at (916) 646-8728 or our Public Information Officer, Eric Mandell at (916) 646-8724 if you have any questions.

Sincerely,

Patricia A. Coleman

Director

PAC/dh

cc: Mr. Delbert L. Spurlock, Jr.
SETA Governing Board
Private Industry Council
Human Services Cabinet
Community Action Board
Parent Policy Council
Virginia Hamilton
Western Job Training Partnership Assoc.